Annual Review 2009

Knowledge empowers Africa! Le savoir émancipe l’Afrique!
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The ISS in 2009

Message from the President of the International Advisory Council – Salim Ahmed Salim

In October 2009 the International Advisory Council of the Institute for Security Studies met in Cape Town. We were able to review, among others, progress with the realisation of the ISS strategic plan. At that point the Institute was slightly over mid-way in the implementation of its 2008–2011 plan. By the time that this report is published (mid-2010), I would expect the Institute to start reflecting on its follow-on strategic plan for the period from 2011. This will include deliberations at the next meeting of the ISS Advisory Council in Nairobi, Kenya.

Much has changed in the relatively short period of time since 2008, and one can be in no doubt that we are living in extraordinarily interesting and challenging times. The best example is undoubtedly the gradual shift of power and influence from West to East, exacerbated by the current economic crisis in the Eurozone.

This shift, which is clearly in progress, is far from either decisive or completed, however. Africa is increasingly becoming part of the emerging global order: economically, politically and also in terms of human security considerations. Clearly globalisation is driving development and Africa is a major beneficiary of these trends, whether as a result of our mineral and carbon endowment, the growing markets represented by our burgeoning population, or the potential of our farmlands.

But the period since 2008 has also seen two debilitating developments that have changed the nature of globalisation itself as well as interrupted Africa's development trajectory. Shortly after the 2008 global spike in food prices, greed and corruption on Wall Street undermined almost a decade of sustained economic growth in most of the continent. Poverty and instability are closely related, and it therefore comes as little surprise that recent months have seen something of a return of the military to African politics in the form of renewed efforts by incumbents to manipulate and undermine democracy and the like.

Africa's ability to weather the impact of these crises has surprised many commentators, reflecting the progress made in recent years and the impact of improved methods or providing development assistance. Already many African economies are bouncing back and the prospects are bright for a resumption of African growth and therefore greater security for its peoples.

While there is a sense that Western models of development have lost some of their authority and attraction, we need to be careful not to taint the common African demand for democracy, human rights, good governance and mainstreaming of gender (also values of the ISS) with notions of imposition and prescription. This is not a time to reverse the democratic gains achieved since the end of the Cold War. Similar to people all over the world, Africans want greater freedom as part of their fundamental rights. They yearn for improved governance and demand accountability because it will improve their livelihoods, not because others tell them they need it.

It seems clear that state building and democratisation should be separated – and that there is a need to return to the basics of peacekeeping or find a means of bridging the gap between security and development through appropriate conflict prevention mechanisms that can safeguard states against instability and change the cycle of instability and war to one of peace and development in post-conflict situations.

The 2009 Annual Review reflects, to some degree, the impact of some of these forces on Africa, as well as the impact of the ISS on sustainable human security issues in Africa. The Institute has had to work hard to maintain its level of income in this period, while continuing to implement its strategy.

In the period under review the Institute consolidated its work across its various offices in areas that relate to: early warning and conflict prevention; the governance of Africa's security sector and peace support operations; post-conflict reconstruction policies; control of arms; international and transnational organised crime; combating corruption and improving democratic governance, and management of natural resources and environmental management. Collectively we have made substantial progress, but much remains to be done.

Salim Ahmed Salim
Dar es Salaam
June 2010
It is with pride that we celebrate the publication of the fifth Annual Review of the Institute for Security Studies. Prior to this the Institute had published detailed narrative quarterly reports and its annual audit was made available separately. Different to the current focus on results, our earlier reports largely consisted of lists of activities rather than highlighting the impact of our work. By 2004 these had become too voluminous to be of practical use apart from serving as a record of engagements and achievements.

The first Annual Review – for the year 2004 – appeared in 2005 and coincided with the establishment of offices in Ethiopia and Kenya. In 2010, the ISS will live up to its Pan-African nature with the establishment of an office in Dakar, Senegal, to improve our understanding of and engagement with Francophone Africa. The staff complement of the Institute already comprises 18 African nationalities and through a dedicated effort we have managed to steadily improve our gender ratios as well as our concomitant understanding of the gendered impact of insecurity on the lives of Africans.

The aim of the Annual Review is to provide a consolidated public overview of the Institute and also to serve as an instrument of accountability in both narrative and financial terms. This is with specific reference to the resources that have been largely made available through the support of the Institute’s core funders and international partners, to whom we are extremely grateful. Although we produce a number of programme pamphlets and other marketing material, the Annual Review is the only publication that provides a holistic overview of the Institute’s achievements in a given year. We hope that it will help others to understand our modest contribution to sustainable human security in Africa.

In 2009, the ISS grew its endowment through the acquisition of office property for our Cape Town and Nairobi offices. The Institute’s endowment is now equivalent to US$4 million of which US$133 333 is a cash contribution and the rest the value of ISS office properties in Pretoria, Cape Town and Nairobi. We are proud that a number of ISS staff are contributing to the endowment on a voluntary salary sacrifice basis. Much remains to be done, of course.

The ISS was also successful in renewing its core funding for the period 2009–2012. This reflects the improved governance and oversight practices that have been implemented at all levels, as well as those exercised by the Board of Trustees and the Management and Executive Committees. In addition, the Institute is able to stay focused on achieving its core mandate and institutional strategy through the guidance of the International Advisory Council under the leadership of its President, Dr Salim Ahmed Salim, and the support of the ISS Partnership Forum.

Internally, the key governance aspects that have been prioritised by the Institute during 2009 are: monitoring and evaluation, through the creation of an M&E position at senior management level; increased focus on risk management with quarterly reviews at the Management Committee and Board of Trustees levels; reviewing and re-ordering our strategic priorities in light of the economic crisis; and undertaking an extensive internal review of our human resources and financial systems to improve efficiency, effectiveness and economy. The Institute also continues to be on track in working towards achieving the priorities of its strategic plan for 2008–2011.

We recognise that the success of the Institute is the result of the dedication and commitment of our competent and hard-working staff across our five offices and wish to celebrate and acknowledge their contribution. The year 2009 was particularly difficult for Africa, as the global financial crisis impacted severely on the continent – and also on the support that organisations such as the ISS is able to raise from international partners. Despite these extraneous conditions, the Institute has been able to stay the course, continue to roll out its strategy, and implement its projects and programmes effectively and competently.

We would, in particular, like to extend our thanks to the Management Committee for their dedication and to pay tribute to Mr Peter Gastrow, who has served as Cape Town director of the ISS for the past eleven years before taking up new opportunities in New York.

All the activities undertaken by the ISS during 2009 and the funders who supported these activities are listed in the extract from our audited financial report at the back of this review. This year we have also tried to provide details of the Institute’s achievements and impacts for each programme. We trust that you will enjoy the read.

Lucy Mailula, Selby Baqwa and Jakkie Cilliers
Members of the International Advisory Council

Dr Salim Ahmed Salim (President)
Former Prime Minister of Tanzania, former Secretary General of the Organisation of African Unity, member of the AU Panel of the Wise, Dar es Salaam, Tanzania

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Mr Saki Macozoma
Chairperson, STANLIB, Johannesburg, South Africa

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

Ambassador Jan Mutton
Belgian Ambassador to South Africa, Pretoria, South Africa

Ambassador Kåre Aas
Norwegian Ambassador to Afghanistan, Kabul, Afghanistan

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

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UN Resident Coordinator and UNDP Resident Representative, United Nations Development Programme, Pretoria, South Africa

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Professor Extraordinarius, University of South Africa, Pretoria, South Africa

Vision and Mission

Vision
As a leading African human security research institution, the Institute for Security Studies works towards a stable and peaceful Africa characterised by sustainable development, human rights, the rule of law, democracy, collaborative security and gender mainstreaming. The ISS realises this vision by:

- Undertaking applied research, training and capacity building
- Working collaboratively with others
- Facilitating and supporting policy formulation
- Monitoring trends and policy implementation
- Collecting, interpreting and disseminating information
- Networking on national, regional and international levels

Mission
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.
ISS Outcomes 2009

ISS Result Areas

Governments and organisations around the world are under increasing pressure to produce and demonstrate results. This has led to a greater focus on impact and outcomes. The Institute recognises that a results focus presents a powerful approach to increase credibility and address stakeholder needs.

To this end, the Institute presents the results of its programmes based on various result areas. In the table below, ISS result areas for 2009 are linked to the ISS programmes and initiatives.

In most instances, ISS programmes are active in more than one result area. In the following sections, the key result areas for each ISS programme and initiative are briefly described.

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<th>Result areas</th>
<th>Contributing Programme/Project</th>
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| **Area A**: ISS early warning, research and analysis are used to prevent and respond to crime and conflict in Africa | • African Security Analysis Programme (ASAP)  
• Conflict Prevention Programme (CPP)  
• Crime and Justice Programme (CJP)  
• Peace and Security Council Report Programme (PSP) |
| **Area B**: African security, justice and peacekeeping governance and management are improved | • Peace Missions Programme (PMP)  
• African Peace Support Trainers Association (APSTA) |
| **Area C**: African arms governance and management are improved | • Arms Management Programme (AMP) |
| **Area D**: African post-conflict reconstruction policies and practices are improved | • Security Sector Governance Programme (SSG) |
| **Area E**: International, organised and transnational crime in Africa are mitigated | • International Crime in Africa Programme (ICAP)  
• Organised Crime and Money Laundering Programme (OCML)  
• IGAD Capacity Building Programme against Terrorism (ICBT)  
• African Human Security Initiative (AHSI) |
| **Area F**: Corruption is reduced and democratic governance in Africa is improved | • Corruption and Governance Programme (C&G) |
| **Area G**: African natural resources and environmental governance, management and protection are improved | • Environmental Crime Project (ECP)  
• Mifugo Project |
The African Human Security Initiative (AHSI), a network of eight African think tanks with a secretariat run by the ISS in Addis Ababa, is a regional programme that raises awareness of human security issue threats on the continent. Through local partnerships, AHSI managed 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. AHSI has its own website (www.africanreview.org), which provides access to reliable information on criminal justice systems.

AHSI is currently using the peer review concept to complement the formal New Economic Partnership for Africa’s Development / African Peer Review Mechanism (NEPAD/APRM) process by focusing on the criminal justice systems in selected countries identified for APRM review. The fact that African states sometimes do not have the necessary crime countermeasures in place means that civil society contributions in this regard are particularly meaningful. AHSI produced knowledge on the status of criminal justice systems in these African countries and created an opportunity to advocate, through its local partners and the dissemination exercises, for the reform of Africa’s criminal justice systems. National governments, sub-regional groups and the African Union were all briefed on the outputs of AHSI’s work.

In the period under review, AHSI hosted three human security dialogue forums in Addis Ababa. These attracted a broad audience: international organisations, embassies, government officials and local civil society, all of which have become avid consumers of the secretariat’s products and services. Seminars conducted in Abuja (Nigeria), Pretoria (South Africa) and Nairobi (Kenya) also broadened knowledge on the status of the criminal justice systems of the continent. In addition to its normal awareness-raising activities regarding crime and criminal justice in sub-Saharan Africa, the secretariat was requested by the library of the SADC Tribunal to supply reference materials for archiving.

In 2009, AHSI successfully provided information to regional organisations that was useful for reforming the following sectors of the criminal justice system: policing; prosecution; prisons; juvenile justice; customary justice; and general access to justice, thus bringing the national implementation processes closer to international standards. AHSI thus exerted considerable influence on the governance landscape on the continent. Its input to the African Peer Review Secretariats ensured the incorporation of AHSI’s findings into the respective countries’ self-assessments.

www.africanreview.org
Programme:

Arms Management Programme

The Arms Management Programme (AMP) has been working on arms control and disarmament issues in Africa for more than a decade. Its main purpose is to undertake research, inform the debate, and provide technical advice and support to African governments, inter-governmental organisations and civil society entities on arms control and disarmament with a view to implementing international, regional, sub-regional and national arms control and disarmament agreements in Africa. AMP has staff in both the Pretoria and Nairobi offices. It also serves as an information resource on many aspects of small arms, conventional arms and weapons of mass destruction in Africa. It hosts and maintains www.armsnetafro.org, a collaborative Internet-based information resource.

In the first half of 2009 AMP continued to work closely with governments, intergovernmental organisations and civil society groups to implement arms control agreements in Africa. The programme supported the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) to assist Southern African states to implement key provisions of the Southern African Development Community (SADC) firearms control protocol.

In this regard, AMP partnered with SARPCCO to host the third and fourth meetings of the SARPCCO Regional Coordinating Committee on Small Arms and Light Weapons, in Namibia and Zambia respectively. At these meetings, states resolved to use the SARPCCO standard operating procedures for the SADC firearms control protocol (which were jointly developed with AMP in 2007 and 2008) to amend national legislation. In addition, a three-year action plan for the implementation of SADC firearms control protocol was drafted and approved.

A number of AMP's recommended changes to South Africa's National Conventional Arms Control Act (mainly in relation to transparency) were included in the amended bill by the South African Parliament's defence portfolio committee.

Following discussions with Malawi officials, the Malawi government ratified the Pelindaba Treaty (African Nuclear-Weapons-Free Zone Treaty). As a result of events organised by AMP, there was increased awareness among African governments of the need to convert the treaty into a legally binding instrument. On 15 July 2009, the Pelindaba Treaty entered into force, and shortly thereafter the African Union (AU) announced that it would convene a meeting to discuss the implementation of the treaty requirements. The work of AMP was important to this outcome, as well as to the response by the AU.

www.armsnetafro.org

AMP staff

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- Noel STOTT - Senior Research Fellow
- Nelson ALUSALA - Senior Researcher
- Ben COETZEE - Senior Researcher
- Amelia DU RAND - Researcher
- Dominique DYE - Researcher
- Gugulethu DUBE - Junior Researcher
- Agar NGWENYA - Programme Administrator

- 2 Seminars
- 4 Workshops
- 8 Meetings
- 2 Consultations
- 1 UN side event
- 6 Papers
- 4 AMP quarterly newsletters
- 2 Guides
- 20 Media interviews

wmdafricafiles.blogspot.com

The programme has worked to raise awareness on the significance of ratification of the Pelindaba Treaty by hosting workshops, engaging in discussions with African government officials, and distributing a guide to the ratification.
Programme:

African Security Analysis Programme

The African Security Analysis Programme (ASAP), the conflict analysis and early warning unit of the ISS, is committed to contributing a deeper and more systematic understanding of threats to human security on the African continent. ASAP seeks to complement the African Union’s peace and security agenda through analysing conflict situations and issuing early warnings that may be used by stakeholders to prevent conflicts in Africa.

Throughout 2009 ASAP continued to hold its traditional early morning briefings and more than 200 briefing notes were circulated in the course of the year. ASAP also received an increasing number of requests for briefings from various government departments, regional and international organisations, and individual actors. This growing demand for the programme’s expertise is an indication of the value stakeholders place on the programme’s analytical capacity on issues pertaining to conflict analysis and early warning.

In response to a request by the conflict early warning mechanism of the Economic Community of West African States (ECOWAS), the programme provided ECOWAS staff with a short course on the art of early warning in Africa. The course was held in Pretoria in July 2009 and consisted of lectures and practical exercises relating to the techniques and methods of information gathering and report writing.

In November, the programme offered a similar course to the Economic Community of Central African States (ECCAS) in Libreville at the request of this sub-regional organisation. In December, a senior research fellow of the programme was appointed to the International Advisory Board of the African Borderlands Research Network at Oxford University. ASAP also contributed to the AU’s Good practice handbook on the delimitation of African boundaries in 2009.

In March 2009 ASAP organised the first international conference on the legal and political implications of the issuance of an arrest warrant by the International Criminal Court against the Sudanese President Omar el-Bashir. The main by-product of the conference was that both the ruling party in Sudan (the National Congress Party, NCP) and the Southern Sudanese liberation movement (the Sudan People’s Liberation Movement, SPLM) asked the programme to organise a scenario workshop with the aim of drafting possible ‘futures’ for the country. The success of the conference was a direct consequence of its timeliness, an ability to gather international expertise on the subject, and effective collaboration among several ISS programmes.

In 2009 ASAP organised the first international conference on the implications of the ICC arrest warrant for Sudanese President Omar el-Bashir. Pictured are Sudanese refugees in West Darfur, Sudan. (PictureNet)

www.issafrica.org

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- 14 Seminars
- 2 Workshops
- 200+ Briefing notes
- 1 Monograph
- 8 Papers
- 6 Situation reports
- 8 Conference reports
- 300+ Media interviews
- 130+ Briefings
Programme:

Corruption and Governance Programme

The Corruption and Governance Programme (C&G), based in Cape Town, is a leading centre 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.

South Africa’s fourth national democratic election in April 2009 provided an opportunity for C&G to enhance its focus on democratic governance. In-depth research findings on voter behaviour in South Africa were widely reported in the mass media and helped shape public opinion. While the programme’s researchers provided real-time analysis of the elections, the programme also furnished behind-the-scenes support to the public broadcaster to ensure that the news content reflected research findings.

C&G also commissioned a report on illegal fishing in South Africa. This was presented at a stakeholder meeting in Cape Town, which was the first of its kind. The report highlighted considerable governance problems in the commercial fisheries sector, including corruption and fraud in the hake sector, and led to a series of media exposés. As a result, the industry and government authorities have taken steps to combat corruption and limit the influence of Spanish fishing companies in the hake sector.

Financial disclosure regulations remain one of the most effective mechanisms for monitoring conflicts of interests in public life. The C&G programme organised a roundtable in July 2009 that brought together officials from South Africa’s ten legislatures and six metropolitan councils tasked with the implementation of disclosure regulations for elected officials. The roundtable discussion focused on disclosure, institutional support and public access to information, among others. It also provided C&G with an opportunity to gain the continued commitment of the various public institutions to provide their financial disclosure records annually for ‘Who owns what?’, the ISS database of politicians’ assets and interests. This online, searchable public database is the result of three years of research that has yielded almost 6 000 records submitted by elected members of national, provincial and metropolitan legislatures and is the first comprehensive database of its kind in Africa.

C&G published the results of a six-month study of eco-labelling in Africa’s marine fisheries in 2009. This was the first substantial report based on primary research to be published on the subject and has directly influenced policy debates. The programme’s work on eco-labelling has made a direct contribution to the better implementation of voluntary trade-based mechanisms to promote sustainable fisheries.

www.ipocafrica.org

C & G staff

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- 6 Seminars
- 2 Roundtables
- 2 Workshops / Conferences
- 1 Launch of the IPOC website
- 4 Papers
- 2 Reports
Programme:

Crime and Justice Programme

The Crime and Justice Programme of the Institute for Security Studies is a policy research unit that works to inform and influence policy and public discourse on crime, its prevention and criminal justice by conducting research, analysing policy, disseminating information and providing expertise as a contribution towards a safer and secure society.

In the first half of 2009, CJP was invited to inform a South African parliamentary debate regarding the drafting of a Trafficking in Persons Bill. Similarly, the National Prosecuting Authority of South Africa extended an invitation for inputs concerning the development of its strategy against human trafficking. These invitations arose as a direct consequence of the programme’s book titled Selling sex in Cape Town: sex work and human trafficking in a South African city, published in 2008. This is among the few evidence-based books in South Africa that explore the correlation between human trafficking and sex work. In June 2009, CJP was invited by the MEC for Safety, Security and Liaison in the Limpopo Provincial Government, Ms Mabel Makibelo, to advise her on issues to be prioritised by her department in the next five years.

CJP was also recognised as making valuable contributions in improving policing policy, legislation and practices in South Africa in 2009. As a result of a research report titled South African Police Service’s compliance with recommendations by the Independent Complaints Directorate, published in December 2007, the ISS was invited by the ICD to join a reference group established to assist the agency with its planning. The recommendations contained in the report were included in a draft bill aimed at strengthening the ICD that is to be presented before Parliament in 2010.

Similarly, CJP released a report in 2008 titled The state’s response to crime and public security, which included the conclusion that because of the closure of the South African National Defence Force commando system, the former Rural Protection Plan had collapsed, leaving rural communities increasingly vulnerable to crime. Following engagements with members of the South African Police Service (SAPS) over the findings of the report, SAPS distributed a reworked draft renamed the ‘National Rural Safety Strategy’ in November 2009 that should be implemented in 2010.

In November 2009 CJP launched a book titled Criminal (in)justice in South Africa: a civil society perspective, which contributes to the national process of reviewing the criminal justice system in South Africa. It offers a perspective on the functioning and dysfunction of the criminal justice system from the point of view of the victims of violent crime. The book was launched in Cape Town in November. It was reviewed in Business Day and described by Prof John Cartwright of the University of Cape Town’s Centre for Criminology as essential reading for anyone concerned about the criminal justice system. Requests for the book were received from Community Policing Forums and victim support groups.

In November 2009 CJP hosted a seminar on security preparations for the FIFA World Cup.

www.issafrica.org

CJP staff

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Programme:

Conflict Prevention Programme

Violent conflicts are among the greatest threats to human security in Africa, including the continent’s infrastructure and environment. Early warning and other proactive initiatives are designed to avoid or halt the occurrence of intra-state or inter-state violence.

The objectives of the Conflict Prevention Programme (CPP), based in Addis Ababa, are to improve the quality of direct conflict prevention strategies in Africa and to complement the work of AU member states and the activities of the AU Peace and Security Council in Addis Ababa. The main objective of the programme is to be an independent and reliable source of information on African human security issues. As part of its mission to inform the peace and security debate, the programme also aims at providing an ongoing forum for dialogue.

In the period under review, CPP undertook timely and thematic work on climate change – arguably the pre-eminent early warning issue of our time. As part of its efforts in this regard CPP organised an expert roundtable event titled ‘Climate Change and Transboundary Water Resources Conflict in Africa’ in Mombasa, Kenya, in September 2009. In November the programme held a follow-up seminar titled ‘Analysis of Copenhagen Talks on Climate Change’.

In conjunction with these initiatives, the programme embarked on a research effort in the form of ISS papers and situation reports to identify and evaluate the potential impacts of climate change on African countries. Accordingly, the programme raised awareness among diplomatic missions, business groups and policymakers in Addis Ababa about the impact of climate change and their potential roles in mitigating this impact. Additionally, the programme organised an expert roundtable conference in Addis Ababa in June 2009 aimed at deepening the understanding of inter-regional challenges of Islamic fundamentalist movements, political Islam and identity issues in North Africa. The programme also mapped security threats affecting African countries for the next thirty years. It did so through another expert roundtable conference titled ‘State of the Union 2030: Security Threats and Responses’ in Kampala in July 2009. The conference examined security threats such as state failure, regional conflicts and piracy. It provided fresh insights into these security threats that will prove useful to policymakers both inside and outside Africa. It also highlighted the need to assist the AU in forging a common position on this issue.

In 2009 the Peace and Security Council of the African Union under the chairmanship of Benin took an important decision regarding the formation of a committee on sanctions tasked with drafting the AU’s comprehensive sanctions regime. CPP contributed to this process by way of a briefing note to the chair. Key findings of the note were highlighted in the decision, including the pressing need for the establishment of a sanctions regime structure, the definition of instances of non-compliance with continental norms, and the most effective ways to plan and implement in a coordinated way sanctions across Africa.

www.issafrica.org

A seminar organised for the Southern Sudanese Students Association focusing on scenarios for the future of the Sudan was held in December 2009.

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- Beakal BIGRAT Programme Assistant

- 13 Seminars
- 3 Conferences
- 3 Situation reports
- 9 Papers
- 8 Briefing notes
- 3 Workshops
- 100+ Briefings
- 2 Trips to West and North Africa
- 2 Monographs
- 1 Workshop report
Programme: Environmental Crime Project

A liveable environment is a precondition for building and maintaining peaceful and sustainable societies. The main aim of the Environmental Crime Project (ECP), based in the Nairobi office of the ISS, is to develop appropriate mechanisms for enhancing regional law enforcement and policy-making against environmental crime in Eastern Africa. The project is implemented in collaboration with the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) focusing on Kenya, Uganda, Tanzania, Ethiopia, Sudan, Rwanda, Burundi and the Seychelles.

Following the completion of a capacity needs assessment study in the eight environmental crime project implementing states, ECP, in collaboration with EAPCCO, developed a training manual concerning environmental crime in these states. The training manual was approved by the national central bureaux and presented for formal adoption at the 11th annual general meeting of EAPCCO in September 2009. In this way, ECP contributed to the coordination of environmental crime enforcement and, by extension, helped to establish some of the necessary conditions for the protection of African natural resources.

ECP also organised and held meetings on transboundary environmental crimes in the forestry and wildlife sectors in 2009. As a result of these meetings, government departments responsible for the protection and management of forests and wildlife developed, and agreed on, a set of coordinated and shared strategies to combat cross-border environmental crimes.

By targeting legislators in the Eastern African region and implementing officials in Southern Africa, the ISS helped to create the necessary conditions for international and transnational organised crime to be impeded, if not stopped.

In 2009 ECP published a monograph, three situation reports, and a newsletter on the status of environmental crime in Kenya, Ethiopia, Uganda and the Seychelles. The purpose of these publications was to inform environmental law enforcement agencies and policymakers on the identification, investigation and prosecution of environmental crimes in their respective countries. As a result of these activities, Uganda, Seychelles and Rwanda have set up environmental crime police units.

www.issafrica.org

ECP staff

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<td>Wilson</td>
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<td>Fidelia</td>
<td>IMAI</td>
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Programme Head: Rose MWEBASA
Senior Legal Advisor: Donald-Antony MWITURUBANI
Senior Researcher: Deborah OSIRO
Researcher: Wilson KIPORE
Researcher: Philip NJUGUNA
Programme Administrator: Fidelia IMAI

In a ANAPA/KWS  ECP cross-border meeting on transboundary environmental crimes.
Programme:

IGAD Capacity Building Programme Against Terrorism (ICPAT)

Many countries in Africa that are relatively stable are nonetheless prone to crime and corruption, coupled with a lack of state capacity to respond effectively. The ISS supports national and regional authorities that address these problems.

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

It also hosts a website, www.icpat.org, which projects developments in the region through articles and other information about security-related issues.

ICPAT conducted four training programmes in 2009, namely:

- A four-week counter-terrorism training programme for Djibouti law enforcement agencies;
- A four-week training programme for Kenyan law enforcement agencies;
- A two-week IGAD-wide joint training programme on counter-terrorism measures and border security;
- A one-week IGAD-wide course that focused on respect for human rights in countering terrorism.

In 2009, ICPAT organised a joint meeting of twenty border officials from Ethiopia and Sudan to consider two consolidated programme field reports and the recommendations advanced for the effective management of that common border. Similarly, research and a workshop were conducted regarding the border between Uganda and the Democratic Republic of Congo (DRC). The policymakers agreed on the recommendations for subsequent reconsideration and implementation by the Ugandan government so as to improve the management of the Uganda–DRC border. Both of these initiatives contributed to enhanced border control and hence stability in the IGAD region.

Another area that ICPAT devoted attention to was the use of judicial measures to combat terrorism. It researched Djibouti’s laws regarding money laundering, organised crime, corruption, and drugs and arms trafficking. Judicial needs assessment meetings were conducted for Uganda, Kenya and Ethiopia, which helped to identify the overall judicial challenges they faced.

In April 2009 ICPAT successfully convened the second meeting of ministers of justice of IGAD member states in Khartoum. Agreement was reached on the texts for two IGAD-wide conventions: one on extradition and the other on mutual legal assistance. ICPAT was called upon to work on the implementation of the conventions through training programmes and regional consultative forums. Since then, ICPAT and the Center for Global Counter Terrorism Cooperation have agreed to hold a training seminar for prosecutors, law enforcement officials and other legal professionals at both regional and national levels on the implementation of the two conventions.

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www.icpat.org

The Steering Committee of ICPAT held its seventh meeting in 2009.
Programme:

International Crime in Africa Programme

The International Crime in Africa Programme (ICAP) in Pretoria works towards enhancing peace, justice and accountability in Africa by raising awareness and building capacity of governments and civil society stakeholders to respond to international crimes and terrorism. ICAP has established itself as a credible research and technical assistance resource for law enforcement and criminal justice officials, as well as policymakers and political leaders working in the fields of international criminal justice and counter-terrorism. ICAP’s high output of quality research products and tailored technical assistance has helped the programme to build its reputation as a leading African resource in this field.

In 2009, ICAP worked with its national, regional and international partners to deliver tailored training support to key stakeholders in several African countries. Most notably, in a joint initiative undertaken with the Southern African Regional Police Chiefs’ Cooperation Organisation (SARPCCO), ICAP helped in the development of a comprehensive sub-regional counter-terrorism training programme for senior law enforcement officials, including a tailored counter-terrorism training manual, electronic training support tools, and a three-week specialised training curriculum.

In October 2009, the Training Division of the South African Police Service adopted the ISS/SARPCCO training manual and course as its official counter-terrorism capacity-building programme for detectives, including the newly established Directorate for Priority Crime Investigation. The programme partnered with the SAPS to deliver its first counter-terrorism training programme in November 2009.

In November 2009, ICAP hosted an international symposium in Cape Town on the International Criminal Court that Africa wants. The event was supported by the governments of Germany, Belgium and Austria, and the Open Society Initiative for Southern Africa (OSISA). It was aimed at countering resistance to the ICC on the continent and exploring areas of consensus between government and civil society in preparation for the ICC’s first review conference in Kampala in 2010. The symposium provided a unique and timely forum for African governments, civil society and senior ICC representatives (including the Prosecutor, Luis Moreno-Ocampo) to debate how to achieve the ICC that Africa wants in a non-political and informal forum. The event clarified the aims and scope of the review conference and proposed a range of interventions in response to the main concerns about the ICC in Africa.

In November 2009 the ISS hosted an international symposium on ‘The ICC that Africa wants’. Pictured are Luis Moreno-Ocampo (Prosecutor of the International Criminal Court) and Judge Kimberly Prost (ICTY) with ICAP’s Anton du Plessis.

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- Anton DU PLESSIS Programme Head
- Antoinette LOUW Senior Research Fellow
- Annel BODHA Senior Researcher
- Godfrey MUSILA Senior Researcher
- Jemima KARIRI Senior Researcher
- Nompumelelo SIBAKHULU Junior Researcher
- Lucia MOTOLOUNG Programme Administrator

- 3 Seminars
- 3 Workshops
- 2 Roundtables
- 1 Symposium
- 2 Monographs
- 3 Papers
- 1 Book
- 2 Training Guides
Organised Crime and Money Laundering Programme

The Organised Crime and Money Laundering Programme (OCML), based in Cape Town, studies the nature and extent of criminal business in Eastern and Southern Africa, with a focus on organised crime and money laundering. The programme’s overall objective is to improve responses to the most harmful forms of organised crime and money laundering in Africa by raising awareness and building capacity to respond to these issues. This complements the overall goal of the ISS to promote a stable and peaceful Africa characterised by sustainable development, human rights, the rule of law, democracy and collaborative security.

In 2009 OCML re-assessed its research strategy. Until this point there had been an over-reliance on anecdotal evidence or ‘red flags’ concerning organised criminal activity and money laundering. This internal re-assessment led to the decision to have programme researchers spend more time in the field and rely less on desktop studies and official literature, a move which enhanced the quality of findings and other outputs. As a result, it was easier to make connections between persons and places implicated in organised crime and money laundering, particularly in Lesotho, Swaziland, South Africa, Botswana, Zimbabwe and Tanzania.

The culmination of the programme’s efforts was most evident in the adoption of its key recommendations in the Financial Intelligence Bill (Botswana) passed in June 2009. Other downstream benefits are reflected in the first regional annual organised crime report, which was submitted to the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) for further action.

In June 2009, OCML was part of a consortium that submitted proposals on the Prevention and Combating of Trafficking in Persons Bill to the South African Parliament. The submission was accompanied by numerous media interviews to clear up ambiguities and raise public awareness.

OCML was requested by the Parliament of Uganda to convene an advisory seminar for four portfolio committees on the impact of money laundering in Uganda and on the priority elements of anti-money laundering legislation. The meeting brought together over thirty Members of Parliament and led to substantive changes in that country’s Anti-Money Laundering Bill. At about the same time, the Ugandan police asked the programme to provide technical assistance to a new unit to investigate financial crime in Uganda. These contributions helped combat organised crime and corruption and indicate the value placed on the programme’s work by key policymakers.

www.issafrica.org
Programme:

Peace Missions Programme

The main objective of the Peace Missions Programme (PMP) is to contribute to the promotion of peace and security through research, dissemination of best practices, capacity-building training, and policy development that enhance the efforts of the African Union and the regional economic communities regarding African regional capacities for peace missions under the auspices of the UN or the AU.

In April 2009, PMP worked with the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) to provide HIV/AIDS training as it relates to peacekeeping. At a subsequent meeting of the SARPCCO training task team, facilitated by PMP, it decided that a more comprehensive approach needed to be taken regarding HIV/AIDS and that training was only one aspect of the type of intervention needed. This led to the establishment of a specific sub-committee to focus on health issues among police officers in the region. Given the focus of this new sub-committee, it will promote more strategic thinking by national governments regarding HIV/AIDS in their national police forces.

PMP has also participated in the Workshop on Multidimensional Concepts and Doctrine Development in support of UN peacekeeping practices. The programme acted as co-chair for the working group on coordination in peacekeeping, and the resulting guideline document has become known as Considerations for senior leadership on UN peacekeeping missions. The draft was completed and will be approved in 2010 and presented to the UN Department for Peacekeeping Operations to be used in senior mission leadership training. The programme’s participation in SADC’s ‘After Action Review’ also contributed to peacekeeping policy development and the operationalisation of the African Standby Force, as well as the coordination and harmonisation of training support in the region.

PMP was faced with the ongoing challenge of measuring the impact of the training programme offered to police officers via the Training for Peace project. A new strategy is being planned to develop effective mechanisms to monitor how the officers trained by the programme are deployed and to measure their performance in the field.

In 2009, PMP conducted five multi-faceted peacekeeping training courses for SARPCCO and the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO). These capacity-building courses prepared police officers for UN and AU peacekeeping missions, as well as other supporting functions. Some course graduates were subsequently employed as trainers in the United Nations Mission in Darfur and the African Union Mission in Somalia.


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Andrews ATTA-ASAMOAH  Researcher

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Programme:

Mifugo Project

The main objective of the Mifugo Project is to prevent, combat and eradicate cattle rustling and related criminal activities in the Eastern Africa region and, in so doing, to ensure that people’s lives are secured.

In 2009, the Mifugo Project actively supported the Protocol on the Prevention, Combating and Eradication of Cattle Rustling in Eastern Africa. Signatories to the protocol included Kenya, Tanzania, Ethiopia, Sudan and Uganda. The Mifugo Project facilitated the drafting of relevant cabinet memos for Kenya, Sudan, Tanzania and Uganda.

The Mifugo Project developed a curriculum framework that was subsequently adopted by the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) at their meeting in February 2010. The framework is a compilation of stakeholder views drawn from a process of identification of the training needs of law enforcement agencies in Ethiopia, Kenya, Sudan, Tanzania and Uganda.

Another milestone was the development of draft model legislation setting the minimum compliance standards for member states for the implementation of the protocol. Intrinsically related to the development of the draft model law was the review of draft ‘best practice guidelines’, which include measures on how the various articles of the protocol should be implemented.

In Kenya, the Select Parliamentary Committee on Cattle Rustling asked for the Mifugo Project’s participation in developing a Cattle Rustling Bill and an amendment to the penal code to criminalise stock theft.

In September 2009, the Project also supported the Kenyan National Focal Point on Small Arms and Light Weapons capacity-building processes. Accordingly it organised, facilitated and funded a three-phased training intervention during which gaps in practices were identified and rectified.

In 2009, the Mifugo Project helped to establish a Regional Task Force to inform the process of creating a livestock identification system (LITS). This was a key contribution towards coordinating efforts in the establishment of a regional livestock identification system using modern technology. The system will complement traditional methods of branding and marking livestock, and will deter cattle rustling, enhance trade, contribute to disease control and improve human security.

Mifugo is the Kiswahili word for livestock and is the preferred terminology in the project as it encompasses other livestock rustling in addition to cattle. Kiswahili is also spoken in three of the five countries that are implementing the Protocol.

www.issafrica.org

Mifugo Project staff

| Augusta | MUCHAI | Programme Head |
| Nasiri | KIMANI | Senior Researcher |
| Erasmus | TWARUHUKWA | Senior Legal Advisor |
| Tsegaye | OEDA | Training Coordinator |
| Abeba | AMENE | Civil Society / Community Liaison Officer |
| Jacinta | JUMA | Programme Administrator |

Mifugo Project is aimed at combating cattle rustling in Eastern Africa. Pictured here are Janjaweed militia with cattle stolen from displaced farmers in Northern Darfur, Sudan. (PictureNet)
Programme:

Security Sector Governance Programme

The overall objectives of the Security Sector Governance Programme (SSG) in Pretoria are to have adequately skilled and motivated parliamentarians and parliamentary staff in oversight of the security sector, effective civil control within civilian security ministries, a properly functioning, responsive and knowledgeable security sector, and a peaceful post-conflict environment.

In May 2009 an SSG representative met the secretariat for the Portfolio Committee on Defence of the South African Parliament to share relevant ISS publications and offer expert assistance. The previous Portfolio Committee on Defence played a significant role in the promulgation of the Prohibition of Mercenary Activities and Regulation of Certain Activities in Country of Armed Conflict Act (Act 27 of 2006). The ISS had made representations to the Portfolio Committee when the Act was still in its draft form and it was therefore important to ensure continued cooperation between the ISS (and SSG in particular) and the Portfolio Committee on Defence.

SSG also continued to serve as the secretariat for the African Conference of Commandants (ACoC). With ACoC’s mission of military education, 2009 has seen SSG undertake critical engagements, including documenting ACoC’s second conference, disseminating that body’s decisions, and facilitating the Combined Joint African Exercise meeting. ACoC continues to contribute to the education of militaries through its portal run by the ISS.

Through the private security project, SSG contributed to the work of the UN Working Group on the Use of Mercenaries, in particular on the role of mercenaries in the violation of human rights, including the right to self-determination. The programme presented the African perspective on the privatisation of the security sector during the UN Working Group’s Bangkok and New York meetings in 2009.

The SSG partnered with the Club of Madrid, the Strategic Initiative in the Horn of Africa and the ISIS Women’s International Cross Cultural Exchange in a three-year initiative titled ‘Women’s Leadership for Peace and Security in the Greater Horn of Africa’. Awareness was raised regarding the constructive role that women can play in the peace and security sector.

In pursuit of advancing civil society knowledge of and participation in security sector reform (SSR), SSG hosted a workshop on civil society engagement in SSR processes in Africa on 19 and 20 October 2009 in Pretoria, South Africa. The workshop brought together 35 representatives from civil society, academia, government and the broader international community for a relatively rare Africa-wide dialogue on the topic. It sought to understand the different roles that civil society currently plays in relation to SSR initiatives in Africa, identify stumbling blocks to civil society participation and the tools required to enhance participation, develop key recommendations for future SSR programmes in Africa, and increase knowledge production on democratic governance of the security sector and sustainable post-conflict reconstruction.

www.acoc-africa.org

SSG staff

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<tr>
<td>Cheryl</td>
<td>HENDRICKS Senior Research Fellow</td>
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<td>Makwena</td>
<td>RABELA Programme Administrator</td>
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<tr>
<td>Milcent</td>
<td>MLABA Programme Assistant</td>
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SSG has contributed to the work of the UN Working Group on the Use of Mercenaries. (PictureNet)
Programme:

African Peace Support Trainers’ Association

The African Peace Support Trainers’ Association (APSTA), for which the Addis Ababa office serves as permanent secretariat, is an association of African institutions, centres and individuals engaged in peacekeeping training, research and policy development assistance.

APSTA is designed to serve as a vehicle to advance the coordination of African peace support training, share best practices, and disseminate lessons learned and the practical advancement of concepts such as the responsibility to protect. The overall objective of APSTA is to contribute to peace and security in Africa through capacity building, peacekeeping training and doctrine development, enabling the African Union and regional economic communities to respond effectively to violent conflicts.

In 2009 APSTA organised a civilian map exercise with the AU PSOD in Addis Ababa and published a paper on the Somali conflict.

APSTA, among others, provided policy development support to the AU in the operationalisation of the African Standby Force (ASF) within the framework of the AU-APSTA memorandum of understanding signed in 2008. In accordance with this agreement, APSTA collaborated with the AU Peace Support Operations Division, supporting its effort to develop the police component of the ASF.

Two of APSTA’s policy development workshops resulted in the Formed Police Units Policy Concept, the various police provisions that were incorporated into the ASF Standard Operating Procedures, and the AU Police Manual. These contributions helped to bring about more professional peacekeeping forces that are better able to deliver on their mandates.

www.apsta-africa.org

- 1 Seminar
- 2 Workshops
- 1 Paper
- 1 Report

At the AU Consultative Workshop on the African Standby Force’s Formed Police Units held in August 2009 in Tripoli, Libya, Solomon Dersso gave a presentation on the draft AU Police Manual.

Peace and Security Council Report Programme

The Peace and Security Council Report Programme (PRP) was launched early in 2009 to improve the quality of conflict prevention strategies and approaches in Africa by analysing, monitoring and reporting on the work of the Peace and Security Council of the African Union (PSC) in Addis Ababa.

The programme was established in direct response to the opportunity provided by the PSC for civil society and research institutions to make a contribution to peace and security issues on the continent (the Livingstone Formula) and immediately filled a specialised niche.

Feedback from both formal and informal stakeholders shows that the programme’s products and services, especially the analyses in the regular PSC Reports, are well targeted and useful to a wide range of stakeholders, including AU and UN officials, the international community and partners, as well as civil society organisations in Africa.

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- 5 PSC Reports

PRP staff

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<tr>
<td>Timothy</td>
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<td>Programme Head</td>
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<td>Solomon</td>
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<td>Researcher</td>
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<tr>
<td>Halleluah</td>
<td>LULIE</td>
<td>Junior Researcher</td>
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Dr. Jakkie Cilliers, Dr Tim Murith and Alemayehu Behabtu at the launch of the PSC Report.
Gender, Peace and Security

The Institute for Security Studies has increased its work in and impact on gender, peace and security in Africa. In 2009 it adopted a gender policy that seeks to create an enabling environment for women at the ISS and to mainstream gender into the work of the ISS.

In 2009, the ISS partnered with the Club of Madrid, the Strategic Initiative in the Horn of Africa, and the ISS Women’s International Cross Cultural Exchange for a project on Women’s Leadership for Peace and Security in the Greater Horn of Africa. This project works with 40 grassroots leaders from Djibouti, Ethiopia, Eritrea, Somalia, Somaliland, Sudan and Uganda and aims to enhance the security fluency among women, facilitate women’s participation in peace processes, and create a greater understanding and implementation of United Nations Security Council Resolution 1325 on women, peace and security.

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Head Office Review

In April 2009, the ISS Head Office settled in its new premises in Block D, Brooklyn Court, as an entirely separate cost centre from the Pretoria office, with which it is co-located. This move was largely undertaken to provide much-needed space for the expanded Pretoria office.

The purpose of the ISS Head Office is to provide strategic direction, quality control, management support and office coordination. In particular it provides overall guidance in strategic management, organisational development, financial management, human resources management, information technology and knowledge management, monitoring and evaluation, publications coordination and some marketing.

Head Office carries the responsibility of ensuring that the organisation remains grounded in its core and shared values and that existing structures, strategies, systems, styles, staff and skills are in support of this.

In terms of strategic direction, in 2009 Head Office continued to take the lead in the implementation of the ISS strategic plan process and it also continued to ensure that appropriate governance and reporting structures operated effectively.

In terms of quality control, Head Office placed great emphasis on systems and process reviews and consequently engaged external auditors to undertake an internal review of its finance and human resource systems. In addition, Head Office saw the creation of a monitoring and evaluation function to help streamline programme outputs and impacts.

In terms of management support and coordination, the Institute held a number of strategic meetings and events, including: senior management training, an annual staff indaba, an annual senior strategic retreat, an annual gender workshop, annual human resources and finance workshops; four management committee meetings; four trustee meetings; and one Advisory Council meeting. The Advisory Council provided much-needed guidance on several of the Institute’s initiatives for 2010.

Of particular note, during 2009 Head Office organised two partnership forums (previously referred to as donors’ meetings). These forums are aimed not only at augmenting the Institute’s stakeholder relations, but also at inculcating the core values of corporate governance (transparency and accountability) in the workings of the Institute. They provide core donors and relevant stakeholders with an opportunity to participate in important discussions and to be furnished with sufficient and timely information concerning key decisions around fundamental corporate changes such as the establishment of new offices and new programmes. The forums are also used to brief the mentioned stakeholders about new developments, important planned initiatives and progress of the implementation of some of the priority issues highlighted in the ISS Strategic Plan 2008–2011.

Head Office is also restructuring to cater for the position of a Deputy Director Research. It is hoped that this new position will aid in providing guidance, coherence and structure to the overall ISS research agenda and strategy.

The staff pictures on the right and on the following page relate to the staff in the respective ISS offices, namely Head Office and in Pretoria, Cape Town, Addis Ababa and Nairobi. We are looking forward to the establishment of the ISS Dakar office in 2010.

Head Office staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jakkie</td>
<td>CILLERS</td>
<td>Executive Director</td>
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<tr>
<td>Doris</td>
<td>MURRAIN</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Epaminondas</td>
<td>BELLOS</td>
<td>Monitoring &amp; Evaluation</td>
</tr>
<tr>
<td>Haneline</td>
<td>CHMKUKA</td>
<td>Finance Manager</td>
</tr>
<tr>
<td>Po trio</td>
<td>RANGOANDO</td>
<td>HR Manager</td>
</tr>
<tr>
<td>Liesl</td>
<td>LOUW</td>
<td>Associate Editor</td>
</tr>
<tr>
<td>Keto</td>
<td>SEGWAJ</td>
<td>Managing Editor</td>
</tr>
<tr>
<td>Dorette</td>
<td>DE JAGER</td>
<td>Publications Coordinator</td>
</tr>
<tr>
<td>Isaac</td>
<td>SHAIDI</td>
<td>HR Officer</td>
</tr>
<tr>
<td>Mandy</td>
<td>BACKENHORST</td>
<td>Web Coordinator</td>
</tr>
<tr>
<td>Thembani</td>
<td>MBADLAHARNA</td>
<td>Junior Researcher</td>
</tr>
<tr>
<td>Catherine</td>
<td>MAFOI</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>Tsakani</td>
<td>SHIPALANA</td>
<td>Assistant Publications Coordinator</td>
</tr>
<tr>
<td>Dulverce</td>
<td>MAZIBANIE</td>
<td>Receptionist</td>
</tr>
<tr>
<td>KheHa</td>
<td>NTLUI</td>
<td>Publications Assistant</td>
</tr>
</tbody>
</table>
The Institute continues to grow steadily and at a fast pace. The year in review saw the appointment of staff across the group bringing the total group staff complement to 142 by December 2009.

**Staff development and training**

The development of staff is an integral part of building capacity and meeting the challenges that the Institute faces of retaining skilled workforce. Because staff development and training are held in high regard, the Institute continued to provide staff with numerous development initiatives tailored to both personal and professional growth, as well as to the Institute's requirements. Contributions were also made towards long-term training such as master's programmes and PhD studies as part of the Institute's continuous investment in the development of its staff.

**Employee development and training activities, 2009**

- Photoshop
- French Language
- Finance for Non-Financial Managers
- Advanced Meetings and Minute-Taking
- Training Assessment
- InDesign
- PhD Studies Contribution
- Project Management
- VIP Annual Tax Seminar
- Employment Equity Monitoring Committee Training
- Effective Supervisor Seminar
- Research Books for Researchers
- Bookkeeping
- Environmental Awareness
- VIP Statutory Requirements Workshop
- Gender Conference
- Payroll Training
- Simply Tax Workshop
- 2010 Tax Year End Workshop
- Advanced Bookkeeping
- 7 Habits of Highly Effective People Training

**Employment equity**

In South Africa, the Institute is committed to addressing the inequities of the past while ensuring the sustainable competitiveness and quality of its products. Employment equity is a legal and strategic imperative. The employment equity forum participated continuously in all recruitment processes in the year under review as part of its mandate to appraise and monitor progress regarding employment equity. The committee also continuously monitors the implementation of the Institute’s four-year equity plan.

**Internship programme**

The Institute is still struggling to attract, recruit and retain skilled staff. To meet this challenge, the Institute continued to enhance its internship programme in order to build a larger pool of potential/future employees. Participation in career guidance at one of the local universities was used to market career opportunities within the Institute. Feedback meetings were held with interns across the different offices to determine their progress.
### Distribution of Interns

<table>
<thead>
<tr>
<th>Office</th>
<th>Interns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office</td>
<td>2</td>
</tr>
<tr>
<td>Pretoria</td>
<td>8</td>
</tr>
<tr>
<td>Cape Town</td>
<td>2</td>
</tr>
<tr>
<td>Addis Ababa</td>
<td>3</td>
</tr>
<tr>
<td>Nairobi</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

### Distribution of Administration Staff

#### Addis Ababa administration staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seyoum</td>
<td>WUBSHET Accountant</td>
</tr>
<tr>
<td>Yemisrach</td>
<td>TADESSE HR &amp; Admin Coordinator</td>
</tr>
<tr>
<td>Tesfaye</td>
<td>TADESSE Assistant Accountant</td>
</tr>
<tr>
<td>Sanatek</td>
<td>HAILE Programme Assistant</td>
</tr>
<tr>
<td>Mariamawit</td>
<td>WOLE Receptionist</td>
</tr>
<tr>
<td>Sahlu</td>
<td>MENTESNOT Driver</td>
</tr>
</tbody>
</table>

#### Cape Town administration staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hennie</td>
<td>VAN VUUREN Office Director</td>
</tr>
<tr>
<td>Nina</td>
<td>MARSHALL Accountant</td>
</tr>
<tr>
<td>Nomawethu</td>
<td>LEBATA Office Coordinator</td>
</tr>
<tr>
<td>Hopolang</td>
<td>SELBALD Junior Researcher</td>
</tr>
<tr>
<td>Jonathan</td>
<td>MCKINNON Assistant Accountant</td>
</tr>
<tr>
<td>Glenda</td>
<td>JONATHAN Filing Clerk</td>
</tr>
<tr>
<td>Virginia</td>
<td>NUOKWENI Office Cleaner</td>
</tr>
<tr>
<td>Nozuko</td>
<td>MAPHAZI Receptionist</td>
</tr>
</tbody>
</table>

### Nairobi administration staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenneth</td>
<td>MPYISI Office Director</td>
</tr>
<tr>
<td>Ezekiel</td>
<td>OLANDE IT Officer</td>
</tr>
<tr>
<td>Jane</td>
<td>MUTYSIA HR &amp; Admin Coordinator</td>
</tr>
<tr>
<td>Steve</td>
<td>MURTH Assistant Accountant</td>
</tr>
<tr>
<td>Catherine</td>
<td>OKEMO Office Administrator</td>
</tr>
<tr>
<td>Noel</td>
<td>SIKASA Personal Assistant</td>
</tr>
<tr>
<td>Rio</td>
<td>KAVILA Driver</td>
</tr>
<tr>
<td>Bernard</td>
<td>OKUNDIRGO Driver</td>
</tr>
<tr>
<td>Francis</td>
<td>KAGA Driver</td>
</tr>
<tr>
<td>Ernst</td>
<td>KODECH Driver</td>
</tr>
<tr>
<td>George</td>
<td>SIITANDI Office Assistant</td>
</tr>
<tr>
<td>Nelly</td>
<td>OKENDO Office Cleaner</td>
</tr>
<tr>
<td>Samia</td>
<td>YUSUF Programme Assistant</td>
</tr>
</tbody>
</table>

#### Pretoria administration staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheryl</td>
<td>FRANK Office Director</td>
</tr>
<tr>
<td>Cathk</td>
<td>EGAN Programmes Accountant</td>
</tr>
<tr>
<td>Laura</td>
<td>HARRIDO Accountant</td>
</tr>
<tr>
<td>Lelia</td>
<td>HARRINGTON Assistant Accountant</td>
</tr>
<tr>
<td>Job</td>
<td>HLONDWA Personal Assistant</td>
</tr>
<tr>
<td>Jacqueline</td>
<td>NIKOSANA Debtors Clerk</td>
</tr>
<tr>
<td>Ntazana</td>
<td>SINELA Creditors Clerk</td>
</tr>
<tr>
<td>Elizabeth</td>
<td>MUKHAYALI Receptionist</td>
</tr>
<tr>
<td>Tomisang</td>
<td>SIBUYI Driver</td>
</tr>
</tbody>
</table>
Information Technology

Information Technology’s achievements in 2009 once again revolved around providing information and communication technology (ICT) systems support across the Institute. The single biggest challenge was replacing and upgrading both the Web and e-mail servers without downtime to users. This was successfully completed in 2009.

Second in terms of achievement was the installation of a load manager. This device manages the connections going through ADSL lines and makes sure that the load is distributed among the existing lines. It also has a firewall feature that increases the security on all incoming and outgoing connections. The installation went smoothly and was done with minimal inconvenience to users.

Third, the backup system space has been enlarged once again owing to the increasing number of devices to be backed up. This information is backed up not only on the local space, but is also stored at the Institute’s off-site in the MTN Business Data Center.

As a result of the Nairobi office’s move the ICT infrastructure there was completely revamped, including the installation of a new HP Proliant Generation 6 server and a new PABX system. Ongoing support was given to Cape Town through their office move and to other offices. Key troubleshooting issues were addressed in the semi-annual review visits by the IT manager to each office location.

Permanent IT staff have been hired in the Nairobi office, which will improve not only user satisfaction but also the inter-office application of the Institute’s IT policy.

Given that the world has evolved into a global village, the IT function is a critical aspect of the Institute’s work and requires continuous investment not only in terms of equipment, but also in terms of the human aspect.

Knowledge Management

Knowledge Management (KM) is the systematic processing, gathering and institutionalising of internal and external knowledge, where dissemination and ease of access is of paramount importance.

In the period under review, technophobia has been a key factor in the design of user-friendly systems for the ISS. The testing and usage of such systems have been limited to the Knowledge Management office, but these functions are to be handed over to staff during 2010. In essence, knowledge-sharing power will be transferred to end users.

The year 2009 saw the KM office implement systems and protocols for the dissemination of information in line with industry standards. These included the start of a clean-up of intellectual assets to enable the effective filing and distribution of outputs in electronic format to ISS stakeholders.

The office also implemented the use of an online ordering and payment system for printed publications in 2009. Previously this information was captured via facsimile and processed manually.

Online user statistics of ISS tools and systems demonstrated steady usage during 2009, resulting in a plateau in the number of users interacting with the ISS. Unique user figures declined, which means that the users of the ISS online environment kept returning while the number of new users showed little growth. This usage trend has inspired the ISS to build a stronger platform using a greater end-user-driven approach. This was set for design and implementation in 2010.

Usage statistics, 2008 versus 2009

The planning and vision for 2010 has a solid base and 2010 promises to be the year of visionary changes to the KM approach within the Institute; focusing squarely on end-user input. The Institute also hosts a number of online tools and portals aimed at centralising sources of information on Africa.


Publications

The ISS Publications Section provides a complete publication service to assist offices, programmes and projects to adhere to donor requirements for research outputs. The objective is to produce publications of an exceptional standard, with the primary publications being:

- **African Security Review**
- **South African Crime Quarterly**
- **Monograph series**
- **Paper series**
- **Situation reports**
- **Books**

In addition to these publications, seminar and conference reports are also published, as well as electronic newsletters. The importance of the Institute’s research influence is underscored by the regular inclusion of ISS publications in international universities’ textbooks. ISS research was also highlighted with the Institute’s presence at the Cape Town International Book Fair in June 2009, which was attended by more than 43 000 visitors.

African Security Review

African Security Review is the flagship review 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 and corruption; small arms control, maritime security, peace support initiatives and conflict management, as well as the interplay between economics, politics, society and culture and human security and stability. As the title indicates, the focus is on Africa within an international, regional and national context. The journal appears every quarter.

- Volume 18 No 4: Organised Crime Trends in Africa
- Volume 18 No 3: African Maritime Security
- Volume 18 No 2: Building and Securing African Peace
- Volume 18 No 1: Peacekeeping in Africa

South African Crime Quarterly

South African Crime Quarterly provides concise analyses of developments and trends in crime and crime prevention strategies, up-to-date reports on research into crime and justice-related matters, and commentary on the state’s response through policy development.
Monographs

The ISS monograph series covers a wide range of topics and provides the latest analyses on various issues, including peace and security, environmental matters, governance and terrorism.

ISS Monograph No 167

Environmental governance and climate change in Africa: Legal Perspectives

Author(s): Rose Mwebaza and Louis J Kotzé

Papers

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 the African Security Review. The papers appear on an ad hoc basis.

No 167: Environmental governance and climate change in Africa: legal perspectives, by Rose Mwebaza and Louis J Kotzé

No 166: Nature and extent of environmental crime in Kenya, by David Kamweti, Deborah Oiso and Donald A Mwirubani

No 165: Beyond the ‘War on Terror’: a study of criminal justice responses to terrorism in the Maghreb, by Alayon Ford

No 164: Between rhetoric and action: the politics, processes and practice of the ICC’s work in the DRC, by Godfrey M Musila

No 163: Benn, revue de la justice criminelle, l’Initiative Africaine pour la sécurité humaine

No 162: Maal, criminalité et justice criminelle, l’Initiative Africaine pour la sécurité humaine


No 159: The criminal justice system in Zambia: enhancing the delivery of security in Africa, African Human Security Initiative

No 158: A strategic conflict assessment of Zambia, by Judy Smith-Hohn

No 157: To spy or not to spy? Intelligence and democracy in South Africa, edited by Lauren Hutton

No 156: Addressing the use of private security and military companies at the international level, by Sabela Gumedze

No 155: Political violence in Kenya: a study of causes, responses and a framework for discussing preventative action, by Thomas Obel

No 154: Confronting complex emergencies in Africa, imperatives of a search for a new doctrine of humanitarian security interventions, by Festus Abouyaye

No 153: The international politics of rape, sex and the family in Sierra Leone, by Megan Mackenzie

No 152: The trajectory of human rights violations in Zimbabwe, by Annick Chikwanha

No 151: Marginalisation and violence, considering origins of insurgency and peace implementation in the Nuba Mountains of Sudan, by Aleksi Ylönen

No 150: The political development of Somalia and its conflict with Puntland, by Berouk Medfin

No 149: Providing security and justice for the people: security sector reform in Zimbabwe, by Cheryl Hendricks and Lauren Hutton

No 148: The Somalia conflict, implications for peace making and peacekeeping efforts, by Solomon A Dersso

No 147: The AU and the challenge of unconstitutional changes of government in Africa, by Issaka K Souaré

No 146: There shall be houses, security and comfort, by Clarence Tshetereke

No 145: Bon coups, mauvais coups? Les errements d’une transition qui peut encore réussir en Guinée, by Issaka K Souaré and Paul-Simon Handy

No 144: Understanding of the natural resource conflict dynamics, the case of Tuareg in North Africa and the Sahel, by Muna A Aballa

No 143: The panel of the wise: a comprehensive introduction to a critical pillar of the African peace and security architecture, by Jamila El Abdelraila


No 141: Africa and an arms trade treaty, by Dominique Dye

No 140: Peacemaking and post-conflict criminality: challenges to the (re)establishment of rule of law in Liberia, Thembani Mbadalanya and Freedom C Onuoha

No 139: Africa’s emerging global partnerships: their implications for the continent’s development aspirations, by Debay Tadesse

No 138: Elections and accountability in South Africa, by Collette Schütz-Herzberg

No 137: Negotiating the convention on cluster munitions: the role of African states, by Guigi Dube

No 136: A bridge too far? Considering security sector reform in Africa, by Lauren Hutton

No 135: Social and economic dynamics of mining in Kalma, DRC, by Gregory Mthembu-Salter

No 134: Money laundering and terrorism financing risks in Botswana, by Jackson Madzuma

No 133: The establishment and implications of the United States Africa Command: an African perspective, by Berouk Medfin


No 131: Transformation of the Pan-African Parliament: a path to a legislative body? by Saki Mipanyane

No 130: Sanctions and embargoes in Africa: implementation dynamics, prospects and challenges in the case of Somalia, by Andrea Atsa-Asamoa

No 129: Arms control in a tough neighbourhood: the case of the Great Lakes region and the Horn of Africa, by Dominique Dye

No 128: Climate change, population pressure and conflict in Africa, by Jackie Cilliers

Situation reports

ISS situation reports are issued on an ad hoc basis by the African Security Analysis Programme as part of its work on conflict analysis. These reports provide a timely reaction to the events of the day.

14 December: Changing paradigm in Somalia

23 November: Libya: a critical review of Tripoli’s sub-Saharan African policies

20 November: Another crossroad for Burundi: from the FNL to peaceful elections in 2010

20 October: The power of regional economic
External publications

In addition to their contributions to ISS publications, ISS researchers also regularly contribute to external publications. Some of their work published in books and accredited journals in 2009 are:

- Anneke Chirwa. Human security and sustainable enterprise in a developing country context. Journal of Corporate Citizenship 34
- Jakoce Cilliers, Gabela Gumede and Thembian Mhandayana. Africa and the responsibility to protect: what role for the ECI? Neither Studies in International Affairs 30
- Chandri Gould (with Brian Rapport). The challenges of science and security: biotechnology, biological weapons and biosecurity in Africa and beyond. Polity 28(2)
- Paul Simon Handy. Country Report, Central African Republic. BTF Transformation Index, March
- Guy Lamb. The regulation of arms brokering in Southern Africa. Disarmament Forum, 3
- Tim Munthi. Aid colonisation and the promise of African continental integration. In Hakima Abbas and Yves Niayegraga (eds), Aid to Africa: Redeemer or Colonizer? Nairobi: Fahamu Books
- Judy Smith-Hohn, Country Report, Sierra Leone, Bertelsmann Transformation Index, February 2009
- Issaka Souaré. Explaining the December 2008 military coup d’état in Guinea. Conflict Trends 2009/1
- Issaka Souaré. The legal political dilemma of the International Criminal Court’s involvement in Sudan. Studia Diplomatiae
- The Brussels Journal of International Relations 1(2012)

The african.org

The first issue of the african.org was published in June 2009 following extensive planning and discussions within the ISS and with stakeholders.
the media and stakeholders. Two major South African media companies made proposals to the ISS to publish the magazine on its behalf and it was decided to enter into a contract with Picasso Headline, a division of Avusa media, from October 2009.

Deciding on a name for the magazine took some time since many ‘Africa’ titles already exist. In the end the african.org was chosen to give the magazine a distinctive, modern African feel and to link it directly to the website www.the-african.org. A new website was designed for the african.org that is cross-referenced to that of the ISS.

The magazine team is made up of two journalists: Liesl Louw-Vaudran, former Africa editor at the Media24 newspaper group in South Africa, and Keto Segwai, a former foreign editor of the Botswana daily Mmegi Publishing, printing and marketing of the magazine is outsourced. An editorial board consisting of members from all ISS offices meets every two months and plays a key role in determining the content of the african.org.

The african.org is distributed free of charge to stakeholders and mailing lists, and at ISS seminars and conferences across the continent. It is also on sale at outlets in South Africa, Zimbabwe, Botswana, Zambia, Ghana and Kenya.

A launch was held at the Cape Town Book Fair and was attended by some 150 people. This was followed by an extensive radio advertising campaign, media interviews, and direct marketing to potential subscribers.

**Monitoring and Evaluation**

Further to the establishment of the Monitoring and Evaluation (M&E) function at the ISS, results-based management (RBM) was successfully led and implemented by the M&E unit. This amounted to a paradigm shift for the ISS that has been unanimously commended by the Institute’s donors, placing the ISS at the forefront of M&E best practices. More specifically, the ISS has moved from the simple cataloguing of activities and outputs to true narrative reporting concerning outcomes and impact.

For example, the project proposal template that has been developed, together with its detailed guidelines, may be described as a blueprint for conducting research in support of the continental outlook of the ISS. This tool helps to make problem statements explicit, compares the chosen approach with similar outside interventions, explains the need for the project, and delineates the expected results chain. In other words, best practices such as programme theory considerations have been introduced at the beginning of the project cycle and through to results-based narrative reporting at the end.

Other strengths include the M&E Policies and M&E Framework, the introduction of complementary M&E tools such as impact logs, logframes, monitoring plans and event assessment forms, and the establishment of the M&E Advisory Committee.

The existence of approved organisational M&E policies represents a solid foundation on which associated procedures can be fruitfully added. Officially sanctioned, written M&E procedures will reduce uncertainty and promote the institutionalisation of RBM.

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**List of 2009 Development Partners**

We gratefully acknowledge support from the following partners:

- European Union
- Government of Austria
- Government of Belgium
- Government of China
- Government of Denmark *
- Government of Finland *
- Government of France
- Government of Germany *
- Government of Iceland *
- Government of Italy
- Government of Japan
- Government of Norway *
- Government of Sweden *
- Government of Switzerland *
- Government of the Netherlands *
- Government of the United Kingdom
- Hanns-Seidel-Foundation
- Humanity United
- Intergovernmental Authority on Development
- International Development Research Centre
- Open Society Foundation – South Africa
- Open Society Initiative for Southern Africa
- Oxfam
- Peace Research Institute of Oslo
- Rockefeller Brothers Fund
- Trust Africa
- UNFAM
- United Nations Economic Commission for Africa
- United Nations Environment Programme
- United Nations Office on Drugs and Crime
- University of the United Nations

* Members of the ISS Partnership Forum. In addition, the following partners provide core support the Governments of Denmark, the Netherlands, Norway and Sweden.
Code of Ethics

The purpose of the ISS Code of Ethics is to provide guiding principles, values and ethical standards for the organisation that go beyond the law.

As a member of the Institute for Security Studies I shall:

- Comply with the law and all legal documents that are binding on me
- Strive to be fair and courteous and to undertake my responsibilities honestly and without fear or favour
- 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 to the principle of transparency
- Use responsibly information acquired by or obtained from the Institute, and only for legitimate purposes
- Uphold good corporate governance, adopt best management principles and practices, and maintain a drug-free working environment
- Respect and promote the right of all people to security, peace, justice and democracy
- Maintain the highest levels of transparency, integrity and accountability
- Make cost-effective use of donor funds

Legal Persona

In South Africa the Institute for Security Studies 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 119635) on 29 September 2005 under the Companies Act, Chapter 486, Laws of the Republic of Kenya.

Code of Conduct

The purpose of the ISS Code of Conduct is to formalise and confirm my commitment, as an employee of the Institute, to clear standards of conduct and behaviour in pursuit of the mission and vision of the ISS.

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

- Deal fairly, professionally and equitably and with integrity with all colleagues, irrespective of gender, religion or culture
- Cooperate with other employees to enhance the performance of the Institute
- Execute, to the best of my 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 my colleagues through proper utilisation of their skills and support their functional development
- Respect the privacy, dignity and professional standing of my colleagues
- Commit myself to the Institute’s vision, mission, objectives and policies and strive to encourage and support my colleagues

When interacting with the broader public, I 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 my professional conduct
- Accept responsibility for all my words, deeds and decisions

In my research I shall:

- Respect and acknowledge the intellectual property rights of others
- Enhance the quality of the Institute’s products by submitting to peer or other independent review processes
- Respect the confidentiality and dignity of research sources
- Enhance the development of African scholarship and research capacity
- Co-operate, collaborate and network with other agencies that are striving to enhance human security in Africa
- Observe the highest degree of professionalism and excellence in my work
Institutional Organogram

EXECUTIVE DIRECTOR

DEPUTY DIRECTOR

Knowledge Management
African Security Review
the african.org

PRETORIA DIRECTOR

CAPE TOWN DIRECTOR

ADDIS ABABA DIRECTOR

NAIROBI DIRECTOR

Finance
Human Resources
Publications
IT
M&E

C&G
OCML

C&G
OCML

AHSI
PRP
APSTA
CPP

AMP
ASAP
CJP
SSG
PMP
ICAP

ECP
MIFUGO
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 statement of financial position at 31 December
2009, and the statement of comprehensive income, the
statement of changes in funds and statement of cash flows 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 ‘trustees’ 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 25 June 2010 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 MMA Masemola
Chartered Accountant (SA)
Registered Auditor
Director
25 June 2010

KPMG Forum
1226 Schoeman Street
Hatfield
0083
South Africa

Consolidated statement of financial position at 31 December 2009

<table>
<thead>
<tr>
<th>Assets</th>
<th>2009</th>
<th>2008 (restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>36 542 343</td>
<td>15 295 377</td>
</tr>
<tr>
<td>Investment in subsidiary</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other investment</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current assets</td>
<td>49 262 437</td>
<td>49 450 757</td>
</tr>
<tr>
<td>Donor and other receivables</td>
<td>12 627 423</td>
<td>18 501 738</td>
</tr>
<tr>
<td>Normal tax receivable</td>
<td>18 300</td>
<td>7 423</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>36 616 714</td>
<td>26 941 596</td>
</tr>
<tr>
<td></td>
<td>85 804 780</td>
<td>60 746 134</td>
</tr>
</tbody>
</table>

Capital and liabilities

| Trust funds |       |                 |
|             | 100  | 100             |
| Reserves    | 5 891 873 | 3 361 428      |
| Accumulated surplus/(deficit) | 3 251 534 | 3 997 923      |
| Foreign currency translation reserve | (2 087 848) | 53 584         |
| Trust surplus | 7 055 659 | 7 413 135      |

Non-current liabilities

| Interest-bearing loans and borrowings | 9 149 708 | 215 017         |
| Deferred tax liability | 40 196 | 40 277          |
| Current liabilities | 69 559 217 | 53 057 705     |
| Donations received in advance | 57 630 166 | 48 502 391     |
| Trade and other payables | 6 777 718 | 3 485 532      |
| Leave and bonus payables | 4 472 148 | 4 019 910      |
| Interest-bearing loans and borrowings | 679 185 | 49 872          |
| Current tax payable | - | -               |
|                    | 85 804 780 | 60 746 134     |
Consolidated statement of comprehensive income for the year ended 31 December 2009

<table>
<thead>
<tr>
<th>2009</th>
<th>2008 (restated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation income</td>
<td>172 023 331</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
</tr>
<tr>
<td>Total income</td>
<td>172 023 331</td>
</tr>
<tr>
<td>Operating costs</td>
<td>(172 839 363)</td>
</tr>
<tr>
<td>(Deficit)/Surplus before interest</td>
<td>(816 032)</td>
</tr>
<tr>
<td>Interest received</td>
<td>706 005</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(192 726)</td>
</tr>
<tr>
<td>(Deficit)/Surplus before taxation</td>
<td>(302 753)</td>
</tr>
<tr>
<td>Taxation</td>
<td>21 730</td>
</tr>
<tr>
<td>(Deficit)/Surplus for the year</td>
<td>(281 023)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
</tr>
<tr>
<td>Realisation of revaluation reserve</td>
<td>143 896</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>(137 127)</td>
</tr>
</tbody>
</table>

List of Acronyms and Abbreviations

ACoC - African Conference of Commandants
AHSI - African Human Security Initiative
AMP - Arms Management Programme
APRM - African Peer Review Mechanism
APSTIA - African Peace Support Trainers' Association
ASAP - African Security Analysis Programme
ASF - African Standby Force
ASR - African Security Review
C&G - Corruption and Governance Programme
CIJ - Crime and Justice Programme
CPP - Conflict Prevention Programme
DCAF - Geneva Centre for Democratic Control of the Armed Forces
DPCI - Directorate for Priority Crime Investigation
EAPCCO - Eastern African Police Chiefs Cooperation Organisation
ECCAS - Economic Community of Central African States
ECOWAS - Economic Community of West African States
ECOM - Economic Community of the Horn of Africa
ECR - Economic and Monetary Community of Central African States
ECP - Environmental Crime Project
EXCOM - Executive Committee
FPU - Formed Police Unit
ICAP - International Criminal in Africa Programme
ICC - International Criminal Court
ICD - Independent Complaints Directorate
ICDP - Independent Commission for the Maintenance of Peace and Order in South Africa
ICT - Information and Communication Technology
IGAD - Intergovernmental Authority on Development
ICMD - International Criminal and Miscellaneous Crimes
IOM - International Organization for Migration
ISAF - International Security Assistance Force
ISIP - International Security and Peace II
ISSC - International Security and Safety Council
IUSC - International Union of Security Co-ops
JICA - Japan International Cooperation Agency
KAL - Kenya African Leadership Institute
KMEC - Knowledge Management and Evaluation Centre
MADAG - Madagascar National Agency for Good Governance
MANN - Management and Administration
MANCO - Management Committee
MOP - Minister of Police
MPD - Metropolitan Police Department
NCP - National Congress Party
NEPAD - New Economic Partnership for Africa's Development
OCML - Organised Crime and Money Laundering Programme
PAP - Peace Missions Programme
PP - Peace and Security Report Programme
PSIC - Peace and Security Council of the African Union
PSORP - Peace and Security Council Report Programme
PSO - Pastoralist Security Programme
RBM - Results Based Management
RCC - Regional Coordinating Committee
REC - Regional Economic Community
RM - Regional Mechanism
SACQ - South African Crime Quarterly
SADC - Southern African Development Community
SANDF - South African National Defence Force
SAPS - South African Police Service
SARCCO - South African Regional Police Coordination Office
SPLM - Sudan People’s Liberation Movement
SSG - Security Sector Governance Programme
UNDP - United Nations Development Programme
UNECA - United Nations Economic Commission for Africa
UNSCR - United Nations Security Council Resolution

Abbreviations

MEC - Member of Executive Committee
MOPs - Metro Police Departments
NCP - National Congress Party
NEPAD - New Economic Partnership for Africa's Development
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