




INSTITUTE FOR
SECURITY STUDIES

A large, dark red silhouette of the African continent is centered on the page. A large, solid yellow circle, representing the sun, is positioned behind the map's right edge. A thin yellow circle is drawn on the western coast of Africa. A dotted blue line curves from the left edge of the map, around its bottom, and towards the bottom right corner of the page.

Improving human security in Africa

Annual Review 2020



**The Institute for Security Studies
partners to build knowledge
and skills that secure
Africa's future**

Contents

A trusted partner2

African futures 4

Maritime security and the blue economy8

Transnational organised crime 10

Conflict analysis and peacebuilding 14

Countering and preventing violent extremism20

Crime, justice and violence prevention24

Migration and governance28

Communication30

Human resources and finance32

Development partners33

Financial statements34

ISS Trustees and Advisory Council.....36

A trusted partner dedicated to Africa's peace and prosperity

With a strong legacy and commitment to the continent, ISS is geared for new opportunities and challenges

As the ISS approaches 30 years since its launch, we reflect on how it became one of the most important applied policy institutes in Africa, and how to sustain that for the next three decades.

Under our founder Jakkie Cilliers, ISS became a pan-African organisation with offices in Pretoria, Dakar, Addis Ababa and Nairobi. A focus on human security ensured our sustained relevance within a changing context of peace, governance and development challenges. We are proud to have always been independent of external influence.

The next five-year strategy focuses on where we can make the most difference

Leadership of the ISS passed to Anton du Plessis in 2014 when donors, facing their own fiscal pressures, were demanding more rigorous governance and value for money. Du Plessis consolidated ISS systems, bringing financial rigour, a professional human resources approach and a dynamic communication team.

Partnerships and influence

ISS responded to donors' need for results measured not by research output but through partnerships and influence that drive real change.

Long-term alliances with pan-African bodies such as the African Union were consolidated in line with ISS' focus on applied research and support to institutions that advance good governance and security.

ISS work balanced the priorities of African countries with the frameworks set out by development partners. We took account of the politics of human security at a global level and the continent's role in these debates.

More important than the past is what lies ahead. Africa must confront the challenges of COVID-19, fragile economies, growing inequality, a shrinking democratic space and climate change.

Responsive and focused

ISS adapted quickly to the pandemic and had a productive and effective 2020. We demonstrated how to mitigate and reverse the pernicious developmental impact of COVID-19 in Africa.

Skilled ISS staff helped strengthen institutions in areas ranging from maritime security and policing to organised crime, peacebuilding, migration and counter-terrorism.

We enter 2021 with a new five-year strategy that tasks ISS with protecting human security gains, responding to threats and advancing Africa's promise of peace and prosperity.

The strategy aims for continuity and focuses on where we can make the most difference. It builds on the institute's reputation and credibility against a backdrop of complex security and governance challenges that are exacerbated by inequality and poverty.

The capability and dedication of the ISS is needed as much now as it was 30 years ago. With a strong legacy to build on and a commitment to Africa, we are geared for the challenge.

Fonteh Akum
ISS Executive Director



Our solid governance base enables us to adapt to challenges while delivering quality work that brings real change

Fonteh Akum, ISS Executive Director

African futures

Within four months of the pandemic reaching Africa, ISS delivered a detailed forecast of how COVID-19 would impact the continent

Swift analysis in the face of crisis

Skilled researchers and an established capacity for futures analysis enabled ISS to produce a 10-year scenario analysis of how COVID-19 would affect the continent. Together with the Gordon Institute of Business Science, University of Pretoria and the Frederick S Pardee Centre for International Futures, University of Denver, the report was published in June 2020.

All the scenarios modelled showed a surge in extreme poverty that would effectively wipe out five years of economic and development progress in Africa. The findings were debated by experts from 15 countries and widely publicised. An updated report for the United Nations Development Programme was published in March 2021.

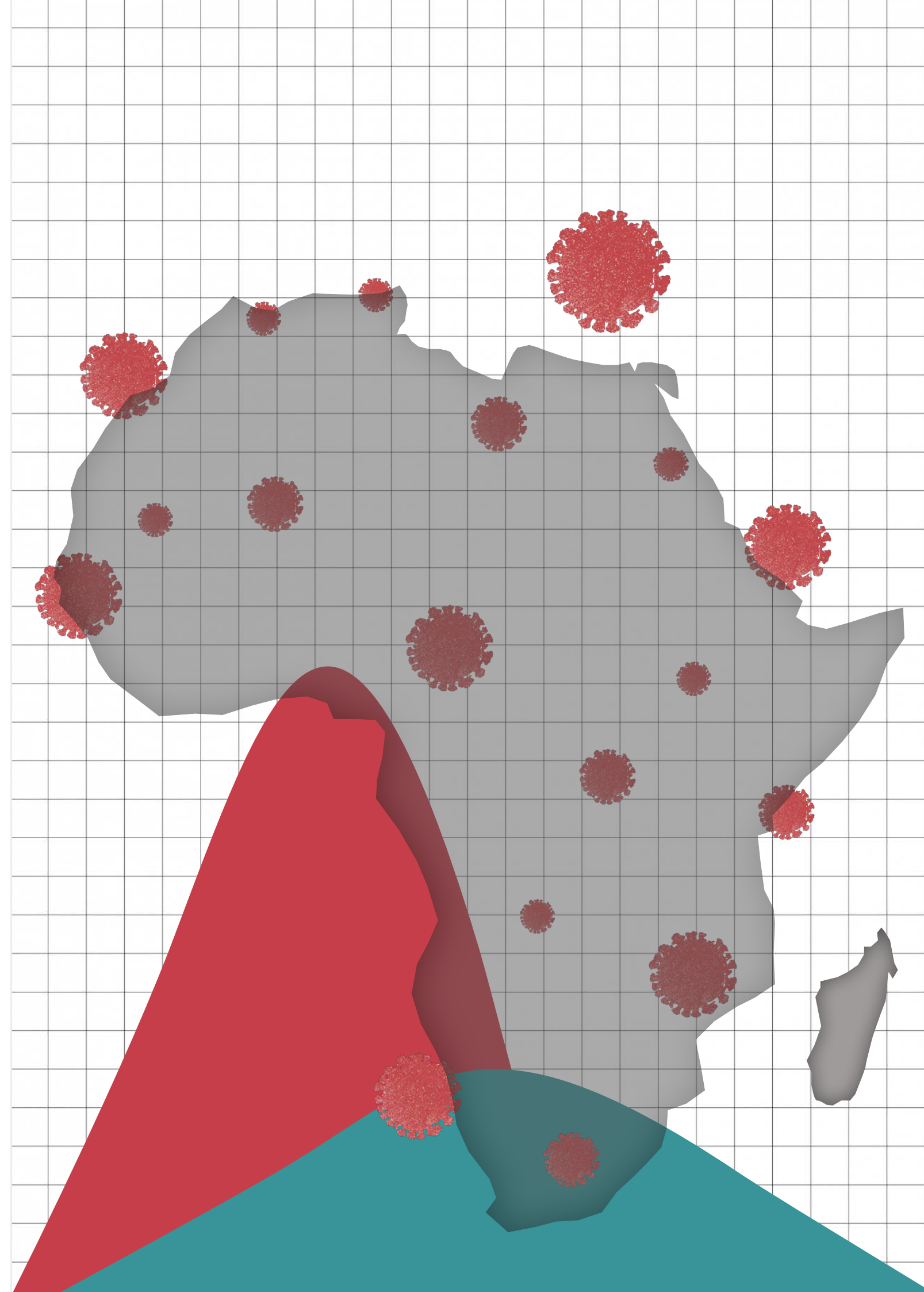
Africa forecasts debated by top decision makers

A decade of ISS analysis on Africa's long-term prospects was published in the book *Africa First! Igniting a Growth Revolution* by Jakkie Cilliers, ISS founder and head of the institute's pioneering futures work. A policy brief on key findings in English, French and German attracted wide interest across Africa, Europe and the United States, and in the United Nations.

The book was featured at the 9th Tana Forum on security in Africa and informed the ISS' December briefing to the African Union on resilient democracies and accountable governance. The projections were discussed with senior government officials, business leaders, academics and international bodies across the world.

An essential read for everyone in Africa and its neighbouring continent Europe

Horst Köhler, former president of Germany, commenting on *Africa First!*



ISS emphasis on demographics recognised

Since 2018, ISS has underlined the decisive role that demographics play in shaping African countries' ability to prosper or stagnate. To boost economic growth and reduce poverty, the working-age population must be greater than its dependents. For much of the continent however, this is not the case.

ISS forecasts and policy solutions have gained traction in the development and donor communities. An initiative launched by the government of Germany will see government-to-government policy dialogues on demographics, diversity and dividends in partnership with the UN Population Fund (UNFPA) and the African Union.

We are inspired by your thought leadership on African futures. We want to understand the factors you think might drive change as the future of peace and security unfolds

Charles Katende, Chief of Policy, Strategic Information and Planning, UNFPA



Country studies: planning successful futures today

South Africa

Options for economic recovery from COVID-19 were discussed with local and international public and private sector stakeholders, including the National Planning Commission, the Council for Scientific and Industrial Research, Old Mutual, the Delegation of the EU to South Africa and the German–South African Foundation.

Tunisia

Long-term forecasts launched in August were discussed at a seminar hosted with the Tunisian embassy in South Africa, the University of Northwest in South Africa and the University of Tunis. Interest in ISS' analysis has led to requests for follow-on research from UN agencies and academic institutions.



Maritime security and the blue economy

With informed and capable institutions, Africa can tackle maritime disasters, cyber threats and gender inequality among its seafarers

Building institutions to secure Africa's seas

ISS is a key partner for research, strategy development and assistance in implementing African maritime charters and plans.

When COVID-19 put events on hold, ISS experts continued to provide insights on key maritime debates. ISS online seminars attracted high-level speakers from United Nations maritime security agencies, the International Tribunal for the Law of the Sea and the African Union (AU) Commission. Topics debated included women in Africa's maritime sector, security risks as a result of COVID-19, maritime dimensions of Mozambique's Cabo Delgado crisis, cyber security threats, and the need to ratify the Lomé Charter.

ISS supported the AU Commission's planning for a dedicated Blue Economy Department in 2021. ISS also worked with the AU's Blue Economy programme and its departments of infrastructure and energy, and rural agriculture and economy to help implement the AU's Blue Economy strategy and the Revised African Maritime Transport Charter.

The solid platforms created will bolster the ability of the AU Commission and regional economic communities to effectively manage their maritime affairs.

Spotlight on Africa's top maritime issues

ISS advice and technical support were backed by original research on Africa's most pressing maritime problems.

The devastating effects of the MV Wakashio's grounding off Mauritius' coast in July showed why national contingency plans aren't enough when marine disasters strike. ISS outlined solutions including adopting the long-dormant regional contingency plan and setting up a regional coordination centre for Western Indian Ocean states.

Africa's prosperity is anchored in well-run shipping and ports industries – sectors that are increasingly vulnerable to cyber breaches. ISS analysis showed how Africa can learn from incidents that have devastated harbours and ships across the world. African countries and the AU must activate the Malabo Convention to build a collective shield against cyber threats.

Women still face cultural, structural and workplace barriers in the maritime sector. ISS research showed how women navigate this male-dominated world and outlined practical changes to enable their meaningful participation in African seafaring.

400%

Spike in global cyber security incidents against ports and ships, Feb–May 2020

With Africa's digital transition underway, a major maritime cyber attack is just a matter of time

Denys Reva, Research Officer, ISS



At the current pace, it will take

257 years

to achieve gender equality in the maritime sector

Transnational organised crime

Together, countries can break the networks that enrich the predatory few at the expense of Africa's growth and development

Southern Africa: curbing guns and organised crime

Leaders of Southern African states adopted a new protocol on the control of firearms and ammunition. This followed work by an ENACT ISS team and the Secretariat of the Southern African Development Community (SADC) to revise the region's 2001 policy – a process that included adding 15 new clauses. This is the first regional instrument that incorporates the African Union's Roadmap for Silencing the Guns. A SADC implementation task team will develop an action plan to ensure the protocol is carried out.

ISS also worked with the SADC Secretariat on a strategy to prevent and combat organised crime in the region. Illicit financial flows and terrorism are rising in Southern Africa. States use different approaches to these and other cross-border threats that include the smuggling of drugs, guns and wildlife, and human trafficking. ISS provided expert technical assistance to the process. The draft strategy received preliminary support and is ready for approval by SADC's policy organs.



Reviving East Africa's cattle rustling policy

Research into cattle rustling in East Africa by the ENACT transnational organised crime project at the ISS argued for the review and ratification of the 'Mifugo Protocol'. Although signed in 2008, only one of the region's 14 states (Uganda) had ratified the Protocol on the Prevention, Combating and Eradication of Cattle Rustling in Eastern Africa. Based on ISS' expertise and trusted relations with regional governments, the chairperson of the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) asked ISS to help revise the protocol and increase ratifications. The amendments will be presented to the region's police chiefs for final approval.

The SADC strategy makes combating organised crime a societal responsibility and not just a task for law enforcement

Martin Ewi, ENACT Southern Africa Regional Coordinator, ISS

Research used by the security sector

An ENACT research report on synthetic drugs in Mauritius was circulated by the country's deputy police commissioner to all officials in the Anti-Drug Smuggling Unit and related units. The police praised the analysis as the first comprehensive report on the issue in Mauritius.

ENACT's unique Organised Crime Index is being used by the United States government's Africa Center for Strategic Studies as part of its academic programme. The courses, some of which include sessions with ISS experts, reach security sector actors from over 40 African countries. Participants noted their appreciation of the index as a policy tool.

ENACT's regional organised crime observatories conduct research into major threats affecting the continent. Staff across Africa provide unparalleled insights into a wide array of crimes, from goldfinch poaching and trafficking in Morocco to the illegal trade in antiquities in North and West Africa, oil crime in the Niger Delta, digital vigilantism and cyber crime in East and Southern Africa, policy responses to human trafficking and smuggling, and drug trafficking.

Skills for police in East and Southern Africa

ISS built skills and networks among police from East and Southern Africa. Investigators and officials working to stop terrorism and organised crime took part in the course, which was delivered in partnership with the Southern African Regional Police Chiefs Co-operation Organisation and the Eastern Africa Police Chiefs Cooperation Organisation.

ISS also trained national police commanders from South Africa's nine provinces on the nexus between terrorism and organised crime, and common investigative standards for handling both offences. A collaboration with the country's specialised unit responsible for investigating terrorism will see further joint capacity building exercises.

Niger Delta oil spills are 20 times those of on-shore US oil

Up to 20% of Nigeria's oil output is systematically stolen



90%
of Mali's
heritage sites
have been
plundered

Looting surged after Mali's conflict started in 2012

Online groups play a key role in antiquities trafficking

Conflict analysis and peacebuilding

ISS explains conflict dynamics and works with the African Union and governments to build a foundation for peace and security

Collaborating with the African Union

ISS teamed up with the African Union (AU) on a range of initiatives to support the continental body and its member states. An AU–ISS memorandum of understanding and action plan guide the partnership.

[ISS research] has enriched our policy work and deepened the public's understanding of the AU–UN partnership

Dr Alhaji Sarjoh Bah,
Chief Advisor, AU
Permanent Observer
Mission to the UN

Silencing the guns

ISS led a civil society assessment of this AU initiative. A series of seminars on the findings coincided with the AU's firearms amnesty month and its silencing the guns summit. The analysis was well received by the AU Commission and diplomatic missions in Addis Ababa. The AU Peace and Security Department asked ISS to develop a monitoring and evaluation framework for the initiative.

Civil society support

ISS and civil society partners hosted a meeting with the AU Peace and Security Department on priorities and how partnerships could improve the AU's silencing the guns initiative. An action plan on civil society support was tabled for AU attention.

UN–AU cooperation

Research by ISS and the International Peace Institute (IPI) supported the AU's Permanent Observer Mission to the UN. African states on the UN Security Council (UNSC) were convened in New York to strengthen coordination. An ISS report, expert meeting and seminar on common African positions at the UNSC discussed how to influence global decisions. Amb Bankole Adeoye, AU head of the political affairs, peace and security department, wrote the report and was among the high-profile speakers at the events.

African and global security challenges have outpaced multilateral responses. We need coherent and coordinated UN–AU strategies

Priyal Singh, Researcher, ISS

Security sector reform

ISS joined the AU steering committee on security sector reform (SSR) and briefed the Peace and Security Council (PSC) on progress and challenges. ISS helped the AU Defence and Security Division develop a SSR strategic plan, results-based framework and work plan. An ISS report on the AU's role in SSR focusing on The Gambia identified priorities for action.

Conflict prevention and early warning

Together with the AU Continental Early Warning System (CEWS), ISS hosted AU officials to discuss al-Shabaab's growth in Somalia. ISS and CEWS also convened a workshop for the AU and Common Market for Eastern and Southern Africa.

Standardised gender training

Working with the AU Peace Support Operations Division, ISS developed a standardised gender training package. It builds on the ISS–Training for Peace (TfP) curricula on gender mainstreaming and gender-based violence in peace operations.

Police capacity for African peace missions

After helping to write the AU Policy for International Policing in 2019, ISS–TfP translated it into all AU official languages and collaborated to finalise and conduct the pre-deployment training package.

Technical support to AGA and PSC

The African Governance Architecture (AGA) secretariat asked ISS to support the planning and running of the 9th AU High-Level Dialogue on Democracy, Human Rights and Governance. ISS also collaborated with the PSC secretariat to publish a handbook on council procedures.

National youth action plans

The AU Continental Framework on Youth, Peace and Security calls on member states to develop National Action Plans. Working with the AU Office of the Youth Envoy, ISS–TfP guided youth experts from across Africa on developing the plans and liaising with their governments. A policy brief on the topic was widely disseminated.



Regional focus: The Horn

ISS analysed the impact of the 2018 Eritrea–Ethiopia rapprochement and advised on responses to the ongoing challenges threatening regional stability. The findings were discussed in closed briefings, used by the AU and covered in the media. ISS insights shed light on the troubling Ethiopia–Tigray conflict.

Research and seminars on Ethiopia’s political transition covered: constitutional design options for managing ethnic divisions; national dialogue; Ethiopia’s foreign policy in the Horn,

the Gulf and Red Sea; the regional special forces; and implications of COVID-19 for the country. ISS provided over 20 briefings to development partners on political developments in Ethiopia.

In cooperation with the Ethiopian Ministry of Foreign Affairs, ISS hosted dialogues for Ethiopian diplomats on national and regional security issues. ISS also provided research and technical guidance to the Ethiopian Reconciliation Commission.



Regional focus: East and Southern Africa

ISS raised awareness about community conflict and violence prevention in Kenya through a workshop series for elders, religious leaders, youth, women and government officials. Working with Kenya's Ministry of Interior and Coordination, ISS convened youth and community leaders to discuss youth radicalisation in Isiolo County. A joint workshop for Marsabit County's council of elders was also held.

ISS provided insights on Burundi's election and the ruling party's succession battle, dispelling the notion that Pierre Nkurunziza 'voluntarily' gave up his fourth term bid. ISS also teamed up with local partners to analyse Tanzania's elections as incumbent John Magufuli made his bid for a second term.

At the regional level, ISS supported the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) to build gender equality in African policing.



We are indebted to the professional training and support. You are a vital core in our resolve to make Southern Africa a safe haven

Mubita Nawa, SARPCCO Coordinator and Head of Interpol's regional bureau, Harare

ISS gave 43 media interviews in the weeks after Mali's coup

It's important to see Mali's August 2020 coup as the result of a popular uprising against a failed democratic system

Ornella Moderan, Head, Sahel Programme, ISS

Regional focus: West Africa

Using its convening power and high-profile networks, ISS assembled top regional and continental specialists to discuss conflict drivers and violent extremism in the Sahel. Speakers included Pierre Buyoya, AU High Representative for Mali and the Sahel; Dr Mohamed Ibn Chambas, Special Representative of the UN Secretary-General and Head of the UN Office for West Africa and the Sahel; and Abdoulaye Mohamed, Deputy Executive Secretary, Conseil de l'Entente.

ISS also contributed to the revision of the EU's Sahel strategy. Lessons were provided from the past eight years of stabilisation efforts, drawing on ISS research into conflict dynamics.

In the wake of Mali's August coup, ISS expertise on crafting a way forward was sought by the country's new authorities and by diplomats. ISS provided policy advice and many briefings during this turbulent period, including to officials from the Economic Community of West African States (ECOWAS), the G5 Sahel and foreign governments.

In the Lake Chad Basin, ISS supported the United Nations Development Programme's planning for its conflict-related work in the region. Drawing on ISS research, analysts motivated for preventive strategies, and helped strengthen the programme design process.

Countering and preventing violent extremism

Fieldwork and analysis provide evidence to back policy advice and training in East, West and Southern Africa

Mozambique's terror threat intensifies

ISS kept governments and the media informed about the violent extremist threat in northern Mozambique. Sound analysis was vital considering the dearth of information about the crisis and the major international economic interests in Cabo Delgado.

ISS' considerable counter-terrorism expertise underpinned its insights. An ISS media statement called for the Southern African Development Community (SADC) and the African Union (AU) to urgently respond. Text from the statement was used in a parliamentary committee meeting in South Africa, and the call for SADC to prioritise the crisis was taken up at the regional level.

Ongoing media commentary and policy advice was provided to local and international parties. Briefings were delivered to the European Parliament, the International Committee of the Red Cross, embassies in Pretoria and foreign ministries in Europe. A discussion on lessons from the Lake Chad Basin, Sahel and Horn was held with African diplomats in Addis Ababa, AU officials and experts on violent extremism.

Lake Chad Basin: building resilience to Boko Haram

A memorandum of understanding signed with the Lake Chad Basin Commission will enable ISS research to inform implementation of the Regional Strategy for the Stabilisation, Resilience and Recovery of the Boko Haram Affected Regions of the Lake Chad Basin. Research was done on disarmament, demobilisation and reintegration of former Boko Haram affiliates.

Findings from the ISS research informed the Foreign and Commonwealth Office's internal discussions on how to support the stabilisation strategy. ISS emphasised the need to harmonise standards for rehabilitation and reintegration across affected countries, and take account of the gendered dimension of these interventions.



Boko Haram deserters face a dangerous journey to reintegration

The conflict is regional yet reintegration is nationally focused

Reconciliation depends on community approval. It cannot be dictated. Communities must be involved in strategies for handling Boko Haram deserters

Remadji Hoinathy, Senior Researcher, ISS



Durable counter-terrorism skills: East and Southern Africa

ISS and the North West University in South Africa partnered to develop a post-graduate diploma course on counter-terrorism. The online courses will build skills in many African countries and provide learners with a formal qualification. The curriculum is based on the training manual developed by ISS for the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) and the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO).

ISS also teamed up EAPCCO, SARPCCO and INTERPOL to deliver interactive online training to accommodate COVID-19 restrictions. Up to 90 police officials participated in each course, compared to 30 in the traditional approach.

Training for G5 Sahel's senior military officers

ISS delivered master classes for the G5 Sahel Defence College. The lectures on violent extremism and insecurity were based on ISS' empirical research in the region. They were presented to senior officers from Burkina Faso, Mali, Niger and Mauritania. Participants from the land and air forces, the national guard and the gendarmerie also attended.

Building capacity for prevention: Togo and Benin

ISS fostered inclusive, effective and holistic approaches to preventing and combating violent extremism. At the request of Togo's Interministerial Committee for the Prevention and Fight against Violent Extremism (CIPLEV), ISS ran capacity building sessions in Lomé for CIPLEV members comprised of government officials and representatives of civil society and religious organisations. ISS also partnered with the Benin and Togo chapters of the West African Network for Peacebuilding. They helped civil society and media professionals understand violent extremism and their role in preventing it. Workshops in each country drew on ISS research in the Sahel and Lake Chad Basin.

Disrupting terrorist operations in West Africa

ISS research informed a decision by the Conseil de l'Entente to prioritise cutting the funding streams and supply chains of violent extremist groups. The Conseil de l'Entente is composed of Benin, Burkina Faso, Côte d'Ivoire, Niger and Togo. The decision came after ISS briefed the organisation's meeting of Experts and Ministers in Charge of Security and Border Management. After the meeting, the regional body asked ISS to conduct a study on illicit activities in its member states to inform better policy and practice.

Most women only escape Boko Haram when their husbands leave

Income-generating activities alone won't stop women's involvement with violent extremists

It has become a family affair. Women who collaborate have one or more family members in these groups

Woman in Mali associated with violent extremist group, katiba Macina

Crime, justice and violence prevention

ISS is South Africa's top source of analytical and practical expertise on violence prevention, policing and prosecutions

Holding police accountable on much-needed reform

ISS helped secure the release of vital information on police reform. The panel of experts' report on policing and crowd management had been kept from the public since it was handed to the police minister in 2018. Gareth Newham, ISS Head of Justice and Violence Prevention, was a panel member and helped write the report. It provides 136 recommendations for better policing, most of which have yet to be implemented.

The matter became urgent when a draft SA Police Service Amendment Bill – which drew on the report – was gazetted for public comment. ISS and three other authors of the report campaigned for its release. A statement endorsed by 26 civil society organisations was sent to the police minister, the Parliamentary Portfolio Committee on Police, the police commissioner and the media. In November 2020, the portfolio committee called on the minister to release the report, which he did in March 2021.

Complaints against police increased 32% in the first 41 days of lockdown

Data and analysis on the impact of COVID-19 lockdowns

The protest and public violence monitor run by the ISS Crime Hub provided analysis and early warning on lockdowns. Hotspot maps showed where resistance to restrictions was likely. Incidents of police brutality were monitored, along with the impact of lockdowns on crime and policing trends. The data provided an evidence-base for ISS' many briefings and media interviews during a time of heightened uncertainty. The data set was shared with the Presidential Infrastructure Coordinating Commission's GIS portal.

136
proposals for police reform were kept under wraps for 3 years

232
protests were recorded in July 2020 – the highest month on record since 2013



Policing and safety have long been declining in South Africa. As police face more public order incidents each year, reform is vital

Gareth Newham, Head, Justice and Violence Prevention, ISS

Partnering for effective prosecutions

ISS is using its experience in research and technical support across Africa to help rebuild an effective prosecuting authority in South Africa. The Innovation Policy Support Office was set up in the office of the National Director of Public Prosecutions. Other work included hosting a strategic planning conference, a budget diplomacy project, improving communication, and strengthening accountability in the National Prosecuting Authority (NPA).

Findings from the ISS' 2020 all-staff survey helped NPA managers set priorities. ISS participated in workshops for senior managers on strategic plan indicators, the annual performance plan, and performance scorecards, and helped refine NPA policy on case focus areas and case prioritisation.

Violence prevention and the mining sector

South Africa's pioneering Violence Prevention Forum (VPF), which is convened by ISS, expanded its work to provincial and local level. Anglo American's participation in the forum led to a partnership between ISS and the mining company. It saw ISS and Leadership Pathways support the Tripartite Initiative on mine safety to develop a statement of commitment for shared action by Anglo and trade unions to address gender-based violence and sexual harassment. The mining giant's ties to the VPF enabled the company to draw on Phaphama Initiatives' expertise to train lay counsellors in shelters for victims of gender-based violence in Limpopo, near one of Anglo's mines.



Violence at home also affects the workplace

Companies can offer on-site violence prevention support as part of employee assistance

Preventing violence against women and children is everybody's business, and companies can do a lot to contribute

Thandi van Heyningen, Senior Research Consultant, ISS

Evidence-based policing takes root

ISS provides research and technical support to the South African Police Service (SAPS) to help improve evidence-based practices. This involves generating, reviewing and applying the evidence for what works in advancing public safety and trust in police. The work includes pilot studies in the Eden cluster of police stations in the Western Cape province. ISS and SAPS workshoped the concept and mapped action plans. ISS and SAPS' National Research division assessed the pilot projects. The research division wrote the forward to ISS' Resource Guide on evidence-based policing, which is available to police, researchers and the public.

Safety and policing in the Western Cape

ISS helped develop the Western Cape Government's Safety Plan, and is supporting its implementation. An ISS guide to problem solving in crime hotspots was written and adopted by the provincial government. ISS researchers also helped adapt the safety plan to accommodate resource constraints brought on by COVID-19 lockdowns. Changes in crime trends were also analysed. ISS experts served on the plan's evidence advisory committee and law enforcement steering committee.

Migration and governance

Insights into Africa's migration trends reinforce the need for positive, sustainable solutions that benefit all

African policy on climate-linked migration

ISS research showed that migration is a critical resilience strategy for vulnerable communities. The ISS advised that more evidence is not needed before African policy makers can start planning for migration as an adaptation measure. Voluntary or planned migration is a better option than forced displacement. The nexus between climate security, conflict and displacement in Southern and East Africa was also profiled at the 2020 Berlin Climate and Security Conference.

Global panels seek ISS expertise on migration

ISS Senior Researcher Tsion Tadesse Abebe joined leading scholars and practitioners in the field of forced displacement on the editorial board of Oxford University Press' Refugee Survey Quarterly.

Ottilia Anna Maunganidze, Head of ISS Special Projects and the institute's migration work, was invited by the German Federal Foreign Ministry to join the Strategic Advisory Board of the three-year Global Climate and Security Risk and Foresight Assessment project. The initiative will identify climate change threats, model impacts and identify entry points for political and preventive action. Maunganidze was also selected as a German Council of Foreign Relations expert on African migration policies.

Africa's priorities for a stronger EU-Africa alliance

ISS provided insights into negotiations over a draft strategy to inform future political and economic relations between Africa and the European Union (EU). Interviews with the African Union, EU, think tanks and civil society organisations, and an analysis of European Commission documents revealed that African priorities such as poverty reduction, small and medium enterprises, remittances, transport infrastructure and the blue economy needed more attention.

The EU draft dealt with human development through the narrow lens of job creation, and approached resilience from a state perspective with limited mention of communities' role. ISS advised that more emphasis be given to illicit financial flows and debt cancellation. An implementation framework with timelines, targets and a corresponding financial mechanism was also needed.

The ISS report [on relations between Africa and Europe] is the first of its kind by an African organisation

Amb Salah S Hammad, Head of the African Governance Architecture Secretariat, AU



Most climate-linked migrants move within their countries and regions

Africa can't rely on international policy. Local planning for climate-linked migration must start now

Aimée-Noël Mbiyozo,
Senior Research
Consultant, ISS

2 million

People displaced by climate-linked disasters in sub-Saharan Africa in 2019

195%

more Africans were impacted by extreme weather in 2019 than in 2018

Communication

Turning COVID-19 constraints into opportunities to extend the reach and impact of ISS' work

New ways of working

ISS quickly tailored its internal and external communication to the demands of a new COVID-19 world. Staff were equipped to deliver professional online seminars and immersive training courses.

Digital events meant that ISS analysis reached a larger and wider audience than before the pandemic, with speakers and attenders joining from across the continent and the world.

ISS could readily draw on the expertise of its staff stationed in east, west and southern Africa, allowing a deeper comparative analysis of human security issues.

From May, online seminars were presented live not only on the Zoom platform but also via Facebook, vastly increasing viewer numbers. Video recordings of all ISS public events are now available on the website.

Guidelines ensured that ISS analysis and commentary on the pandemic were authoritative, practical and evidence-based. The institute's best performing product, *ISS Today*, delivered regular coverage of what COVID-19 means for human security. Articles tackled a wide range of topics from long-term economic scenarios for Africa to the difficulties of policing lockdowns in Cape Town.

Maximising a world gone digital

As the pandemic forced communication online, readership of the website and *ISS Today* soared. Total website page views jumped 64% from 2019 levels, reaching the highest number since the current website was established in 2013. Interest in *ISS Today* doubled from 2019 to 2020, with analysis of COVID-19 contributing to the appeal of the online series.

ISS invested more time and resources in social media, featuring content on Facebook, Twitter, LinkedIn and YouTube 24 hours a day throughout the year. Followers increased across all the platforms and especially on LinkedIn.

During the course of 2020, staff learned new ways of working – from research methods, to briefing policy makers and disseminating the findings of new analysis. These techniques have enabled ISS to lower some activity costs, improve quality and stakeholder reach, and reduce the organisation's carbon footprint.



80
Seminars
38% increase
from 2019

94
Publications

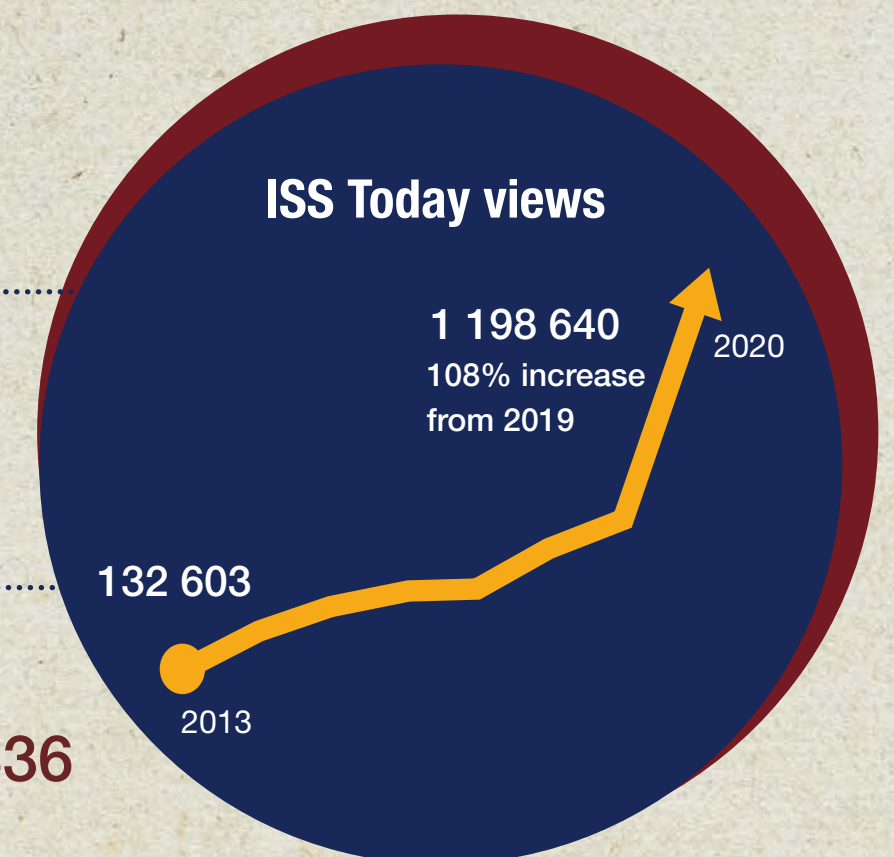
1 005
Media interviews

Facebook
42 820
followers

1 624 680
post views

LinkedIn
35 247
followers

Twitter
34 387 **8 553 836**
followers tweet views



Human resources and finance

Efficient and effective financial services

The external audit was signed off in June despite the challenges of limited contact with audit partners as a result of COVID-19 restrictions. The audit was clean and unqualified, with no significant findings and eight housekeeping matters. Adjustments to ISS’ methodology led to audit cost savings.

Policies on procurement and finance were updated with feedback from staff and management. The Finance department continues to revise the financial and administrative procedures where necessary. Systems are improved to ensure they are effective, simple and less dependent on manual tasks. Regular training sessions are provided to staff on finance policy and procedure.

Responding to COVID-19 in the workplace

The human resources and operations team focused on adapting the work environment to the changes brought about by the pandemic. ISS worked fast to ensure productivity and staff morale remained high. A new policy was developed covering safety protocols, working from home, leave during lockdown periods and staff wellness. It was adjusted as restrictions and the level of ISS staff exposure changed throughout the year.

Staff were trained in online communication and provided with resources to ensure productivity was maintained. A health care professional assisted staff to adjust to COVID-19 challenges and remote working.

The ISS Excellence Award went to payroll officer Adré Coetsee for her exceptional performance in improving salary administration and the successful migration to a new payroll software platform. Internal policies on social media, remote working in the post-COVID-19 environment and leave were reviewed and updated. An online performance management system was implemented and training sessions conducted with staff.



Development partners

Partnership Forum

European Union
Government of Canada
Government of Denmark
Government of Finland
Government of Ireland
Government of the Netherlands
Government of Norway
Government of Sweden
Hanns Seidel Foundation
Open Society Foundations

Project funding

Adelphi Research Gemeinnutzige GmbH
Berghof Foundation Operations GmbH
British Peace Support Team (Africa)
Conseil de L’entente
Eastern African Standby Force
Embassy of Chile, South Africa
Embassy of Spain, South Africa
Embassy of the Czech Republic
Federal Department of Foreign Affairs
Foreign and Commonwealth Office/Conflict, Stability and Security
Georgetown University
GIZ
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Government of Senegal
Government of Switzerland
Government of United Kingdom
Government of the United States of America/USAID
Humanity United
Igarapé Inc
International Committee of the Red Cross
International Development Research Centre
Istituto Affari Internazionali
Millennium Trust
Norwegian Institute for International Affairs
Omega Research Foundation
Open Society Policy Centre
Oxford University
Sabinet
Seven Passes Initiative
Social Justice Initiative
Southern Africa Trust
United Nations
United Nations Development Programme
United States Institute for Peace
University of Denver Pardee Centre
University of Edinburgh
University of Exeter
Wellspring Philanthropic Fund
World Childhood Foundation
World Bank



Statement of financial position

| as at 31 December 2020 | 2020 R | 2019 R |
|-------------------------------------|---------------------------|---------------------------|
| Assets | | |
| Current Assets | | |
| Donor and other receivables | 7 179 994 | 6 056 089 |
| Current tax receivable | 219 | 1 716 |
| Cash and cash equivalents | 113 335 601 | 86 630 600 |
| | <u>120 515 814</u> | <u>92 688 405</u> |
| Non-Current Assets | | |
| Property, plant and equipment | 15 726 462 | 16 475 239 |
| Intangible assets | 23 125 | 30 105 |
| | <u>15 749 587</u> | <u>16 505 344</u> |
| Total Assets | <u>136 265 401</u> | <u>109 193 749</u> |
| Equity and Liabilities | | |
| Liabilities | | |
| Current Liabilities | | |
| Trade and other payables | 14 126 629 | 11 678 058 |
| Donations received in advance | 103 386 881 | 81 322 683 |
| Bank overdraft | 212 | - |
| | <u>117 513 722</u> | <u>93 000 741</u> |
| Non-Current Liabilities | | |
| Deferred income tax | 605 664 | 741 378 |
| | <u>605 644</u> | <u>741 378</u> |
| Total Liabilities | <u>118 119 386</u> | <u>93 742 119</u> |
| Equity | | |
| Trust capital | 100 | 100 |
| Reserves | 4 200 923 | 4 378 640 |
| Accumulated surplus | 13 944 992 | 11 072 890 |
| | <u>18 146 015</u> | <u>15 451 630</u> |
| Total Equity and Liabilities | <u>136 265 401</u> | <u>109 193 749</u> |

Statement of comprehensive income

| for the year ended 31 December 2020 | 2020 R | 2019 R |
|--|-------------------------|----------------------------|
| Donations income | 150 344 457 | 207 841 404 |
| Other income | 10 976 941 | 9 230 275 |
| Operating expenses | <u>(159 241 530)</u> | <u>(225 936 028)</u> |
| Operating surplus/(deficit) | 2 079 868 | (8 864 349) |
| Finance income | 305 096 | 250 641 |
| Finance costs | <u>0</u> | <u>(23 584)</u> |
| Surplus/(deficit) before taxation | 2 384 964 | (8 637 292) |
| Taxation | <u>(295 030)</u> | <u>(1 400 227)</u> |
| Surplus/(deficit) for the year | 2 089 934 | (10 037 519) |
| Other comprehensive income/(loss): | | |
| Exchange differences on translating foreign operations | 429 244 | (153 170) |
| Total comprehensive income/(loss) for the year | <u>2 519 178</u> | <u>(10 190 689)</u> |

Note 1: Basis of Preparation

The summarised financial statements, which include the Statement of Financial Position and the Statement of Comprehensive Income, are an extract of the audited consolidated financial statements of the Institute for Security Studies Trust for the year ended 31 December 2020. The financial statements can be obtained from the Institute for Security Studies Trust at Block C, Brooklyn Court, 361 Veale Street, New Muckleneuk, Pretoria.

The ISS Trustees take full responsibility for the correct extraction of the financial information from the underlying annual financial statements.

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