Contact Information

Pretoria/Tshwane
Block C, Brooklyn Court,
Veale Street,
New Muckleneuk
Pretoria/Tshwane
0181
PO Box 1787
Brooklyn Square
0013
Pretoria/Tshwane
South Africa
Tel: +27 12 346 9500/2
Fax: +27 12 460 0997/8
E-mail: iss@issafrica.org

Cape Town
67 Roeland Square
Drury Lane
Gardens
Cape Town
8001
South Africa
Tel: +27 21 461 7211
Fax: +27 21 461 7213
E-mail: capetown@issafrica.org

Nairobi
6th Floor
Landmark Plaza
Argwings Kodhek Road
Nairobi
Kenya
PO Box 12869 GPO (00100)
Nairobi
Kenya
Tel: +254 20 3055726/2
E-mail: nairobi@issafrica.org

Addis Ababa
1st Floor
K-
Ab Building
Alue-ande Pushkin Street
Pushkin Square
Addis Ababa
Ethiopia
PO Box 2329
Addis Ababa
Ethiopia
E-mail: addisababa@issafrica.org

Printed on 100% recycled paper
Contents

02 Message from the President of the Advisory Council
04 Members of the ISS Advisory Council
06 Message from the Executive Director and ISS Trustees
10 Legal Persona
14 Highlights and achievements of 2007
  14 Pretoria Office
  28 Cape Town Office
  32 Addis Ababa Office
  40 Nairobi Office
  44 Head Office
60 Financial Statements
64 Notes on summarised accounts 2007
The energetic engagement of African leadership and the international community in the advancement of peace and security in Africa, together with sustained economic growth across virtually all its regions, made 2007 a particularly good year for the African continent.

On the whole, the continent has experienced advances in participatory governance and, through instruments such as the African Peer Review Mechanism, also in good governance. Democracy, often imperfect, is improving while rising commodity prices underpin the excellent economic performance in a number of key African states.

Many challenges remain and developments in key countries such as Sudan, Kenya and Zimbabwe undermine the steady progress made elsewhere. Unfortunately it is these images - those of the assault on innocent civilians, the rigging of elections and abuse of power - that inform the international view of Africa.

Although the reality remains challenging, few can dispute the progress being made on the continent, or the need for and contribution by the Institute for Security Studies. Reflecting an increasingly Pan-African identity, the ISS is arguably the most important and influential think-tank engaged in peace and security in Africa. For these achievements I would like to extend my thanks and congratulations to the members of the Board of Trustees, the Advisory Council and the management of the Institute. None of this would have been possible without strong staff commitment and the energetic leadership of Dr Jakkie Cilliers, the Executive Director. Its work increasingly straddles theory and practice, with the result that the ISS is contributing in a progressively practical manner to the enhancement of human security of all Africans.

I was, unfortunately, not able to attend the Advisory Council meeting in October 2007, but the feedback from fellow council members point to a constructive and useful meeting that reflected on a number of key themes:

- Understanding the ISS
- Key future trends in African peace and security issues
- The mode of expansion and regionalisation of the Institute
- ISS governance, management and oversight
- The enduring matter of sustainability
- The stance of the Institute – that of watchdog or supporter, critic or implementer
Although the reality remains challenging, few can dispute the progress being made on the continent, or the need for and contribution by the Institute for Security Studies

- The accessibility of Institute output and products to ever-greater audiences
- The improvement of ISS impact on Africa’s key external stakeholders

Various members of the Advisory Council introduced each item and it is clear that the discussions impacted in a direct manner on Institute planning and practice. The strategic plan of the Institute, which has now been finalised, was discussed during the final session. It is here where all of the key themes came together, but strategy is never static and I look forward to future discussions to review and measure progress.

Peace and security is a necessary condition for development, and security for ordinary Africans does not have the same meaning as it does for states, governments or ruling parties. It is therefore crucial that organisations such as the ISS contribute to our understanding and debate, as well as to our capacity to provide human security in Africa.

Salim Ahmed Salim

*Dar es Salaam, May 2008*
Members

of the ISS Advisory Council

1. Dr Salim Ahmed Salim (President)
   Former Secretary General of the OAU, Dar es Salaam, Tanzania
   Member of the AU Panel of the Wise

2. Ambassador Siteke Mwale (Deputy President)
   Special Representative to the Great Lakes Region,
   Lusaka, Zambia

3. Mr Saki Macozoma
   Chairperson, STANLIB, South Africa

4. Lieutenant-General (Rtd) L M Fischer
   Former Commander of the Botswana Defence Force,
   Gaborone, Botswana

5. Ambassador Jan Mutton
   Ambassador of Belgium to South Africa,
   Pretoria, South Africa

6. Professor Judy Wakhungu
   Executive Director, African Centre for Technology Studies,
   Nairobi, Kenya

7. Mr Kåre Aas
   Director General of International Security, Ministry
   of Foreign Affairs, Oslo, Norway

8. Mr Gerd Linska
   Representative, Hanns Seidel Foundation,
   Johannesburg, South Africa

9. Professor Ramesh Thakur
   Distinguished Fellow, Centre for International Governance
   Innovation, University of Waterloo, Canada

10. Professor (Rtd) Deon Fourie
    Pretoria, South Africa

11. Dr Agostinho Zacarias
    Resident Representative, United Nations Development
    Programme, Harare, Zimbabwe

12. Ms Thandi Modise
    Speaker of the North West Parliament, Mmabatho, South Africa

13. Ambassador Francis Deng
    UN Special Representative on the Prevention of
    Genocide and Mass Atrocities, New York, USA

14. Lieutenant-General (Rtd) Lazaro Sumbeiywo
    Executive Director, Moi Africa Institute, Nairobi, Kenya

15. Dr Leonardo S Simao
    Executive Director, Fundação Joaquim Chissano,
    Maputo, Mozambique

16. Ambassador Ahmed Haggag
    Secretary General, Africa Society, Cairo, Egypt

17. Ms Scholastica Kimaryo
    Resident Representative and Coordinator of the
    UN System, Pretoria, South Africa
Attendees of the ISS Advisory Council meeting, Addis Ababa, Ethiopia
‘Knowledge empowers Africa’

During the past year the Institute for Security Studies continued to grow and expand not only in terms of size but – more importantly – also in terms of its ability to impact in a meaningful manner on Africa’s quest for a better, safer and more rewarding life for all its peoples. That objective cannot be achieved in isolation – nor can it be achieved by unquestioningly adopting concepts and theories from Europe, North America, Asia or even Latin America.

In the 2007 Human Security Report, the University of British Columbia noted that more people die in Sub-Saharan Africa from armed conflict than in the rest of the world combined. Instability, lack of development and lack of respect for human rights – and therefore the absence of human dignity – are prevalent throughout the continent. This need to understand human insecurity and offer appropriate and practical advice drives the work of the ISS.

Already, in a first global survey of think tanks that was released in January 2008, the ISS was identified as the leading think tank in Sub-Saharan Africa. Out of a database of 5 080 think tanks globally, 228 institutions were nominated by their peers as ‘organisations that have become recognised nationally, regionally and globally for producing rigorous and relevant research, publications and programmes’. The ISS is the only think tank in Sub-Saharan Africa that made it to the top 30 on a list that excludes organisations based in the United States.

During 2007 the ISS was hard at work developing a strategy for the future – a process that culminated in a formal strategy document but, more importantly, in a description of a long-term vision: the establishment of a world-class institute that supports and informs the policy debate on human security in Africa – a key source of reference and policy advice on peace and security issues for African policymakers and external stakeholders.

It is a vision of an organisation that runs high-level seminars, conferences and meetings that are sought after and attended by top scholars, politicians, international partners and activists, and an organisation that contributes to African capacity building through its training, policy implementation support and direct assistance. This is a vision of an organisation that is financially partly self-reliant and operates in an integrated fashion across Africa’s diverse regions. Such an organisation is
The challenges that confront the continent are deep and structural in nature, and perhaps largely unexplored – as is obvious from the limited amount of quality research work on human security on the continent.

able to undertake evidence-based research, offer implementation support and package its findings in practical projects in pursuit of human security based on respect for human rights, sustainable development, collaborative security and good governance.

In terms of management it means that our information technology, finances and human resources for all practical purposes consist of an integrated system across all offices that supports and empowers our core activities.

During 2007 the Institute undertook a restructuring in Pretoria, where its largest office is located, and created a head office separate from the existing Pretoria Office. Head Office is tasked with overseeing and providing professional management services to its four subsidiary offices (Pretoria, Cape Town, Nairobi and Addis Ababa). This move was based on the expectation that an additional office may be opened in Francophone West Africa during 2008 and was necessitated by the growth of the organisation, in the interests of appropriate oversight and management practices. These support functions include the provision of strategic direction and organisational development, financial and human resource management, information technology and coordination of publications.

Africa is changing, but despite the diversity of the continent and the challenges in generalising, a number of trends are clear:

- The re-emergence of a new interest in Africa’s mineral resources and some degree of competition between the United States, Europe, China and a number of Asian countries
- Africans are assuming greater responsibility for their own peace and security (African peacekeeping, conflict mediation and the like)
- The absence of reliable, publicly available information on human security issues, the hostility and suspicion that the search for such information engenders and hence the salience of independent policy research work
- General growth in democracy – an increase from nine ‘democracies’ in Africa in 1989 (at the end of Cold War) to 43 in 2007 – although the quality of elections and democracy varies greatly and there has been some evidence of regression in recent years
- Improved levels of economic growth, largely on the back of a rising global demand for Africa’s
During 2007 the Institute undertook a restructuring in Pretoria, where its largest office is located, and created a Head Office separate from the existing Pretoria Office.

- Natural resources and minerals. Africa is expected to grow at 6 per cent in 2008, although growth is slowest in southern and West Africa.
- Continued weakness of the African state – and therefore an inability to mediate between the individual and global forces – as well as a lack of capacity to serve as a source of human security and prosperity for its peoples.
- The remarkable resilience and optimism of Africa’s people – illustrated recently in a Pew survey that again confirmed Africans as having the most positive outlook for 2007 in the world.
- Rising amounts of development assistance available in support of peace, security and good governance issues – but assistance that increasingly demands ownership and a demonstrable impact.

Clearly, ‘development’, peace and security in Africa will proceed at its own pace and assume different paths than in the rest of the world. The challenges that confront the continent are deep and structural in nature, and perhaps largely unexplored – as is obvious from the limited amount of quality research work on human security on the continent. There are no magic solutions, but the work of the ISS can contribute in an important way to shaping a future based on human and not only state security.

Jakkie Cilliers, Selby Baqwa and Lucy Mailula

Pretoria, May 2008
ISS Trustees: Selby Baqwa, Lucy Mailula and Jakkie Cilliers
In South Africa the ISS is registered as a non-profit trust (registration no 1922/T) and governed by a Trust Act in accordance with the requirements of the Trust Property Control Act, 1997 (No 57 of 1997). According to Article 5.1 of the ISS Trust Deed:

The purpose of the Trust shall be to receive and accept capital and any donations and earn income as part of the Trust Fund, and to apply the proceeds thereof solely to enhance human security in Africa. This will be achieved through applied research, advice and the dissemination of information that can inform decisions on critical areas of individual, national, regional and international security. The Trust is committed to democracy, good governance and the promotion of common security.

The Institute is also registered as a non-profit organisation in South Africa in terms of the Non-Profit Organisations Act, 1997 (No 71 of 1997) with registration number 006-981 NPO.

In Ethiopia the Institute is registered as a research association with the Ministry of Justice, certificate number 2190, dated 29 June 2005. In Kenya the ISS is registered as a company limited by guarantee with no share capital, duly incorporated in the Republic of Kenya (registration Number C 119625) on 29 September 2005 under the Companies Act, Chapter 486, Laws of the Republic of Kenya.

The mission of the ISS is to conceptualise, inform and enhance the debate on human security in Africa in order to support policy formulation, implementation and decision making at all levels.
The purpose of the ISS Code of Conduct is to formalise and confirm our commitment, as employees of the Institute, to clear ethical standards of conduct in pursuit of the mission and vision of the ISS.

Based on the desire to improve human security in Africa, and recognising the special responsibility created by our funding base and the activities we perform in pursuit of our vision, we commit ourselves to the following objectives and principles:

- The right of all people to security and democracy
- The development of African scholarship and research capacity
- Respect for the rights and dignity of all people
- Cooperation, collaboration and networking with other agencies that are striving to enhance human security in Africa
- The highest degree of professionalism and excellence in our work
- Transparency, integrity and accountability, and
- The cost-effective use of donor funds

The Institute is committed to high standards of professional conduct. We shall therefore:

- Comply with the law, and with all legal documents that are binding on us
- Comply with all the policies of the Institute
- Prevent and avoid personal and corporate conflicts of interest
- Accept responsibility for all personal actions and decisions
- Honour the confidentiality of internal Institute matters, with due regard for the principle of transparency, and
- Use information acquired by or obtained from the Institute responsibly, and only for legitimate purposes

When interacting with fellow employees of the Institute, we shall:

- Deal fairly, professionally, equitably and with integrity with all colleagues
- Cooperate with one another to enhance the Institute’s performance
- Execute, to the best of our ability, all reasonable and lawful instructions by persons officially assigned to give them
- Use the appropriate channels to air
grievances or to direct representations
- Motivate our colleagues through proper utilisation and support for their functional development, and
- Respect the privacy, dignity and professional standing of our colleagues

When interacting with the broader public, we shall:
- Promote the mission and vision of the Institute
- Treat everyone with equal respect, regardless of ascribed criteria, beliefs or political persuasion
- Be non-partisan in our professional conduct

In our research we shall:
- Respect and acknowledge the intellectual property rights of others
- Enhance the quality of our products through peer or other independent review processes
- Respect the confidentiality and dignity of research sources

The Institute is committed to good corporate governance and to the adoption of best management principles and practices. As employees of the Institute for Security Studies, we commit ourselves to upholding this Code of Conduct.

**Code of Ethics**

As a member of the Institute for Security Studies:
- I am committed to the pursuit of democracy, peace and justice for all Africa’s people
- I shall respect the rights and dignity of all people
- I shall strive to be fair and courteous, and will undertake my responsibilities with honesty and without fear or favour
- I commit myself to the Institute’s mission and objectives and shall strive to encourage and support my colleagues
- I accept responsibility for all my words, deeds and decisions
Highlights and achievements of 2007

Pretoria Office

The Pretoria Office managed the following programmes during 2007:
- Arms Management Programme
- African Security Analysis Programme
- Crime and Justice Programme
- Defence Sector Programme
- Regional Projects Programme
- Southern Africa Human Security Programme
- Training for Peace Programme

(Note: In August 2007, the Southern Africa Human Security Programme and the Regional Projects Programme were amalgamated to form the Regional Programme.)

The Pretoria Office remained the largest office of the ISS and was engaged in research and capacity-building activities throughout Africa. In 2008 the focus of the office will be on greater engagement within South Africa and on increased inter-programme coordination to enhance the quality of its outputs.

Arms Management Programme
The Arms Management Programme (AMP) has been working on arms control and disarmament issues in Africa for more than a decade. AMP has undertaken policy-oriented research, provided training and capacity-building to key government and civil society stakeholders, and supported the implementation of arms control and disarmament instruments and processes in Africa. AMP has staff in both the Pretoria and Nairobi offices.

AMP has two main goals:
- To contribute to the implementation of more efficient and effective processes for the management and control of arms, as well as disarmament initiatives in Africa
- To contribute to knowledge on the link between arms (and the management thereof), violence and development

It pursues these goals by:
- Supporting and facilitating the implementation of arms control and disarmament initiatives at the local, national, regional and continental levels in Africa, and sharing the lessons from these efforts with the international community
- Collecting and analysing information that will influence the formulation and implementation of arms control and disarmament policies and legislation
- Providing capacity-building and training to appropriate stakeholders

AMP also serves as an information resource on many aspects of small arms, light weapons, conventional arms and weapons of mass destruction in Africa. AMP hosts and maintains www.armsnetafrica.org, a collaborative Internet-based information resource.

**Highlights for 2007**

The highlights of 2007 were as follows:

- AMP, in collaboration with the Southern African Police Chiefs Cooperation Organisation (SARPCCO) (Interpol Sub-Regional Bureau for Southern Africa), developed operating procedures and processes for the implementation of key sections of the Southern African Development Community Protocol on the Control of Firearms, Ammunition and Other Related Materials
- AMP worked closely with the Regional Centre on Small Arms (RECSA) to develop
and implement a strategic research capacity-building plan for countries that are signatories to the Nairobi Protocol for the Prevention, Control and Reduction of Small Arms and Light Weapons in the Great Lakes Region and the Horn of Africa. Capacity-building consultative workshops were held in Kenya and Rwanda in November and December 2007 respectively.

- AMP, with support from the Government of Norway, established a project on Africa and the threat of weapons of mass destruction which aims to enhance Africa’s role in strengthening the non-proliferation and disarmament of weapons of mass destruction.
- AMP, in collaboration with the International Peace Research Institute, Oslo, undertook a research project on arms brokering in southern Africa.
- AMP hosted an international conference in November 2007 on the state of arms control/disarmament research and practice in Africa. The conference provided a forum which enabled those responsible for designing and implementing arms control and disarmament processes in Africa to engage with academics and researchers in this field.

**Outlook for 2008**

In 2008, AMP will collaborate with RECSA and SARPCCO to enhance the capacity of national governments to enhance arms control and disarmament processes. In addition, the programme will pursue an engagement strategy with African governments who have not yet ratified the African Nuclear Weapon-Free Zone Treaty (Treaty of Pelindaba) in order to facilitate its entry into force prior to the Treaty on the Non-Proliferation of Nuclear Weapons Review Conference in 2010.

**Staff members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nelson Alusala</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Ben Coetzee</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Amelia Du Rand</td>
<td>Junior researcher</td>
</tr>
<tr>
<td>Guy Lamb</td>
<td>Programme head</td>
</tr>
<tr>
<td>Ana Leão</td>
<td>Senior researcher To July 2007</td>
</tr>
<tr>
<td>Augusta Muchai</td>
<td>Senior researcher (Nairobi) To December 2007</td>
</tr>
<tr>
<td>Philip Njuguna Mwanika</td>
<td>Junior researcher (Nairobi)</td>
</tr>
<tr>
<td>Agar Ngwenya</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Noël Stott</td>
<td>Senior researcher</td>
</tr>
</tbody>
</table>
African Security Analysis Programme

During 2007 the African Security Analysis Programme (ASAP) increased the production and provision of regular and easily accessible written information on emerging crises and developments in countries at risk or in conflict. To this end ASAP created a new electronic product, ISS Today, aimed at providing decision-makers and stakeholders with timely and suitably presented analyses on contemporary and developing situations. ISS Today has now become one of the most popular products of the Institute.

The programme remains totally committed to contributing to a deeper and more systematic understanding of threats to human security on the African continent. To achieve this aim the programme intensified its level of analysis by means of occasional papers and monographs. The programme was also responsible for production of the volume 16, no 1 issue of the African Security Review, which focused on the Great Lakes region.

Field research and country visits continued to be of great value for the verification of desk research results, as well as for the development of closer links with decision-makers, organisations and individuals. ASAP staff members travelled extensively to Algeria, the Central African Republic, Chad, the Democratic Republic of Congo, Ethiopia, Guinea, Kenya, Lesotho, Liberia, Malawi, Morocco, Sudan, Tunisia, Uganda and Zambia.

As far as capacity-building is concerned, ASAP continued to provide expertise to the Committee on International Cooperation and Conflict Resolution of the Pan-African Parliament and to present lectures at the South African National Defence College and South African War College.

Programme highlights

During 2007 ASAP hosted 30 seminars, which included as guest speakers Ambassador Roeland van Geer, special representative of the European Union to the Great Lakes, and Ambassador William Swing, Special Representative of the Secretary General in the United Nations Mission in the Democratic Republic of Congo.

During a two-week period, ASAP visited eight European countries to brief donors and stakeholders on ongoing developments in Africa. Some of the highlights were a briefing to the European Battle Group in Stockholm and another to the Parliamentary Standing Committee on International Relations of the Swedish Parliament.
ASAP members also gave 160 briefings during the year to various embassies, foreign visitors, government officials, academics and stakeholders in Africa. One of the highlights was the briefing to the Committee on International Cooperation and Conflict Resolution of the Pan-African Parliament, which did have an impact on decisionmaking within the Pan-African Parliament.

ASAP researchers made 64 contributions to ISS Today during the year. Staff members were also intensively involved in media interaction with all major news agencies. Its publications included 17 situation reports,
eight occasional papers, two monographs and two conference reports, as well as 12 security reviews.

Future outlook
ASAP will continue to serve as an African and international reference source of timely in-depth analysis of threats to human security in Africa so as to support African and international conflict prevention, management and resolution activities.

Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonhlanhla Baloyi</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Henri Boshoff</td>
<td>Military analyst</td>
</tr>
<tr>
<td>Anneli Botha</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Richard Cornwell</td>
<td>Senior research fellow</td>
</tr>
<tr>
<td>Paul-Simon Handy</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Charlene Harry</td>
<td>Programme administrator</td>
</tr>
<tr>
<td></td>
<td>To September 2007</td>
</tr>
<tr>
<td>Mariam Jooma</td>
<td>Researcher</td>
</tr>
<tr>
<td>Chris Maroleng</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Wafula Okumu</td>
<td>Programme head</td>
</tr>
<tr>
<td>Issaka Souare</td>
<td>Researcher</td>
</tr>
<tr>
<td>David Zounmenou</td>
<td>Senior researcher</td>
</tr>
</tbody>
</table>

Crime and Justice Programme
The Crime and Justice Programme (CJP) embarked on a number of important projects during the course of 2007. These projects covered the entire spectrum of the criminal justice system in South Africa, in line with the programme’s vision of making a contribution towards policy-making.

A project dealing with South African Police Service (SAPS) compliance with recommendations of the Independent Complaints Directorate was undertaken jointly by the ISS and the Independent Complaints Directorate (ICD). It was one of the most successful joint projects between the ISS and a government department, and resulted in a publication providing practical suggestions on ways in which the relationship between SAPS and the ICD could be improved to ensure SAPS accountability.

The public order policing project, aimed at assessing the ability of SAPS to police large gatherings, was started and completed in 2007. The research project culminated in a monograph entitled SAPS’ costly restructuring: a review of public order policing capacity, in which research findings were presented
and recommendations made to improve the ability of the SAPS to deal with large gatherings. The monograph was launched at a high-profile conference in September 2007. This conference among others focused on the ability of the SAPS to police the 2010 FIFA World Cup. One of the contributors was a senior German police officer who had been part of the planning and provision of security during the last FIFA World Cup in Germany.

The diversion project was undertaken at the request and with the endorsement of the National Prosecuting Authority with the aim of determining the extent to which diversion mechanisms were being used in the criminal justice system and the impact these could have on the system. The project has been completed. The report on the project provides an overview of the diversion mechanisms that exist currently and its weaknesses which, if they were dealt with, would improve the use of diversion.

**Ongoing projects**

The CJP continued with its ongoing monitoring of developments in the criminal justice system by means of the criminal justice monitor. Aspects that are being monitored include justice and prosecution, traditional justice, policing, and human trafficking. Our researchers participated in a variety of seminars and conferences, and also contributed on a regular basis to media debates that fall within their areas of expertise.
The bulk of the research work of the CJP was published in the SA Crime Quarterly. Many of the articles in the journal were later reprinted in newspapers.

In the second part of 2007, the CJP embarked on a national victims of crime survey. Surveys of this nature are the only means of gauging, among others, the extent of victimisation among citizens, as official instruments currently being employed for crime measurement cannot measure this variable. The results of the survey were released in early 2008 and made a significant and, indeed, timely contribution to crime statistics as the last such survey in South Africa was conducted in 2003.

The work of the CJP was made possible through generous funding from our supportive donors. They are the Hanns Seidel Foundation, the International Development Research Centre, Save the Children Sweden, the Belgian Embassy, the Danish Embassy, the Embassy of Ireland, the Open Society Foundation–SA, the Ford Foundation, and USAID.

In 2008 and beyond, the CJP plans to change the focus of its work so as to be able to inform policy by analysing and monitoring the causes, prevention and management of crime in the South African political context.

Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johan Burger</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Chandré Gould</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Busiswa Nyume</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Andrew Kanyekirire</td>
<td>Researcher</td>
</tr>
<tr>
<td>Antoinette Louw</td>
<td>Senior research fellow</td>
</tr>
<tr>
<td>Prince Mashele</td>
<td>Senior researcher To June 2007</td>
</tr>
<tr>
<td>Jake Moloi</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Bilkis Omar</td>
<td>Junior researcher</td>
</tr>
<tr>
<td>Boyane Tshehla</td>
<td>Programme head</td>
</tr>
</tbody>
</table>

Defence Sector Programme

In 2007, the Defence Sector Programme (DSP) conducted three main projects. These were the African Security Sector Governance Project (ASSG), the Regulation of the Private Security Sector Project (RPSS) and the HIV/Aids in the Military Project (MilAids). Besides these three main projects, the programme also gave support to the Global Facilitation Network for Security Sector Reform and the African Security Sector Network and provided managerial and
administrative support to the Political Dialogue in Burundi Project.

The ASSG Project grew to new heights and expanded both in staff numbers and in scope. The primary purpose of this project is to strengthen democratic governance of the security sector in Africa, thereby contributing to human security and development. Project activities in 2007 expanded beyond the defence sector and saw the launch of a sub-project on the governance of intelligence services. The Intelligence Governance Sub-project hosted two successful seminars and produced a paper on the South African intelligence community as
well as participating in various international, regional and national conferences. Other ASSG highlights included hosting two national engagements on security sector governance with the parliaments of Uganda and Rwanda, facilitating a defence policymaking training process for the South Sudanese People’s Liberation Army, and contributing to the Gender and Security Sector Reform Toolkit developed by the United Nations International Research and Training Institute for the Advancement of Women and the Geneva Centre for the Democratic Control of Armed Forces.

The United Kingdom’s Department for International Development funds ASSG, while the RPSS project is funded by the International Development Research Centre and the United Nations University.

The year continued with the aim of supporting the effective regulation of the growing private security sector in Africa towards the establishment of a consistent and logical regulatory framework at international, regional and national level. In pursuit of this objective, RPSS produced several publications including a compilation of studies on the private security sector in various African states.

The MilAids project – which is funded by the Rockefeller Brothers Fund - works towards creating a better understanding of the impact of HIV/AIDS on the armed forces with the aim of enhancing the development of policy alternatives to negate the impact of the disease on the defence sector. One of the major activities for this project was the hosting of a workshop and production of a monograph on male circumcision as a means of decreasing HIV transmission rates. Two policy seminars were also conducted - in Lesotho and South Africa, respectively.

In 2008, DSP will be expanding and in recognition of the broader range of security sector issues that are addressed by the programme, the name will be changed to Security Sector Governance Programme (SSG). The primary objective of SSG will be to strengthen democracy and good governance of the security sector and contribute towards a peaceful post-conflict environment in Africa, thereby contributing to human security and development. Projects for 2008 include women in peacebuilding, enhancing parliamentary oversight of the security sector, intelligence governance, regulation of private security actors and collaborative security with special focus on the development of the African Standby Force and the Regional Brigades.
Training for Peace Programme

The year 2007 saw modest but significant intensification of the Training for Peace (TfP) Programme’s engagement with its key stakeholders, namely the AU Peace Support Operations Division (AU PSOD), the African Peace Support Trainers Association (APSTA), the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO), the Eastern African Police Chiefs Cooperation Organisation (EAPCCO), the Eastern African Standby Brigade Coordinating Mechanism (EASBRICOM), the SADC Regional Peacekeeping Training Centre, the South African National War College (SANWC) and the UN University (UNU), Japan.

The main areas of collaborative support were capacity-building training with reference to peacekeeping; gender education and awareness revolving around issues of violence against women and children, and HIV/AIDS; and policy development support, particularly to EASBRICOM and the AU PSOD. The programme also undertook some research and produced a number of publications.

For the first time the TfP Programme - which also serves as the secretariat of APSTA - led the African Standby Force (ASF) coordination workshop. The workshop sought to streamline the collaboration between APSTA and the AU PSOD in support of the training of the ASF. One of its main outcomes was the establishment of a memorandum of understanding to clarify the scope and division of labour for this interaction.

In collaboration with SARPCCO, the ISS/TfP organised a high-level police seminar on peacekeeping issues, to assist in building capacity at the policy level. The capacity-building training support to SARPCCO alone involved 218 police officers. Some of these officers have already been deployed on peacekeeping missions, including the AU-UN Hybrid Operation for Darfur, the UN Mission in Liberia and the UN Integrated Mission in Timor-Leste.

The ISS/TfP also once again organised a highly
stimulating annual peace support operations seminar that involved about 150 learners and staff of the SANWC. At the invitation of UNU, the TfP also supported a peace and security course that the university offered for a wide range of senior-level participants, including policymakers, academics and practitioners.

The aim of the programme in 2008 will be to broaden the scope of its engagement to include high-level gender policy development seminars for SARPCCO and EAPCCO, in this way building on the achievements of 2007. It also envisages the expansion of the programme to the ISS office in Nairobi. This

Shooting practice during UNPOC clinic, Maseru, Lesotho
will make it possible to intensify engagement with EASBRICOM and EAPCCO, as well as enhance the presence of the APSTA secretariat at the Addis Ababa Office. This will in turn enable it to continue its steadily increasing engagement with the AU PSOD. Particularly during 2008, this responsibility will among others revolve around the annual conference of the International Association of Peacekeeping Training Centres, which will be hosted by APSTA.

For all of these achievements, the programme remains indebted to its donors and partners, including the Norwegian Government, the French Embassy in Pretoria, the British Peace Support Team in South Africa and the Dutch Government.

### The Regional Programme

In August 2007 the Southern Africa Human Security Programme and Regional Projects combined to form The Regional Programme (TRP). The aim of the programme is to strengthen the capacity of regional institutions, civil society and women in order to facilitate peace and security in Africa and provide analysis on human security concerns in the region.

The programme is funded primarily by the governments of Denmark, Sweden and Germany. It also received funding for one-off projects from UNESCO, Oxfam, China and the Government of the Netherlands.

Key activities for the programme were: to provide support to the Pan-African Parliament’s Committee on Cooperation, International Relations and Conflict Resolution; to update profiles on regional organisations; to conduct briefings, seminars and workshops on peace and security/human security in the region; to conduct research; and to disseminate information.

Some of its achievements in 2007 were the co-hosting of workshops on human security in Africa, the challenges of implementing the SADC Protocol on the Facilitation of Movement of Persons, and the crisis

### Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Festus Aboagye</td>
<td>Programme head</td>
<td></td>
</tr>
<tr>
<td>Vuyo Mxego</td>
<td>Programme administrator</td>
<td>To February 2007</td>
</tr>
<tr>
<td>Nosipho Ndlazulwana</td>
<td>Programme administrator</td>
<td></td>
</tr>
<tr>
<td>Carole Njoki</td>
<td>Senior researcher</td>
<td>To July 2007</td>
</tr>
</tbody>
</table>
in Zimbabwe. The programme also hosted workshops on parliamentary oversight for the Pan-African Parliament; on gender for the South African National Defence Force; and on human security within SADC. In addition, the programme facilitated a conference that was co-hosted by the governments of Norway and South Africa on integrated multi-dimensional UN peacekeeping missions. A number of public seminars at the ISS were also hosted. Other research projects included China in South Africa, gender and defence reform, Zimbabwean migration to South Africa, and disarmament, demobilisation and reintegration in the Democratic Republic of Congo.

Staff members

<table>
<thead>
<tr>
<th>Cheryl Hendricks</th>
<th>Programme head</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gerhard Hugo</td>
<td>Junior researcher</td>
</tr>
<tr>
<td>Cathy Maidi</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Aquilina Mawadza</td>
<td>Researcher</td>
</tr>
<tr>
<td>Tanana Mpanyane</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Loreshnee Naidoo</td>
<td>Programme administrator To June 2007</td>
</tr>
</tbody>
</table>
Cape Town Office

The ISS office in Cape Town was established in 1997 and has become a leading centre for research, information and analysis on issues related to corruption, governance, organised crime and money laundering in Africa. More recently, the office has embarked on projects in connection with climate change and governance, natural resource extraction in Africa, illegal fisheries and the trafficking in women and children. The office has a staff complement of 16 and hosts four interns. The projects that it undertakes are managed through two thematic programmes, the Corruption and Governance Programme and the Organised Crime and Money Laundering Programme.

Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Gastrow</td>
<td>Office director</td>
</tr>
<tr>
<td>Pilisa Gaushe</td>
<td>Office coordinator</td>
</tr>
<tr>
<td>Zurina Marshall</td>
<td>Financial accountant</td>
</tr>
<tr>
<td>Nozuko Maphazi</td>
<td>Receptionist</td>
</tr>
<tr>
<td>Virginia Njokweni</td>
<td>Cleaner</td>
</tr>
</tbody>
</table>

Corruption and Governance Programme

The Corruption and Governance Programme is one of the leading centres for research and information on and analysis of democratic governance and corruption in the region.

The programme is involved in monitoring corruption – in the private and public sectors – as well as other factors that inhibit responsive pro-poor governance in Africa. An important point of departure remains a collaborative approach and the office strives to work
with partners in intergovernmental organisations, state institutions and civil society.

Funding was received from the Norwegian Agency for Development Cooperation through the Royal Norwegian Embassy (Pretoria), the Danish International Development Agency through the Royal Danish Embassy (Pretoria), the Open Society Foundation for Southern Africa, the United Nations Development Programme, the United Nations Office on Drugs and Crime and Transparency International –Zimbabwe/Action Aid.

In 2007 the programme consisted of five research staff assisted by a programme administrator, as well as research consultants in 17 countries across the continent. The programme continued to focus on the harmonisation of anti-corruption measures in Africa through the promotion of the international, regional and sub-regional conventions and protocols on corruption. This included a new project with a focus on West Africa.

Work on natural resource governance focused on the mining and marine fishing sectors in particular. The latter included a civil society meeting to launch the work of the African Marine Alliance that will be coordinated by the programme. Research based on case studies was undertaken across the continent.

The programme has retained its focus on key service delivery issues such as housing, education and local government sectors – the areas where corruption and weak governance have the greatest impact on the poor. As part of its focus on health

The Corruption and Governance programme has retained its focus on key service delivery issues such as housing, education and local government sectors
care, a groundbreaking study on the impact of corruption on the treatment and prevention of HIV/AIDS was released. Similar research projects have now commenced in Kenya, Uganda and Nigeria.

Research publications continue to have a profound impact on the policy environment in South Africa, as is evidenced by the research conducted into political party front companies in South Africa. Work on political corruption now also focuses on southern Africa and is complemented by a new project to monitor conflicts of interest and elite formations in South Africa. Another new focus area is that of climate change - a pressing issue of our time - which is being addressed through research on carbon trading and the clean development mechanism for Africa.

The programme was actively engaged in briefing the local and international media and participated in numerous international meetings. Two major electronic outputs of the programme are the African Internet Portal on Corruption and the monthly e-briefing Umqol’Uphandle – SA Corruption Briefing.

Research projects in 2008 are likely to focus on consolidating existing research areas and increasing the focus on health care and governance. New focus areas include energy security and climate change in southern Africa, support of the development of the African Marine Alliance through research and capacity-building, and work on public sector asset management.

**Staff members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natasha Emmett</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Marianne Merten</td>
<td>Researcher</td>
</tr>
<tr>
<td>Trusha Reddy</td>
<td>Researcher</td>
</tr>
<tr>
<td>Andile Sokomani</td>
<td>Researcher</td>
</tr>
<tr>
<td>André Standing</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Hennie Van Vuuren</td>
<td>Programme head</td>
</tr>
</tbody>
</table>

**Organised Crime and Money Laundering Programme**

The programme was established in January 2006 after the re-structuring of the Organised Crime and Corruption Programme. It studies the nature and characteristics of criminal business in eastern and southern Africa, with a focus on organised crime, money laundering and the
The programme studies the nature and characteristics of criminal business in eastern and southern Africa

funding of terrorist activities.

The programme is committed to contributing to a significant reduction in the effect of these forms of crime through research and by working with mandated and interested stakeholders. It briefs, advises and supports institutions of government and parliaments, the private sector and other interested parties on policies and measures to reduce organised crime, money laundering and the funding of terrorist activities.

The Royal Norwegian Government and the Federal Republic of Germany generously support its work.

Programme researchers were involved in many activities during 2007, notably:

- Capacity-building workshops with:
  - The Financial Intelligence Centre and the Bank of Namibia
  - The Directorate on Corruption and Economic Crime in Botswana
  - Law enforcement agents from Uganda and from Somalia on practical aspects of combating money laundering and the financing of terrorism
  - Senior Botswana police on trends of organised crime
  - Money laundering field researchers

- Surveys of money laundering activity in the region, as well as an assessment of the effectiveness of measures to combat money laundering

- Ground-breaking baseline research into trends of money laundering in and from Botswana, conducted jointly with the Directorate on Corruption and Economic Crime

- Participation in an international conference on the scale and impact of money laundering, held in the Netherlands

- Ground-breaking research to establish the incidence of human trafficking in Angola, Botswana, Namibia, Zambia and Zimbabwe

- Networking with the Economic and Financial Crimes Commission of Nigeria
Conducting and monitoring field research on human trafficking in Zambia and Namibia
Publication of several newsletters and papers

In 2008 the programme will carry out research jointly with the Southern Africa Regional Police Chiefs Cooperation Organisation into trends of organised crime in the region. Research outputs, which include an annual situation report, are expected to enhance the capacity of law enforcement agencies to respond to organised crime. Research is also being completed on the impact of corruption on the implementation of measures to combat money laundering in eastern and southern Africa. Work with financial intelligence units is planned for later in the year.

Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Goredema</td>
<td>Programme head</td>
</tr>
<tr>
<td>Annette Hübschle</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Thobani Matheza</td>
<td>Junior researcher</td>
</tr>
<tr>
<td>Jackson Madzima</td>
<td>Researcher</td>
</tr>
<tr>
<td>Nobuntu Mtwa</td>
<td>Programme administrator</td>
</tr>
</tbody>
</table>
Addis Ababa Office

The Addis Ababa Office of the ISS is running two programmes, the Direct Conflict Prevention Programme (DCP) and the Capacity Building Programme Against Terrorism (ICPAT) of the Intergovernmental Authority on Development (IGAD).

ICPAT is a partnership between the ISS and IGAD and was launched in June 2006. The DCP Programme commenced its activities in April 2007.

In 2007 the Addis Ababa Office also embarked on a joint project with the Center for Policy Research and Dialogue on local conflicts in the Horn of Africa and their sub-regional implications and on an evaluation of Japanese overseas development assistance to the consolidation of peace and security in Africa in relation to the fourth Tokyo International Conference on African Development.

The office has a staff complement of 17 staff and hosts two interns. Consultants may be engaged for specific short-term assignments.

Direct Conflict Prevention Programme

The objective of the DCP Programme is to improve the quality of direct conflict prevention strategies and approaches in Africa. The programme strives to complement the work of African Union member states and the activities of the AU Peace and Security Council (PSC) in Addis Ababa. The programme commenced its activities in October 2006 and became operational in April 2007 with the full staff component operative as of 1 May 2007.

The aim of the DCP Programme is to be an independent and reliable source of information on African human security issues and it has steadily expanded the scope of its conflict prevention work by producing briefs and reports on threats to human security in Africa. In 2007 this included briefings to the rotational chair of the PSC, members of the PSC and AU member states.

As part of its mission to inform the peace and security debate, the programme aims to provide an ongoing forum for dialogue in off-the-record or public seminars, talks and presentations as well as publications. These included the following in 2007:

- Addressing civilian protection in armed conflicts in the Horn of Africa
- Sudan – two years after the Comprehensive Peace Agreement: the challenges of consolidating peace
- A seminar on conflict prevention and
DCP conference on the post-election situation in Zimbabwe, held in Addis Ababa, Ethiopia
the responsibility to protect in Africa, in line with the theme of the volume 16, no 3 issue of African Security Review.

- Prospects for strengthening conflict prevention strategies in the central Africa region
- The Ouagadougou Accords and the prospects for peace in Côte d’Ivoire
- An experts roundtable seminar entitled ‘Towards a union government of Africa: challenges and opportunities’

Publications
During 2007, the programme published a series of ISS papers – including eight papers on the proposed United States of Africa, situation reports and an issue of African Security Review.

In 2008, the programme will continue with briefings to the rotational chair and members of the AU PSC and AU member states, and with organising expert roundtable workshops and seminars and conducting independent research. The office will also continue to support the work of the AU Commission on key issues of peace and security on the continent.

Staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chrysantus Ayangafac</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Sanatek Haile</td>
<td>Receptionist</td>
</tr>
<tr>
<td>Sahlu Mentesnot</td>
<td>Driver</td>
</tr>
<tr>
<td>Kenneth Mpyisi</td>
<td>Office director</td>
</tr>
<tr>
<td>Tim Murithi</td>
<td>Senior researcher</td>
</tr>
<tr>
<td>Yemissrach Tadesse</td>
<td>Programme administrator</td>
</tr>
<tr>
<td>Joseph Yav</td>
<td>Senior researcher</td>
</tr>
</tbody>
</table>

To July 2007

IGAD Capacity Building Against Terrorism
The IGAD ICPAT is an initiative aimed at helping member states of IGAD to resist terrorism by supporting capacity-building activities by enhancing judicial measures, optimising interdepartmental cooperation and strengthening border management. To this end the office provides training, and works in partnership with other institutions to increase the resources and technical knowledge in the IGAD region.

In 2007 counterterrorism legislation and the capacity of the judiciary in Djibouti, Ethiopia and Uganda was assessed with the cooperation of the United Nations
Office on Drugs and Crime (UNODC) and proposals were forwarded on how to make existing legislation more effective and the judiciary better equipped to handle cases. ICPAT convened the first meeting of ministers of justice of IGAD member states in Kampala, Uganda, in September. The meeting, which was supported by the UNODC, adopted the Kampala Statement which, among others, called for the establishment of a forum of counterterrorism experts to work out ways of cooperating across the region, particularly in the legal field. Studies on the strengths and weaknesses of laws on money laundering, organised crime, corruption and drugs and arms trafficking were launched in Djibouti, Ethiopia and Kenya, while work on a compendium of terrorism cases in the IGAD region has been completed with regard to Ethiopia, Kenya and Uganda.

Initiatives were taken to promote interdepartmental cooperation between institutions within countries that have direct or indirect responsibility for countering terrorism. The capacity, mandate and scope of work of relevant institutions in Sudan were studied and recommendations to enhance coordination forwarded to key state institutions such as the National Intelligence and Security Service and the Ministries of Internal Affairs, Justice and Foreign Affairs. The decision was also taken to expand the activity of the national counterterrorism coordinating committee by setting up four bureaus in various parts of Sudan. Similar initiatives have been launched in Kenya, Djibouti and Uganda.

In the area of border control, desk and field research were conducted on the Ethiopia-Kenya and Kenya-Sudan borders, the results of which were presented at national workshops promoting action at policy level. Border control assessments were also carried out along the Djibouti-Ethiopia and Kenya-Uganda borders and results are likely to be available in the course of 2008.

In 2007, ICPAT ran a month-long counterterrorism training course for 25 law enforcement officers from Uganda and another for a similar number of officers from Somalia. The first stage in the preparation of the four-module training material has been completed. A number of lectures were also provided in the context of the various workshops that ICPAT carried out in IGAD member states.

A terrorism vulnerability assessment covering the IGAD region was completed and presented to the
ministers of foreign affairs of IGAD member states in April. While the programme intensified its interaction with IGAD member states - including Somalia - the decision by Eritrea to withdraw from IGAD halted efforts towards interesting Eritrea in participation in ICPAT.

Relations with funding partners remain encouraging and Norway joined the steering committee of ICPAT following its decision to contribute to the funding of the programme. The countries supporting ICPAT are Canada, Denmark, Italy, the Netherlands, Norway, Spain and Sweden.

The African Center for the Study and Research on Terrorism has also joined the ICPAT steering committee, representing the African Union.

ICPAT plans to extend programmes started in some countries to all the member states of IGAD during 2008 and to identify the appropriate support to provide to Somalia. The programme members are of the opinion that following up on the results of studies and workshops carried out in 2007 will provide opportunities for the implementation of ‘second generation’ counterterrorism support programmes.

<table>
<thead>
<tr>
<th>Staff members</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nejat Abdulrahman</td>
<td>Secretary</td>
</tr>
<tr>
<td>Hiruy Amanuel</td>
<td>Programme head</td>
</tr>
<tr>
<td>Richard Barno</td>
<td>Senior field researcher</td>
</tr>
<tr>
<td>Martin Kimani</td>
<td>Senior counter-terrorism advisor</td>
</tr>
<tr>
<td>Abebe Muluneh</td>
<td>Senior training coordinator</td>
</tr>
<tr>
<td>Samuel Sserwanga</td>
<td>Senior legal analyst</td>
</tr>
<tr>
<td>Tesfaye Teklehimanot</td>
<td>Accounts clerk</td>
</tr>
<tr>
<td>Hanna Tilahun</td>
<td>Office administrator</td>
</tr>
<tr>
<td>Demeke Wolde</td>
<td>Driver</td>
</tr>
<tr>
<td>Seyoum Wubshet</td>
<td>Financial accountant</td>
</tr>
</tbody>
</table>
ICPAT legislative and judiciary workshop, Khartoum, Sudan
The year 2007 saw an exponential growth in the Nairobi Office with the inception of new and targeted programmes.

At the beginning of 2007, one programme was being conducted in the Nairobi Office, namely the African Human Security Initiative Programme (AHSI). The office also hosted two staff members of the Arms Management Programme (see Pretoria Office section). In the second half of 2007, the number of staff members almost doubled.

In line with the ideals of the ISS, the Nairobi Office has been able to initiate human security forums in collaboration with the Hanns Seidel Foundation. AHSI is the lead programme coordinating these forums. The inaugural forum dealt with relations between Ethiopia and Eritrea.

General activities
In 2007 the Nairobi Office interacted with various organisations in the course of promoting and understanding human security.

- The office hosted several diplomatic missions in Nairobi as well as the Foreign Service Institute of the South African Department of Foreign Affairs
- It hosted the South African National Defence Force Intelligence Service on a fact-finding mission to assess the viability of South African peacekeepers in Somalia
- The office provided various analyses of the human security agenda to the South African High Commission, as well as to the French, Dutch and Norwegian embassies in Nairobi
- The office hosted officials of the Africa Institute of...
South Africa together with postgraduate students in peace, international relations and security studies from universities in South Africa

- An engagement was undertaken with the European Commission's Stabilisation Observation Team on Africa’s regional arms control initiatives. Courtesy meetings by the EC have also been conducted at the Nairobi Office of the ISS.

- The office carried out media briefings on a wide array of issues including arms proliferation and its effects in the region; violence and post-conflict analysis issues pertaining to Kenya and Somalia; and organised crime in Kenya. Media houses that participated in these briefings included Al Jazeera, the SABC, the Daily Nation, the Financial Times - London, the Polish Daily and the Voice of America.

- The International Action Network on Small Arms has been engaging with AMP for analyses on issues such as arms control and management, as well as the intricacies of regional arms proliferation.

- The Nairobi Office has been approached by various institutions of higher learning to provide advice and analysis on curriculum and degree programme development.

- AMP Nairobi held a workshop geared towards capacity-building of Kenyan researchers on small arms and light weapons in collaboration with the Regional Centre on Small Arms and the Kenya National Focal Point.

The African Human Security Initiative

The African Human Security Initiative (AHSI) is a regional programme that raises awareness of human security issues on the continent. AHSI is using the peer review concept to complement the formal New Economic Partnership for Africa’s Development / Africa Peer Review Mechanism (NEPAD/APRM) process by focusing on the criminal justice system in select countries identified for APRM review. Through local partnerships, AHSI intends to build the capacity of an expanded membership to undertake research on security issues in order to facilitate the work of the Peace and Security Council of the African Union.

The project collected reliable information on criminal justice systems and displayed some of its work to potential users, mostly online. AHSI has its own website where the number of online visits is constantly rising.
AHSI was officially launched in March 2007 and became the incubator for the expansion of the Nairobi Office.

Arms Management Programme
The Arms Management Programme (AMP) in the Nairobi Office is an extension of the Arms Management Programme in the Pretoria Office of the ISS.

AMP’s core activities in 2007 included supporting the regional arms control and disarmament initiatives in the Great Lakes region and the Horn of Africa. AMP also played a significant role in providing support to the implementation of the Nairobi Protocol to the Regional Centre on Small Arms and Light Weapons. In addition, it held a capacity-building workshop to train Kenyan researchers in the area of small arms and light weapons.

Prospects for 2008
In 2008, the Nairobi Office will benefit from a number of new projects. At the end of 2007, the office saw the successful structuring of two major collaborative proposals that receive funding from the German government:

- The Mifugo Programme In the last quarter of 2007, the Nairobi Office commenced implementation of a major collaborative project on cattle rustling. The Mifugo project is a partnership between EAPCCO (Nairobi) and ISS Nairobi
- The Environmental Crime Programme The Nairobi Office received funding from the German Foreign Ministry for this programme, its second major proposal of 2007. This project is also a partnership between EAPCCO and ISS Nairobi

The office intends to launch a crime information hub for Kenya in 2008. This project is aimed at filling the information gap on crime in Kenya and monitoring crime trends. Its purpose is to develop appropriate mechanisms for documenting, understanding and tracking organised and violent crime in Kenya.
Head Office oversees and provides overall guidance of the strategic direction, organisational development, human resource management, information technology and knowledge management, publications coordination, marketing functions and financial management.

Strategic direction
This function is executed from the Office of the Executive Director and entails guiding and directing the strategic development of the ISS. This office provides oversight for research supervision of the office directors of the four subsidiary offices. In addition to identifying growth potential and organisational development opportunities, the Office of the Executive Director manages strategic international partner relations and development of new funding opportunities on behalf of all offices and the Institute as a whole. All external requests for funding are approved at this level.

Organisational development
This function is executed from the Office of the Deputy Director, which is responsible for the overall delivery and quality assurance of the ISS group management services. This office is tasked with supporting office directors and managers in the achievement of their aims and objectives through the provision of an infrastructure for performance and development. It entails implementing strategies and policies, coordinating management structures and developing systems that foster a culture of quality, transparency, performance and excellence.

As far as the Institute’s organisational development process is concerned, 2007 proved to be a fairly busy year. In mid-2007, the Head Office team attended a two-day workshop on service delivery, effectiveness and performance. In September, senior management, comprising the management committee and programme heads, undertook a strategic retreat to focus on the development of the Institute’s strategic plan. This has gone a long way towards enhancing the overall organisational development of the Institute.

In August 2007, the ISS launched its 2006 Annual Review, which provided further insight on offices and programme research operations for the year.
Development of the strategic plan

In 2007, an institutional strategic plan for the period 2008 to 2011 was conceptualised and established. In formulating the plan a bottom-up approach was followed. Participation starts at individual staff member level, proceeds to office and internal management level and culminates at external management level (Advisory Council, Trustees and Nordic partners).

The findings of an external stakeholder analysis conducted in 2006 were also incorporated. This culminated in four clear strategic priorities which will be pursued in the period 2008-2011. These are as follows:

**Strategic priority 1**
*Impact on human security issues in Africa, associated policy and ability to influence stakeholders*

**Strategic focus areas**
- Focusing on key priorities on human security in Africa
- Improving the quality and relevance of the ISS outputs
- Improving relationships between the ISS and its stakeholders
- Expanding the geographic reach of the ISS in Africa
- Improving the access to ISS outputs

**Strategic priority 2**
*Financial growth and sustainability*

**Strategic focus areas**
- Increasing the diversity of ISS donor funding
- Establishing a long-term endowment fund for the ISS
- Improving the financial management of the ISS

**Strategic priority 3**
*Efficient and effective processes*

**Strategic focus areas**
- Improving internal communication
- Improving inter-programme coordination
- Enhancing environmental awareness and best practice

**Strategic priority 4**
*Maintaining a motivated and knowledgeable workforce*

**Strategic focus areas**
- Improving people and performance management
- Improving knowledge management in the ISS

**Strategic plan implementation modalities**

The implementation phase of the strategic plan is scheduled to start in the middle of 2008. The plan will be published
electronically and in hard copy format during June 2008.

The implementation process will entail the establishment of performance measures and indicators for staff members. A midterm performance evaluation will be carried out during the three-year implementation period to assess the levels of achievement. The implementation process will be monitored on an ongoing basis to ensure that it stays on course.

After the initial three-year period, new strategic priorities will be identified detailing goals to be achieved within the next time frame. In this respect, the strategic plan is a living document that will continuously change and expand in the next ten to fifteen years.

The ISS also embarked on enhancing its internship and fellowship programme to make it a more fulfilling and educative experience for participants. This is in line with the intention of the Institute to establish itself in the community and forms part of its social responsibility towards the advancement of human security. Towards this end the Institute developed a policy that identifies and classifies the various internship groups, stipulates clear guidelines for interns, defines clear deliverables for the interns and fellows, enhances the assessment process and clearly outlines the duration of internships and fellowships.

At the end of 2007, the distribution of interns and fellows in the Institute was as follows:

<table>
<thead>
<tr>
<th>Office</th>
<th>Interns</th>
<th>Fellows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office</td>
<td>2</td>
<td>–</td>
</tr>
<tr>
<td>Pretoria</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Cape Town</td>
<td>10</td>
<td>–</td>
</tr>
<tr>
<td>Addis Ababa</td>
<td>2</td>
<td>–</td>
</tr>
<tr>
<td>Nairobi</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

Already, the creation of a head office has helped to streamline the Institute’s activities and bring about greater cooperation between the four regional offices. It is hoped that the implementation of the strategic plan by a motivated and knowledgeable workforce will enhance the Institute’s impact on policy in areas of particular concern to it and increase its ability to influence stakeholders.
Human resources

The human resources (HR) function of the Institute is managed centrally from Head Office, although it is administered at the regional office level. This function largely entails institutional policy development on HR policies and procedures, centralised contracts and matters regarding personnel, such as remuneration, staff development and regional representation, as well as staff grievances and disciplinary issues. It also involves enforcing policy compliance through HR reviews and audits.

The 2007 highlight with regard to HR was the implementation of a new Paterson grading system and moving away from the old grading system which was based on qualifications and experience. This process was implemented in January 2007 and the restructuring of remuneration policies and systems culminated in the adoption of a revised salary structure for all offices. The new structure was based on the post-adjustment model of the United Nations. The intension was to create parity with regard to existing staff by taking into consideration criteria such as seniority and work quality, as well as performance.

During 2007 efforts were made to bring salaries in line with the recommended scales of the revised structure. Financial considerations had to be taken into account, but in general the salaries of most staff members were adjusted upwards; a few still need to be brought to parity in 2008.

Staff movements

The period since January 2007 has been a time of steady growth for the Institute and has also been marked by a substantial increase in staff numbers. At the beginning of the year under review the Institute had a staff complement of 64 and by the end there was a total of 87 across all ISS offices.

Staff training

The key purpose of staff training is to facilitate personal and professional development, enable staff to achieve their full potential and contribute to the provision of excellent research and administration within the Institute. Training also contributes to the Institute’s quality assurance in the fields of research and administration. As part of the Institute’s commitment to attracting, developing and
ISS staff attending the annual Indaba, Pretoria, South Africa
retaining the best talent, efforts are made to invest in employee training and development. Training also serves as a measure for staff retention, which in turn enables the Institute to achieve its goals.

While the provision of training still poses a challenge within the Institute because of budgetary constraints, it has – as part of a continued focus on developing staff competence and capacity – managed to provide generic training during the 2007 year. This investment comprised in-house and external training by internal and external facilitators and included:

- Presentation skills
- VIP payroll training
- Labour law
- Basic disciplines
- Information technology
- ACCPAC training
- Risk management
- Domestic violence
- Company secretarial training
- Employment Equity Monitoring Committee briefing
- Stress management
- Project proposal writing and fundraising
- Web management
- Speed writing
- Minute taking

**Employment equity in South Africa**

In keeping with South African legislation, the Institute’s HR policies are aimed at promoting the empowerment and advancement of previously disadvantaged individuals. Employment equity in the workplace is an important goal within the Institute and is also a key objective of our recruitment strategy. The Institute strives to provide an environment which promotes diversity, redresses past imbalances in the Institute’s staffing structure and eliminates all forms of discrimination, whether based on race, religion or gender.

Accordingly, the Institute revised and approved an employment equity plan in which the goals and targets to be achieved have been set out. The plan will be implemented over a four-year period.

**Employee wellness**

As one of the key pillars of endeavours to address the needs of our staff, the HR division launched a
wellness programme towards the end of 2007. Various initiatives, such as cholesterol, blood pressure and sugar screening tests, were instituted during October 2007. The aim of these initiatives is to make a positive contribution to the health and wellbeing of all employees.

Information technology

The Institute is committed to the efficient utilisation of information technology as a tool for the dissemination of information and a resource for inter-office and staff liaison. To this end the ISS hosts and maintains a number of Internet websites and a staff Intranet and also operates its own web, e-mail, financial systems and database servers on Windows and Apple Macintosh platforms. The ISS website, www.issafrica.org, is one of the largest of its kind in Africa and consistently ranks among the top ten in the field of human security on search engines such as Google. By the end of 2007 it was attracting 2,5 million hits or 650 000 page impressions per month from a worldwide audience.

In 2007, the Institute received a second grant from the Conflict and Governance Facility, which is funded by the European Union under the European Programme for Reconstruction and Development. This enabled the Institute to further enhance its website with the development of an RSS/XML feed for new items that are added to the website, which enables users to receive updated content on the ISS website directly to their computers via RSS news readers. An online editing component (similar to the Wikipedia Free Encyclopedia concept) was developed to enable ISS staff members and all users of the website to contribute content to the African country files and organisational profiles on the website. This is the beginning of a collaborative project which will enable ISS web users to contribute to the updating and maintenance of profiles on the website.

The project also entailed the development of an online map creation system that ISS staff members use to create maps of African regions or countries for use in presentations and publications. An integrated section for registration for attendance of seminars at the various ISS offices was developed to enable users to register for seminars online in addition to telephone,
fax or e-mail registrations as is the case at present. The development of an online profile manager for the management and synchronisation of subscriptions to ISS publications and an e-mail alert system is also under way. This system will make it easier for users to receive ISS publications and to manage their subscription details.

The Institute develops, hosts and manages a number of project-specific websites that are funded as part of larger research areas.

The Information Portal on Corruption (www.ipocafrica.org) was redesigned in 2007 and provides anti-corruption practitioners (in government and the private sector), researchers, policymakers and civil society activists who are concerned with combating corruption in southern Africa with an entry point into anti-corruption activities in the region.

The African Human Security Initiative (AHSI) website (www.africanreview.org) was completely redeveloped during 2007 in order to facilitate the work of the second AHSI project. AHSI2 uses the peer review concept to complement the formal NEPAD/APRM (New Economic Partnership for Africa’s Development / Africa Peer Review Mechanism) process by focusing on the criminal justice system in selected countries identified for APRM review.

The SmallArmsNet website was also redeveloped in 2007 and relaunched as www.armsnetafrica.org. ArmsNetAfrica is a web portal that presents a variety of resources, documents, events and links on armed violence (and its reduction), arms proliferation, arms control and disarmament in Africa.

The ISS, in cooperation with the Institute for Democracy in South Africa, maintains an Internet-based resource on party funding on the African continent, at www.whofundswho.org. This website includes a database of reported instances of private funding to political parties in South Africa.

The ISS maintains the Training for Peace in Africa website, at www.trainingforpeace.org. This site was developed for the Norwegian Institute of International Affairs, the African Centre for the Constructive Resolution of Disputes and the ISS as partners in an international training and research programme focusing on peace operations in Africa.

The Institute also hosts and maintains www.apsta-africa.org, a website for the African
Peace Support Trainers’ Association, for which the ISS functions as secretariat.

The latest website to be developed by the Institute is www.easbrig.org, on behalf of the Eastern Africa Standby Brigade Coordination Mechanism.

### Head Office staff members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Francesca Anderson</td>
<td>Creditors’ clerk</td>
</tr>
<tr>
<td>Mandy Badenhorst</td>
<td>HR coordinator and web assistant</td>
</tr>
<tr>
<td>Deane-Peter Baker</td>
<td>Editor</td>
</tr>
<tr>
<td>Hameline Chimuka</td>
<td>Finance manager</td>
</tr>
<tr>
<td>Dorette De Jager</td>
<td>Publications coordinator</td>
</tr>
<tr>
<td>Nico Fourie</td>
<td>Knowledge manager</td>
</tr>
<tr>
<td>Leila Harrington</td>
<td>Assistant accountant</td>
</tr>
<tr>
<td>Laura Harrod</td>
<td>Accountant</td>
</tr>
<tr>
<td>Michelle Heyns</td>
<td>Debtors’ clerk</td>
</tr>
<tr>
<td>Maria Maluleke</td>
<td>Receptionist</td>
</tr>
<tr>
<td>Sharon Moltenos</td>
<td>Office coordinator</td>
</tr>
<tr>
<td>Grace Mulinge</td>
<td>PA to the Executive Director</td>
</tr>
<tr>
<td>Doris Murimi</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Jacqueline Nkosana</td>
<td>Debtors’ clerk</td>
</tr>
<tr>
<td>Poelo Rangoako</td>
<td>HR manager</td>
</tr>
<tr>
<td>Tumisang Sibuyi</td>
<td>Driver</td>
</tr>
<tr>
<td>Ntazana Sinjela</td>
<td>Creditors’ clerk</td>
</tr>
<tr>
<td>Khehla Xaba</td>
<td>Publications assistant</td>
</tr>
</tbody>
</table>
The Publications Section provides a full publication service to assist offices, programmes and projects to adhere to donor requirements for research outputs. The ultimate objective is to produce publications of a high standard and quality and in the case of quarterly journals, on time. The primary publications are:

- African Security Review
- SA Crime Quarterly
- Monograph series
- Paper series

In addition to these publications, a number of seminar and conference reports, as well as electronic newsletters, have been published. The ISS also supports the open access movement by publishing all text on our website.

Doris Murimi and Jakkie Cilliers at the 2006 Annual Review launch, Pretoria, South Africa
African Security Review

African Security Review is the flagship research journal of the ISS. It is an accredited, peer-reviewed multidisciplinary journal that publishes essays, features and commentaries on a wide range of human security issues, including security sector transformation, crime, justice, corruption, small arms control, peace support initiatives and conflict management, as well as articles dealing with the interplay between economics, politics, society and culture with human security and stability. As the title indicates, the focus is on Africa, within an international, regional or national context.

South African Crime Quarterly

Like African Security Review, this journal appears four times a year. Crime and violence have become key issues in South Africa and SA Crime Quarterly provides concise analyses of developments and trends in crime and crime prevention strategies, and the state’s response in terms of policy development and evaluation.

<table>
<thead>
<tr>
<th>Volume</th>
<th>No</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>1</td>
<td>Challenges and prospects for peace in the Great Lakes region</td>
</tr>
<tr>
<td>16</td>
<td>2</td>
<td>Human security in Africa</td>
</tr>
<tr>
<td>16</td>
<td>3</td>
<td>Conflict prevention and the ‘responsibility to protect’ in Africa</td>
</tr>
<tr>
<td>16</td>
<td>4</td>
<td>Private military/security companies and human security in Africa</td>
</tr>
<tr>
<td>19</td>
<td></td>
<td>A golden goal for South Africa: security arrangements for the 2010 FIFA World Cup</td>
</tr>
<tr>
<td>20</td>
<td></td>
<td>Paralysed by fear: perceptions of crime and violence in South Africa</td>
</tr>
<tr>
<td>21</td>
<td></td>
<td>Time to take action: the 2006/07 crime statistics</td>
</tr>
<tr>
<td>22</td>
<td></td>
<td>How we really got it wrong: understanding the failure of crime prevention</td>
</tr>
</tbody>
</table>
Monographs

The ISS monograph series covers a wide range of topics and provides the latest analyses on various subjects, such as crime in southern Africa, peace and security issues, and private security in Africa.

<table>
<thead>
<tr>
<th>No</th>
<th>Title</th>
<th>Author/editor</th>
</tr>
</thead>
<tbody>
<tr>
<td>129</td>
<td>Armed conflict and disarmament: selected Central African case studies</td>
<td>Nelson Alusala</td>
</tr>
<tr>
<td>130</td>
<td>From soldiers to citizens: the social, economic and political reintegration of Unita ex-combatants</td>
<td>João Gomes Porto, Imogen Parsons and Chris Alden</td>
</tr>
<tr>
<td>131</td>
<td>Intervention to protect civilians in Darfur: legal dilemmas and policy imperatives</td>
<td>Kithure Kindiki</td>
</tr>
<tr>
<td>132</td>
<td>Confronting the proceeds of crime in southern Africa: an introspection</td>
<td>Charles Goredema (ed)</td>
</tr>
<tr>
<td>133</td>
<td>The theft of precious metals from South African mines and refineries</td>
<td>Ben Coetzee and Riana Horn</td>
</tr>
<tr>
<td>134</td>
<td>Complex emergencies in the 21st century: challenges of New Africa’s strategic peace and security policy issues</td>
<td>Festus B Aboagye (ed)</td>
</tr>
<tr>
<td>135</td>
<td>Challenges to security sector reform in the Horn of Africa</td>
<td>Len le Roux and Yemane Kidane (eds)</td>
</tr>
<tr>
<td>136</td>
<td>‘It feels like it’s the end of the world’: Cape Town’s youth talk about gangs and community violence</td>
<td>Catherine L Ward</td>
</tr>
<tr>
<td>137</td>
<td>Quality services guaranteed? A review of victim policy in South Africa</td>
<td>Cheryl Frank</td>
</tr>
<tr>
<td>138</td>
<td>SAPS’ costly restructuring: a review of public order policing capacity</td>
<td>Bilkis Omar</td>
</tr>
<tr>
<td>139</td>
<td>Private security in Africa – manifestation, challenges and regulation</td>
<td>Sabelo Gumede (ed)</td>
</tr>
</tbody>
</table>
The ISS occasional paper series provides a forum for research in progress, containing policy information that is of a more immediate nature than that published in African Security Review volumes or the ISS monograph series. These papers, which are similar to monographs, appear at irregular intervals.

<table>
<thead>
<tr>
<th>No</th>
<th>Title</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>132</td>
<td>Terrorist financing in Southern Africa: are we making a mountain out of a molehill?</td>
<td>Annette Hübschle</td>
</tr>
<tr>
<td>133</td>
<td>The private security sector in Africa: the 21st century’s major cause for concern?</td>
<td>Sabelo Gumedeze</td>
</tr>
<tr>
<td>134</td>
<td>Simpler, better, faster: review of the 2005 firearms amnesty</td>
<td>Adèle Kirsten</td>
</tr>
<tr>
<td>135</td>
<td>Beyond ‘shadow-boxing’ and ‘lip service’: the enforcement of arms embargoes in Africa</td>
<td>Guy Lamb</td>
</tr>
<tr>
<td>136</td>
<td>Outlaws on camelback: state and individual responsibility for serious violations of international law in Darfur</td>
<td>Alhagi Marong</td>
</tr>
<tr>
<td>137</td>
<td>Sudan People’s Liberation Army: disarmament in Jonglei and its implications</td>
<td>John Young</td>
</tr>
<tr>
<td>138</td>
<td>Protecting civilians through peace agreements: challenges and lessons of the Darfur peace agreement</td>
<td>Jeremy Brickhill</td>
</tr>
<tr>
<td>139</td>
<td>Protection of civilians in African peace missions: the case of the African Union Mission in Sudan, Darfur</td>
<td>Peter Kagwanja and Patrick Mutahi</td>
</tr>
<tr>
<td>140</td>
<td>Regard critique sur l’intégration Africaine: comment relever les défis</td>
<td>Issaka K Souaré</td>
</tr>
<tr>
<td>141</td>
<td>États-Unis d’Afrique: préalables et perspectives d’avenir</td>
<td>Umba Dindelo and Sadiki Koko</td>
</tr>
<tr>
<td>142</td>
<td>United States of Africa: positioning the Pan-African Parliament and Court in the political union debate</td>
<td>Godfrey M Musila</td>
</tr>
<tr>
<td>143</td>
<td>Institutionalising Pan-Africanism: transforming African Union values and principles into policy and practice</td>
<td>Tim Murithi</td>
</tr>
<tr>
<td>144</td>
<td>Sovereignty and the 'United States of Africa': insights from the EU</td>
<td>George Mukundi Wachira</td>
</tr>
<tr>
<td>145</td>
<td>The challenges of regional integration in Africa in the context of globalisation and the prospects for a United States of Africa</td>
<td>Mzukisi Qobo</td>
</tr>
<tr>
<td>146</td>
<td>New growth on deep roots: prospects for an African Union government</td>
<td>Kathryn Sturman</td>
</tr>
<tr>
<td>147</td>
<td>Vers un gouvernement de l’Union Africaine? Maximalistes vs gradualistes</td>
<td>Delphine Lecoutre</td>
</tr>
<tr>
<td>148</td>
<td>Negotiating the North/South conflict: Sudan’s comprehensive peace agreement</td>
<td>Leslie Anne Schafer</td>
</tr>
<tr>
<td>149</td>
<td>The hybrid operation for Darfur: a critical review of the concept of the mechanism</td>
<td>Festus Aboagye</td>
</tr>
<tr>
<td>150</td>
<td>Corruption and the South African Police Service: a review and its implications</td>
<td>Andrew Faull</td>
</tr>
<tr>
<td>151</td>
<td>The APRM: a case study in democratic institution building?</td>
<td>Annie Barbara Chikwanha</td>
</tr>
<tr>
<td>152</td>
<td>Fighting money laundering: the challenges in Africa</td>
<td>Humphrey P B Moshi</td>
</tr>
<tr>
<td>153</td>
<td>Corruption and the extractive industries in Africa: can combating corruption cure the resource curse?</td>
<td>André Standing</td>
</tr>
<tr>
<td>154</td>
<td>Looking beneath the cloak: an analysis of intelligence governance in South Africa</td>
<td>Lauren Hutton</td>
</tr>
<tr>
<td>155</td>
<td>Western Sahara: is there light at the end of the tunnel?</td>
<td>Issaka K Souaré</td>
</tr>
<tr>
<td>156</td>
<td>Between principle and pragmatism in transitional justice: South Africa’s TRC and peace building</td>
<td>Kisiangani Emmanuel</td>
</tr>
<tr>
<td>157</td>
<td>Migration in Southern Africa: migration management initiatives for SADC member states</td>
<td>John O Oucho</td>
</tr>
</tbody>
</table>
Books

ISS books provide in-depth studies of regional issues:

<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>South African army vision 2020: security challenges shaping the future South African army</td>
<td>Len le Roux (ed)</td>
</tr>
<tr>
<td>A lethal cocktail: exploring the impact of corruption on HIV/ Aids prevention and treatment efforts in South Africa</td>
<td>Transparency International (Zimbabwe) and the Institute for Security Studies</td>
</tr>
</tbody>
</table>
Financial Statements

Summarised Consolidated Financial Statements Prepared from the Audited Financial Statements for the Year Ended 31 December 2007

Independent Auditor’s Report to the Trustees of the Institute for Security Studies

We have audited the consolidated financial statements and financial statements of the Institute for Security Studies which comprise the balance sheet at 31 December 2007, and the income statement, the statement of changes in equity and cash flow statement for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the directors’ report, from which the accompanying summarised consolidated financial statements contained in the trust’s annual report were derived, in accordance with International Standards on Auditing. In our report dated 02 June 2008 we expressed an unmodified opinion on the annual financial statements from which the summarised financial statements were derived.

Opinion

In our opinion, the accompanying summarised consolidated financial statements are consistent, in all material respects, with the consolidated financial statements from which they were derived.

For a better understanding of the trust’s financial position and the results of its operations and cash flows for the year, and of the scope of our audit, the summarised financial statements should be read in conjunction with the consolidated financial statements from which the summarised financial statements were derived, and our audit report thereon.

KPMG Inc.
Registered Auditor

Per ME Magondo
Chartered Accountant (SA)
Registered Auditor
Director
09 June 2008

KPMG Forum
1226 Schoeman Street
Hatfield
0083
South Africa
Consolidated balance sheet at 31 December 2007

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006 (restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assests</strong></td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>10 622 599</td>
<td>8 511 313</td>
</tr>
<tr>
<td>Investment in subsidiary</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other investment</td>
<td>1 487 223</td>
<td>1 318 423</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>34 126 269</td>
<td>21 306 030</td>
</tr>
<tr>
<td>Donor and other receivables</td>
<td>9 348 395</td>
<td>5 655 148</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>24 777 874</td>
<td>15 650 882</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>46 236 091</td>
<td>31 135 766</td>
</tr>
</tbody>
</table>
## Capital and liabilities

### Trust funds

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust capital</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Reserves</td>
<td>3 440 988</td>
<td>3 520 550</td>
</tr>
<tr>
<td>Accumulated surplus/(deficit)</td>
<td>106 202</td>
<td>(3 531 861)</td>
</tr>
<tr>
<td>Foreign currency translation reserve</td>
<td>(22 803)</td>
<td>12 544</td>
</tr>
<tr>
<td>Trust surplus</td>
<td>3 524 487</td>
<td>1 333</td>
</tr>
</tbody>
</table>

### Non-current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest-bearing loans and borrowings</td>
<td>856 265</td>
<td>1 021 376</td>
</tr>
<tr>
<td>Deferred tax liability</td>
<td>57 412</td>
<td>74 145</td>
</tr>
</tbody>
</table>

### Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations received in advance</td>
<td>35 287 479</td>
<td>23 305 354</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>3 769 231</td>
<td>3 531 892</td>
</tr>
<tr>
<td>Leave and bonus payables</td>
<td>2 505 917</td>
<td>2 318 601</td>
</tr>
<tr>
<td>Interest-bearing loans and borrowings</td>
<td>234 660</td>
<td>393 353</td>
</tr>
<tr>
<td>Current tax payable</td>
<td>640</td>
<td>489 712</td>
</tr>
</tbody>
</table>

| Total                                          | 46 236 091 | 31 135 766 |
Consolidated income statement for the year ended 31 December 2007

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006 (restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Donation income</td>
<td>77 346 259</td>
<td>55 292 984</td>
</tr>
<tr>
<td>Other income</td>
<td>4 925 793</td>
<td>1 597 369</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>82 272 052</strong></td>
<td><strong>56 890 353</strong></td>
</tr>
<tr>
<td>Operating costs</td>
<td>(79 121 176)</td>
<td>(54 111 766)</td>
</tr>
<tr>
<td><strong>Surplus before interest</strong></td>
<td><strong>3 150 876</strong></td>
<td><strong>2 778 587</strong></td>
</tr>
<tr>
<td>Interest received</td>
<td>633 374</td>
<td>233 610</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(165 861)</td>
<td>(167 337)</td>
</tr>
<tr>
<td><strong>Surplus before taxation</strong></td>
<td><strong>3 618 389</strong></td>
<td><strong>2 844 860</strong></td>
</tr>
<tr>
<td>Taxation</td>
<td>(59 888)</td>
<td>(123 144)</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td><strong>3 558 501</strong></td>
<td><strong>2 721 716</strong></td>
</tr>
</tbody>
</table>
Basis of Financial Statements

These summaries are drawn from the full audited financial statements prepared in accordance with South African Statements of Generally Accepted Accounting Practice.

Deferred Income (Donations received in advance)
This represents funds available at December 2007, for activities planned in 2008.

Donors
The activities carried out by the ISS in 2007, as in previous years, were made possible through the generosity of donors who provided grants either for specific programme activities or towards general organisational core support.

We gratefully acknowledge support from:
- Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
- European Union – Conflict and Governance Facility
- Ford Foundation
- Government of Australia
- Government of Belgium
- Government of Finland
- Government of France
- Government of Germany
- Government of Sweden
- Government of Switzerland
- Government of the United Kingdom
- Hanns Seidel Foundation
- International Development Research Council
- Intergovernmental Authority on Development
- Open Society Foundation
- Rockefeller Brothers Fund
- Royal Danish Government
- Royal Netherlands Government
- Royal Norwegian Government
- Peace Research Institute, Oslo
- Save the Children Sweden
- United Nations
- United Nations University
- UNESCO