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.
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During 2011, the Institute for Security Studies (ISS) finalised a significant amount of work on its Strategic Plan for 2012–2015 following on that for the period 2008–2011. The process included an independent evaluation of the impact of the work of the ISS, engaged external stakeholders, and involved extensive internal debate on a range of issues.

The associated process included an assessment of the dynamic context presented by Africa and the challenges presented to organisations such as the Institute; defining where the ISS has strategic comparative advantages; exploring which mix of intervention modalities would be most likely to achieve the desired results; and identifying lessons learned from past work.

Throughout the process, the ISS has been keenly aware that following a period of rapid growth in the past couple of years, the new strategic period would most likely present increased demands for a more streamlined, technical approach to the overall structure and management of the Institute and a clear focus on results and outcomes as opposed to input and activities. As a result, the Institute has sought to tighten its focus as part of the new strategic plan, which has included the consolidation of the ISS programmes and the previous seven ‘result areas’ represented elsewhere in this report into five key result areas (KRAs), each structured, as from 2012, as an inter-office division. In the process, the ISS has been mindful of the importance of extensive consultations with the Institute’s stakeholders, not least the International Advisory Council, which will play an increasingly active role in the ongoing engagement on the five KRAs. These are:

- Advancing democratic governance and reducing corruption
- Conflict prevention and improved risk analysis
- Effective conflict management and peace-building
- Combating transnational threats and international crimes
- Reduction of crime and improved justice

This was also the focus of the October 2011 meeting of the ISS Advisory Council in Pretoria, South Africa, that I was pleased to chair. During our discussions we were able to offer a series of recommendations aimed at helping the Institute move towards a truly strategic-driven and results-based organisation whose efforts are guided by the practical contribution that each activity makes to the improvement in human security in Africa.

The deepening of the ISS’ successful partnership with the African Union was a welcome feature of the Institute’s work in 2011. Apart from a number of outreach events at the various ISS offices, this is evidenced by the number of requests received from both the Commission and the Peace and Security Council for support. In line with the increased cooperation with the AU, in 2011 the Institute also embarked on the operationalisation of the Addis Ababa-based African Centre for Peace and Security Training that would open its doors early in 2012 providing expert (and vocationally orientated) training in the field of African peace and security to mid-level government officials and civil society. Given the interdependence and complexity of today’s security challenges, and hence the need for capacity-building at the practical level, this is an important crosscutting initiative, as are the continued efforts to build African capacity through the Institute’s internship programmes.

Following a year of global economic turmoil and continental security challenges as witnessed, among others, in North Africa, Côte d’Ivoire, Mali and Guinea-Bissau, and the ongoing challenges in the Horn of Africa, it remains evident that Africa is engaged in an unprecedented process of change and adaption. It is, however, also becoming increasingly clear that long-term developments in Africa provide its countries and citizens with opportunities on democratic, economic, demographic and human security levels. Without responsible
Following a year of global economic turmoil and continental security challenges as witnessed, among others, in North Africa, Côte d’Ivoire, Mali and Guinea-Bissau, and the ongoing challenges in the Horn of Africa, it remains evident that Africa is engaged in an unprecedented process of change and adaption.

long-term planning, these opportunities may, however, remain aspirational goals rather than being converted into reality. In this regard, I would like to highlight the importance of the ISS African Futures project. In a security context of rapid change and short-term unpredictability the need for long-term planning in shaping the future of Africa becomes all the more important and the Institute’s work in this regard sets it apart from most other organisations engaged with the African continent.

For organisations like the ISS, there remains a hugely important role to play to disseminate knowledge and assistance on both a broad and a targeted scale to assist in timely responses to challenges on the entire continent and help develop African perspectives on human security.

I look forward to start reviewing the implementation of the strategy for 2012–2015 at our forthcoming meeting in Dakar early in November 2012.

Salim Ahmed Salim
Dar es Salaam
April 2012
MESSAGE FROM THE TRUSTEES OF THE ISS

SELBY BAQWA, JAKKIE CILLIERS, BOBBY GODSELL, JODY KOLLAPEN AND LUCY MAILULA

The publication of the seventh Annual Review of the Institute for Security Studies coincides with the end of the strategic period 2008–2011 and the launch of the new strategic plan for 2012–2015. This gives us an opportunity to look back at 2011 and the Institute’s achievements during the previous strategic period.

The aim of the Annual Review is to provide a consolidated public overview of the Institute and to serve as an instrument of accountability in both narrative and financial terms. Specific reference must be made to the Institute’s core funders (the governments of Norway, Sweden, the Netherlands and Denmark) and the other larger project partners (nearly the governments of Germany, Spain and Switzerland, as well as the Open Society Foundation – South Africa) gathered within the ISS Partnership Forum. We are exceedingly grateful to them.

Although we produce a number of programme brochures 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 helps create understanding of our modest contribution to the advancement of human security in Africa.

In many ways 2011 has been a challenging year. Whereas the early years of the previous strategic period were characterised by geographic and thematic growth at the Institute, 2011 saw a consolidation of the Institute’s operations, structures and systems. Despite the international economic downturn that has affected the Institute’s overall funding, the African Centre for Peace and Security Training will shortly open its doors within the premises of the Addis Ababa office. The addition of the centre will improve and widen the Institute’s provision of targeted training to the benefit of African mid-career diplomats, officials of regional organisations, civil servants, NGO officers, as well as military and police personnel.

The central changes brought to the Institute’s governance and oversight systems and processes over the previous strategic period were consolidated in 2011, particularly with regard to the financial and management systems, although the organisation also uncovered and had to deal with the discovery of financial irregularities in our Nairobi office during 2011.

Internally, the Institute continued to prioritise the following key governance aspects in the period under review: standardisation and centralisation of accounting systems across offices; increased focus on risk management with quarterly reviews at Management Committee and Board of Trustees levels; and reviewing and re-ordering our strategic priorities in light of the global economic crisis.

Through the guidance of the International Advisory Council under the leadership of its president, Salim Ahmed Salim, and through the support of the ISS Partnership Forum, the Institute was able to stay focused on achieving its core mandate and institutional strategy. The advice of these governance bodies happened to be particularly useful as the Institute was working on a follow-on strategic plan for the period 2012–2015. This process continued throughout 2011 and was aimed at repositioning the Institute strategically to contribute towards policymaking in Africa. The strategic planning process was a difficult but inspiring task that involved the entire Institute’s staff at all levels for a result that we hope will increase staff ownership.

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 2011 was particularly difficult as the global economic crisis impacted severely on the financial support that organisations such as the ISS were able to garner from international partners.
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.

Despite these extraneous conditions, the Institute was able to roll out substantial parts of its previous strategy and implement projects and programmes effectively and competently.

The activities undertaken by the ISS in the period under review are featured below. In particular, we have elaborated on the various programmes’ achievements and impact. The review concludes with a list of the funders who supported these activities as well as an extract from our audited financial statements.

We trust you will enjoy the read.

Selby Baqwa, Jakkie Cilliers, Bobby Godsell, Jody Kollapen and Lucy Mailula
The ISS in 2011

MEMBERS OF THE INTERNATIONAL ADVISORY COUNCIL

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

Mr Saki Macozoma
Chairperson, STANLIB, Johannesburg, South Africa

Lieutenant General L M Fischer (Rtd)
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Professor Judi Wakhungu
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Amb Kåre Aas
Director Political Affairs, Norwegian Ministry of Foreign Affairs

Professor Ramesh Thakur
Director, Centre for Nuclear Non-proliferation and Disarmament (CNND) in the Crawford School, Australian National University, and Adjunct Professor in the Institute of Ethics, Governance and Law at Griffith University, Australia; Centre for International Governance Innovation

Professor Deon Fourie (Rtd)
Professor Emeritus of Strategic Studies, University of South Africa, Pretoria, South Africa

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

Ms Thandi Modise
Premier of North West Province, South Africa, and Member of the National Executive Committee of the African National Congress (ANC)

Dr Francis Deng

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

Dr Leonardo S Simão
Executive Director, Fundação Joaquim Chissano, Maputo, Mozambique
Ambassador Ahmed Haggag  
Secretary-General, African Society, Cairo, Egypt

Mrs Scholastica Kimanyo (Rtd)  
Johannesburg, South Africa

Dr Abdalla Hamdok  
Director, Governance and Public Administration Division, United Nations Economic Commission for Africa (ECA), US

Ambassador Said Djinnit  
Special Representative of the Secretary-General for West Africa, Head of the United Nations Office for West Africa (UNOWA), Dakar, Senegal

Ambassador Ibrahim Gambari  
Joint African Union-United Nations Special Representative for Darfur, Sudan UNAMID

Ms Brigalia Bam  
Former chair of the Independent Electoral Commission, Pretoria, South Africa

Mr Christian Hegemer  
Director, Institute for International Cooperation, Hanns Seidel Foundation, Munich, Germany

Ambassador Jacques Lapouge  
French Ambassador to South Africa, Pretoria, South Africa
Governments and organisations around the world are under increasing pressure to produce and demonstrate results. This has led to a greater focus on outcomes. The Institute recognises that an outcome focus presents a powerful tool to increase credibility and address stakeholder needs.

To this end, the Institute presents the results of its programmes in accordance with various outcome areas. In the table below, ISS outcome areas are linked to the ISS programmes and initiatives.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Programme/Project</th>
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<tr>
<td>Area A: ISS early warning, research and analysis are used to prevent and respond to crime and conflict in Africa</td>
<td>African Conflict Prevention System (ACPS) Peace and Security Council Report Programme (PRP)</td>
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<td>Area B: African security, justice and peacekeeping governance and management are improved</td>
<td>Peace Missions Programme (PMP)</td>
</tr>
<tr>
<td>Area C: African arms governance and management are improved</td>
<td>Arms Management Programme (AMP)</td>
</tr>
<tr>
<td>Area D: African post-conflict reconstruction policies and practices are improved</td>
<td>Security Sector Governance Programme (SSG)</td>
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<tr>
<td>Area F: Corruption is reduced and democratic governance in Africa is improved</td>
<td>Corruption and Governance Programme (C&amp;G)</td>
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The ISS works for the advancement of sustainable human security in Africa. As such the Institute seeks to mainstream human security perspectives into public policy processes and to influence decision makers within Africa and beyond.
The Institute for Security Studies (ISS) established the African Conflict Prevention System (ACPS) to complement state-based analysis emanating from the early warning system within the AU Peace and Security Architecture and to buttress the direct access that the Institute has to the AU’s Peace and Security Council. It thus targets African and international conflict prevention actors and provides them with sophisticated expertise on threats to stability in Africa. The ACPS has hubs situated in Addis Ababa, Dakar, Pretoria and Nairobi.

Located in Africa’s diplomatic capital, the Ethiopian hub of ACPP aims to complement and enrich the African Union’s conflict prevention efforts. In addition to providing quality analysis, it does this by delivering policy briefings to the AU Commission, the Permanent Representatives Committee and the Peace and Security Council. As 2011 saw the AU playing an important role in the management of numerous crises in the continent, ACPP-Addis Ababa contributed to frame the debate about the AU conflict management approach. ACPP-Addis Ababa is occupied with conflict prevention analysis relating to the Horn of Africa, which includes field research work on elections, related political violence and the international response. It also provides briefings and dialogue forums to the diplomatic and academic communities in Addis Ababa. Here the latter has positioned the ISS Addis Ababa office as a key reference source for informed debate on African Peace and Security.

In 2012, the AU celebrates its tenth anniversary. Since its establishment in 2002, the AU has been focusing on building an institutional and normative framework to carry out the ambitious project of ensuring a sustainable peace and security in Africa. As the next ten years will be devoted to consolidating and implementing this framework, ACPP-Addis Ababa will lead the Institute’s efforts to help the AU bridge the gap between norm-setting, on the one hand, and implementation and monitoring on the other.

On 7 December 2011, ACPP-Addis Ababa organised a seminar on the UN Interim Security Force (UNISFA) and the current relations between Sudan and South Sudan. This seminar attracted considerable support from the diplomatic community in Addis Ababa. The head of the Ethiopian Peacekeeping Mission and the ambassadors of South Sudan and Sudan were among the main speakers.
2 Monographs
1 Paper
2 Situation reports
9 Seminars
1 Expert roundtable
1 Presentation to the AU, PSC and PRC

On 11 July 2011, following a request from the Chair of the Peace and Security Council (PSC), HE Mr Ferdinand Montcho, Ambassador of the Republic of Benin in Ethiopia, ACPP-Addis Ababa, the Peace and Security Council Report Programme (PRP) and ACPP-Pretoria made presentations to a joint plenary session of the African Union PSC and Permanent Representatives' Committee on the strengthening of the African Peace and Security Architecture towards better prevention, management and resolution of crises arising from popular uprisings in Africa.

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One of the main mandates of the nascent West African hub of the ACPS, ACPP-Dakar, is to service the Memorandum of Understanding between the Economic Community of West African States (ECOWAS) and the ISS. In 2011 ACPP-Dakar therefore commenced an assessment of threats to human security in the region, as requested by the West African regional body.

The pilot phase of the exercise, which is aimed at producing a regular annual report, consisted of conducting field research in selected francophone countries and convening a workshop with the participation of senior representatives from the public sector and civil society organisations from the four countries, representatives from the ECOWAS Commission, and local media representatives. The workshop discussed the outcome of the field research as well as the methodology as contained in a summary report prepared by ISS researchers.

The closing of the pilot phase as reflected by ECOWAS’ endorsement of the report signals the beginning of a longer-term cooperation that will see the Dakar Office of the ISS taking the lead in producing an annual report on the changing landscape of threats to human security in West Africa.
ACPP-Dakar Staff
Deogratias BARAKAMFITTEYE Office Director
Aïda NIANG Personal Assistant

1 Workshop
1 Report

Picture
ECOWAS intervened in the aftermath of the elections in Côte d'Ivoire in 2011 in order to address the threat to human security in the region (Pauline Barx/IRIN)
The Nairobi hub of ACPS, ACPP-Nairobi, in 2011 focused on dynamics in the Great Lakes region with the support of the Swiss Federal Department of Foreign Affairs. On 12–13 September ACPP-Nairobi, in collaboration with the Regional Centre on Small Arms (RECSA) and the International Conference on the Great Lakes Region (ICGLR), organised a regional workshop to deliberate on and interrogate the changing regional dimensions of conflict in the Great Lakes and analyse challenges and prospects for sustainable peace. The regional scope of this particular workshop focused on issues pertinent to four countries, namely Burundi, Rwanda, Uganda and the Democratic Republic of Congo (DRC) and to a lesser extent Tanzania and Kenya.

The workshop provided a valuable forum to deliberate on challenges to peace in the Great Lakes region from both national and regional perspectives. It offered space for analysis on the changing and emerging dynamics of conflict in the region and increased the urgency to better coordinate on-going initiatives for greater impact. This solidified the collaboration between the ISS, ICGLR and RECSA towards harmonising work in the Great Lakes region with the ISS providing valuable technical and research assistance. The programme also conducted field research in Burundi, Rwanda and the DRC in the run-up to the 2011 elections in DRC.

In March 2011, continuing with an earlier collaboration, ACPP-Nairobi provided technical and policy support to Kenya’s National Steering Committee on Peacebuilding and Conflict Management (NSC) in the Office of the President by facilitating a review workshop on a Kenya conflict-mapping study. In collaboration with the NSC, the programme hosted a 2-day workshop on ‘Organised Gangs and Conflict in Kenya’, bringing together key national security stakeholders, supported by the Hanns Seidel Foundation. The programme is expanding its relationship with the NSC and the Ministry of Foreign Affairs, through the Foreign Service Institute, within the frameworks of conflict prevention, early warning and preventative democracy.

To commemorate the one-year anniversary of the promulgation of Kenya’s new constitution, the programme organised a seminar bringing together key actors in government, civil society and academia to deliberate on the progress and prospects of implementing the new constitution.

The programme also conducted field research in South Sudan and engaged with key stakeholders and senior government officials on the origins and implications of emerging insecurity dynamics in the country.
ACPP-Nairobi Staff

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Nyambura GITHAIKA  Researcher
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Victoria MWIRICHA  Intern
Barako ELEMA  Intern
Jennifer KATUSYA  Intern

1 Paper
3 Situation reports
4 Seminars
2 Workshops
1 Roundtable conference

In response to the resurgence of election-driven violence on the continent, ACPP-Nairobi, in collaboration with the Hanns Seidel Foundation and the Deepening Democracy Programme (Kenya), organised a high-level workshop on Uganda’s 2011 elections and its implications. The workshop examined the electoral processes and their outcome and interrogated implications for internal stability and democratisation processes in Uganda.
ACPP-Pretoria has been particularly successful in providing critical information on North Africa and the impact of the Arab Spring early in 2011. It has been able to offer a much-needed African perspective on current discussions on peace and security developments on the continent. These include reflections on the impact of the NATO intervention in Libya on future peacekeeping operations, the growing role of the AU in conflict prevention and management, and South African foreign policy.

A conference in Addis Ababa in May critically examined the North African revolutions and considered their impact on the rest of the continent. The main objective of the conference was to inform and assist policymakers in the formulation of policies for the effective management of the situation in North Africa. Following this conference, a member of the programme was invited to make a presentation before a joint meeting of the AU’s Peace and Security Council and the Permanent Representatives’ Committee on the developments in North Africa, which took place in Addis Ababa on 11 July 2011.

ACPP-Pretoria has provided several briefing papers to the Pan-African Parliament’s Committee on Cooperation, International Relations and Conflict Prevention on various conflict situations on the continent and also briefed the UN Department of Political Affairs on developments in Swaziland, the workings of the Southern African Development Community (SADC) Organ, and political dynamics in Botswana, among others.

ACPP’s traditional 8.00-9.00 morning briefings continued to attract more people. The number of external participants in the briefings increased considerably at the height of the crises in North Africa and Côte d’Ivoire in 2011. Importantly, the briefing notes were being taken more seriously by policy-makers, as evidenced by commendations and petitions for and against certain arguments included in the notes.
In a move to play a more significant role in continental affairs, particularly in the peace and security realm, the Pan-African Parliament (PAP, currently located in Midrand, South Africa) wants to have more involvement in such activities alongside the African Union. Thus, the PAP Committee on Cooperation, International Relations and Conflict Resolution approached the ISS through ACPP-Pretoria for advice on the way it should relate to the AU’s Peace and Security Council (PSC). The study subsequently delivered to the PAP makes specific recommendations on the way the Parliament’s Committee could play an intensive role in the promotion of peace and security on the continent, in collaboration with the PSC.

ACPP-Pretoria Staff

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<tr>
<th>Name</th>
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<tbody>
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Picture:
On 26 October 2011 ACPP-Pretoria held a seminar during which it hosted HE Alhaji Ahmad Tejan Kabbah, former President of Sierra Leone (centre). Before the start of the seminar, Kabbah addressed the ACPP-Pretoria morning briefing (pictured).
In 2011 the Arms Management Programme (AMP) presented detailed comments and recommendations on the South African Military Veterans Bill and the Correctional Matters Amendment Bill to the Portfolio Committee on Defence and Military Veterans and the Portfolio Committee on Correctional Services respectively. The Military Veterans Bill submission included recommendations such as the acknowledgement of the role of non-military participants in the democratisation of South Africa and the synchronisation of benefits available to veterans with those available to non-military combatants, while one of the recommendations pertaining to the Correctional Matters Amendment Bill dealt with the use of less lethal and restraint equipment by officials. In addition, the WMD Project (which focuses on the threat of weapons of mass destruction in Africa) presented a submission on South Africa’s draft Geneva Conventions Bill to the Portfolio Committee on Defence and Military Veterans. Several of the recommendations made to the committees were noted for incorporation in subsequent drafts of the respective Bills.

In the SADC region AMP’s work is facilitated through its partnership with the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO). Accordingly, AMP continued to work closely with the SADC governments and SARPCCO to improve firearm and ammunition control in the region. In this regard AMP secured funding from the US State Department to purchase firearm-marking equipment for ten national police organisations in SADC and was subsequently invited by the UN Office of Disarmament Affairs to contribute to the framework document for the UN Small Arms and Light Weapons programme of action.

AMP provided training in the use of firearm-marking equipment and software to police officials in Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Zimbabwe and Zambia. This initiative will allow Southern African states to share information on lost, stolen and recovered firearms and to identify and respond to weak points in firearm control. AMP also assisted the Malawi Police Service to finalise its new national policy on firearms control.

AMP’s WMD Project continued to address various aspects of the potential use, or threat of use, of weapons of mass destruction – in particular nuclear weapons – in the context of Africa’s quest for sustainable development. A set of proposals was developed to assist African states to coordinate their actions in securing vulnerable nuclear and other radioactive materials.
AMP researchers were invited to make a statement to the plenary session of the Seventh Review Conference of the Biological Weapons Convention in Geneva in December. As the only African NGO invited, the ISS was able to articulate the continental perspective that, while conscious of the fact that the continued existence of all weapons of mass destruction poses a threat to peace and security and being deeply committed to ensuring the safety and security of biological materials, Africa’s primary concern is the risk posed by naturally occurring infectious and other disease outbreaks and the public and private sector’s ability to mitigate and respond to them.

4 Briefs and policy imperatives
13 Workshops
4 Seminars
1 UN side-event
4 Parliamentary submissions
1 Country analysis
17 WMD-related publications

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Ben COETZEE  Senior Researcher
Amelia BROOKEY  Researcher
Gugulethu DUBE  Researcher
Agar NGWENYA  Programme Administrator
Natalie JAYNES  Intern
Scott MAXWELL  Intern

Picture
Training on marking firearms in SADC states
The governance challenge for the ISS embraces work in climate finance, which in 2011 culminated at the 17th Conference of Parties to the UN Convention on Climate Change and 7th Conference of Member Parties to the Kyoto Protocol (COP17) in Durban, South Africa, from 23 November to 10 December. Most of the ISS’ input focused on the climate finance agenda. In the run-up to COP 17, the Corruption and Governance Programme (C&G) engaged in a series of consultations with various stakeholders aimed at preparing side-events during the conference on the environment-security nexus.

C&G collects and makes publically accessible the financial disclosure records of South African elected officials at all three levels of government via its Who Owns What database. However, in early 2011 C&G was informed that it should submit an application in line with the Promotion of Access to Information Act to obtain the records of ministers and deputy ministers. Following an appeal process the ISS was eventually granted full access to the public section of cabinet members’ financial disclosure records. The launch event of the Who Owns What database resulted in extensive media engagements and coverage.

In March 2011 the South African Constitutional Court ruled that the decision to disband the Directorate of Special Operations (the Scorpions) and replace it with the Hawks was inconsistent with the Constitution and invalid and that the situation had to be rectified by the South African government since the move meant that the country no longer had an independent anti-corruption agency in place. Importantly, the judgment noted that South Africa had to meet its international obligations in terms of the United Nations Convention Against Corruption, a principle established as part of a joint presentation by C&G, the Organised Crime and Money Laundering Programme (OCML) and the Crime and Justice Programme (CJP) to Parliament on this issue.
South Africa’s local municipality of Rustenburg was previously unable to provide financial disclosure documents because it had not enforced a financial disclosure regime. As a result of C&G contacting the municipality and the programme’s request for access to councillors’ disclosure forms, awareness was raised among councillors about the need for financial disclosure. The municipality is now planning to ensure that the correct implementation methods are followed.
The ISS is the only organisation that undertakes regular independent analysis of the crime situation in South Africa. As such, when the Minister of Police releases the annual crime statistics in September each year, the ISS is the primary source of analysis to the media and the public. On 9 September 2011, the day of the release of the crime statistics, eTV’s satellite news channel broadcast updated analysis throughout the day from the ISS’ Crime and Justice Situation Room, where the Crime and Justice Programme’s Crime and Justice Information and Analysis Hub (www.issafrica.org/crimehub) is housed. Through its proactive communications strategy, during the month of September alone 464 media reports referred to, quoted or were authored by CJP staff members. Subsequently CJP was approached by various organisations and government agencies such as the Joburg City Safety Programme to assist with analysis on crime and safety in South Africa.

In early 2011 CJP was invited to contribute to a civil society shadow-type report assessing South Africa’s progress in terms of the African Peer Review Mechanism (APRM). CJP’s input assessed the state of crime and policing and made a number of recommendations that were adopted and commended for their quality. Among these were recommendations that the South African government urgently revise its national crime reduction strategy and establish a judicial commission of inquiry to investigate allegations of criminality and corruption levelled against the senior leadership of the South African Police Service (SAPS). CJP also recommended the development of a White Paper on Policing, followed by a new Police Service Act.

In 2011 CJP also launched the Promote Professional Policing campaign, which is aimed at empowering and encouraging members of the public to become more active in reporting both bad and good police behaviour as a proactive means for communities to shape a culture of police professionalism. The Minister of Police formally supported the campaign and the National Assembly Portfolio Committee on Police invited the ISS to present the campaign before Parliament.
The profile of the Crime and Justice Information and Analysis Hub expanded significantly during the course of the year. Most notably, the Hub was presented to a meeting of the National Secretariat of Police, and the National Secretary of Police, Jenni Irish-Qhobosheane, requested that a special quarterly meeting be held between CJP and the senior management team of the Secretariat. As a result of the Hub CJP has strengthened its relationship with a number of South African government institutions and civil society organisations.

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**CJP Staff**

- Gareth NEWHAM: Programme Head
- Johan BURGER: Senior Researcher
- Chandra GOLLD: Senior Researcher
- Andrew FAULL: Researcher
- Tizita RAMAGAGA: Junior Researcher
- Millicent MLAHA: Programme Assistant
- Bison ROSE: Intern

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**Picture**

A panel discussion at the Prime Media celebration of the 4th anniversary of Crime Line held at the Silverstar Casino, Johannesburg, on 7 July 2011 featured Public Protector Advocate Thuli Madonsela; CEO of Business Against Crime Dr Graham Wright; Deputy National Director of Public Prosecutions Willie Hofmeyr; Chairman of the Global Alliance for Nutrition Jay Naidoo; Executive Director of the Independent Complaints Directorate Francis Beekman; ISS Head of Crime and Justice Programme Gareth Newham; and Redi Tlhabi of Radio 702.

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**Issues of SA Crime Quarterly**

- 4 Monograph
- 1 Papers
- Workshop report
- Parliamentary submissions
- 7 Seminars
- Conference
- 9 Workshops
- 1 Campaign launch
- 105 Presentations and briefings
- 445 Media interviews
The International Crime in Africa Programme (ICAP) assists states in building capacity to respond to international crimes. In this regard the programme was invited by the Attorney General of Botswana to work with legislative drafters to produce draft legislation that domesticates the Rome Statute of the International Criminal Court (ICC). Once the Implementation of the Rome Statute of the ICC Bill is enacted Botswana will be the third Southern African country to pass domestic ICC legislation after South Africa and Mauritius. Domestication is key to enabling criminal justice officials to respond to incidents of international crime on their territory and beyond, and to cooperate with requests for assistance from the ICC.

ICAP also provided tailored technical assistance and capacity-building support to a number of African countries through regional and national training programmes. At the regional level ICAP has collaborated officially with Africa’s key regional police chiefs cooperation organisations (the Southern African Region Police Chiefs Cooperation Organisation – SARPCCO, the Eastern Africa Police Chiefs Cooperation Organisation – EAPCCO, and the West Africa Police Chiefs Committee – WAPCCO) to provide comprehensive counter-terrorism training for law enforcement officials. This training was based on counter-terrorism manuals and curricula developed by ICAP for these organisations.

At the national level, several governments have adopted ICAP’s training manuals as part of their official capacity-building programmes and requested ICAP’s support in delivering specialised training programmes for relevant officials.

ICAP provided training to the judges of Uganda’s International Crime Division of the Uganda High Court as well as to more than 40 senior prosecutors in Uganda. ICAP also continued to provide legislative drafting support to several countries. In June Botswana submitted its Implementation of the ICC Statute Bill to Parliament for approval. ICAP experts worked with key justice officials over five months to draft the new law from scratch. ICAP currently has requests from Namibia and Tanzania to support their domestic legislative drafting processes.
ICAP has been key in supporting the ISS Dakar Office in the processing of the ECOWAS (Economic Community of West African States) counter-terrorism strategy. Besides organising and facilitating technical meetings in Abuja and Dakar, ICAP also helped draft documents related to the counter-terrorism strategy. The commission also requested the ISS to prepare draft speeches for the Commissioner and the President of the Commission for WAPCCO, Committee for Chiefs of Security Services (CCSS) and Forum of Ministers meetings. As the ISS was the only non-governmental institution invited, the meetings provided a pivotal space for its visibility in West Africa.
Programmes
Organised Crime and Money Laundering Programme

Improving responses to organised crime and money laundering relies heavily on a greater awareness of their occurrence, as well as awareness of the methods used in committing them. The Organised Crime and Money Laundering Programme (OCML) is continually involved in obtaining and publicising information to raise awareness. We disseminate information on money laundering trends and how to detect them in good time. Our work in this respect is opening new sources of information for our database. Whistleblowers in Malawi, Tanzania and Zambia have brought previously unreported cases of money laundering and illicit currency exchanges to the attention of researchers that we work with in those countries. OCML has conducted follow-up research to determine if there is sufficient evidence for regulatory bodies in the affected countries to recover unpaid taxes and other proceeds of crime. In the case of Zambia, reports prompted a comprehensive project proposal to examine transfer-mispricing in exported and imported commodities.

In collaboration with the Basel Institute on Governance, OCML played an important capacity-building role in training regulators, financial sector supervisors and law enforcement agencies in monitoring indicators and trends of money laundering in a cash-dominated environment. The outcome was the establishment of a new anti-money-laundering infrastructure for Zambia, centred on the Financial Intelligence Unit (FIU). The FIU is expected to be instrumental in monitoring illicit transnational trading practices in the hubs of the national economy. Trade connects Zambia to most of its neighbours, some western European economies and China.

This opens new avenues for OCML, which has been primarily focusing on research and is now widening the scope of its services by adding technical assistance.
The African Standby Force (ASF) is a unique African concept that has been the subject of much comment, including predictions that it would fail. The African Union, with support from its Western partners, nonetheless pushed ahead with the idea that Africa would have its own peacekeeping force that could be deployed on short notice. Since the inception of the ASF, the Peace Missions Programme (PMP) and Training for Peace (TfP) have provided expertise towards the development and strengthening of the ASF policy framework and its attendant concepts. Among these were: the development of a model for the generation of suitable and sufficient civilians on standby as required for possible peacekeeping deployments; further refinement of the concept for the application of the rapid deployment capabilities of the ASF; the revisiting of certain doctrinal assumptions made during the initial phases; contribution to the development of an ASF Roadmap for implementation of those objectives; facilitation of and participation in peace support operations training and exercises. Although some of these are on-going projects, continuous revisiting and evaluation is required.

Major challenges also face Africa in relation to the effective management of its maritime environment. Through a range of initiatives such as training, seminar and research publications, PMP was able to generate increased awareness of, and the need for comprehensive policies on maritime security. PMP has, among other things, participated in the development of an AU Integrated Maritime Security (AIMS) Strategy, a similar strategy for ECOWAS, and also the establishment of an Integrated Maritime Security Information Unit (IMSIU). PMP also advised SADC and EASBRICOM on the development of similar strategies and provided advice to the AU’s Peace Support Operations Division, ECOWAS and EASBRICOM on the establishment of a maritime component within the ASF and regional standby forces.
Since the ISS is able to deliver effective police training within the TnP framework, PMP has received several requests for pre-mission training from the national police services of Malawi and Namibia. More than sixty Malawian police officers were trained for deployment in the African Union/United Nations Mission in Darfur (UNAMID), while Namibian officers trained by TnP were deployed to the UN Integrated Mission in Timor Leste (UNMIT). Given its commitment to the provision of quality technical assistance, PMP/TnP continued its work on mainstreaming gender as an empowerment and efficiency tool for the Eastern Africa Regional Police Chiefs Cooperation Organisation (EAPCCO).

12 Seminars and workshops
1 Situation report
3 Workshop reports

PMP Staff
Festus ABOAGYE
Johan POTGETER
Sandra ODER
Irene NDUNGU
Tim WALKER
Anton KRUGER
Khunjulwa PETER

Senior Research Fellow
Senior Researcher
Senior Researcher
Consultant
Consultant
Programme Administrator

Picture
The TnP has been providing pre-mission training to police officers deployed in UNAMID (United Nations 2010)
PROGRAMMES
PEACE AND SECURITY COUNCIL REPORT PROGRAMME

The PSC Report is produced on a monthly basis by the Peace and Security Council Report Programme (PRP) and is now acknowledged as a necessary resource for practitioners, diplomats and academics dealing with issues at stake at the AU-PSC. In a move to highlight issues on the agenda of the AU-PSC, in May the PRP organised a seminar with the New York-based Security Council Report on the relationship between the AU Peace and Security Council and the UN Security Council.

In July 2011, following a request from the Chair of the Peace and Security Council (PSC), HE Mr Ferdinand Montcho, Ambassador of the Republic of Benin in Ethiopia, the PRP, in cooperation with ACPP-Addis and ACPP-Pretoria, made presentations to a joint plenary session of the AU-PSC and Permanent Representatives' Committee on the strengthening of the African Peace and Security Architecture towards better prevention, management and resolution of crises arising from popular uprisings in Africa.

The sessions were attended by members of the PSC and PRC, as well as by senior staff members of the AU Commission. Several participants, in particular the PSC rotational chairs, expressed an interest in organising future similar briefing sessions under the auspices of the ISS.

In October the PRP, in collaboration with the ACPP, hosted a roundtable conference with a view to publishing a two-part monograph to commemorate the tenth anniversary of the existence of the African Union. Experts from Africa, North America and Europe presented papers at the conference.
PRP Staff

Duke KENT-BROWN  Programme Head
Solomon Ayele DERSSO  Senior Researcher
Hellelujah LULIE  Junior Researcher
Abebe AYNETE  Intern

Picture
The first PRP seminar was held in New York in October 2011 at the offices of the Security Council Report, the topic being ‘Existing and emerging challenges in African Union-United Nations (AU-UN) efforts for maintaining peace and security in Africa’

12 PSC Reports
2 Seminars
1 Roundtable conference
1 Presentation to the AU
In partnership with the Fédération pour la Promotion Féminine et Enfantine (FPFE) the ISS, as the coordinator of the SADC Gender Protocol Alliance Cluster on Gender, Peace and Security, co-facilitated a high-level roundtable on gender peace and security in Madagascar in November 2011. The timing of this workshop enabled the Institute to influence attempts to increase the number of women in peacebuilding and governance and their participation in the security sector. The workshop took place as the lists for the future composition of the transitional government were under way. Madagascar’s transitional authority now has 25 per cent women’s representation. The organising consortium also succeeded in launching national gender peace and security working groups in Madagascar. Earlier in the year they launched national working groups in Malawi, the Democratic Republic of Congo and Zimbabwe. Representatives of these working groups attended the workshop in Madagascar to share their experiences.

The ISS and its partners, particularly SADC, are well on track to forming a regional cluster on gender peace and security. The ISS’ contribution to the SADC Gender Barometer, which consisted of an overview of women’s representation in the region’s security sector, sparked a great deal of interest as states can now begin to compare how they are faring in terms of implementing Article 28 of the SADC Gender and Development Protocol.

In March 2011 the ISS facilitated a policy seminar on Gender, Peace and Security for the SADC Organ and the SADC Gender Unit. It is now assisting SADC with the development of a strategy to combat gender-based violence in conflict and post-conflict areas and a framework for mainstreaming gender into the Indicative Strategic Plan of the Organ.

WWW.ACOC-AFRICA.ORG
SSG Staff
Cheryl HENDRICKS  Senior Research Fellow
Sabelo GUMEDZI  Senior Researcher
Lettis MHLANGA  Intern
Emily KINAMBA  Intern
Michon MOTZOURE  Intern

3 Monographs
2 Workshop reports
1 Seminar
1 Roundtable workshop


Picture
In November 2011 SSG co-facilitated a roundtable on gender peace and security in Madagascar
In 2011 the ISS began to consolidate its work in the area of gender, peace and security such that it is now an institution associated with this topic. It is thus regularly called upon to present at seminars, produce research papers, and provide implementation support on gender and peacebuilding as well as gender and security sector reform in Africa.

The Gender, Peace and Security (GPS) project of the ISS works towards a gender-inclusive and gender-responsive security sector in Africa and thus towards enhanced security provisioning for all. In this regard the ISS engages in research, policy analysis and advice, capacity-building, training and implementation support on gender in relation to conflict management and peacebuilding.

In 2011, the ISS continued working in partnership with the Club of Madrid and Isis-WICCE (the Isis-Women's International Cross-Cultural Exchange) on the Women's Leadership for Peace and Security in the Greater Horn of Africa Project hosting a high-level mission in Juba on 'Creating Human Security in The Republic of South Sudan; What is Needed?'. This mission was held from 10 to 14 October and was led by Mr Benjamin Mkapa, former President of Tanzania and Chair of the UN Secretary-General’s special panel to monitor the January 2010 referendum in Southern Sudan. AusAID and the Belgian Ministry of Foreign Affairs are funders of this project.

The outcomes to date of this project have been:

- Raising the level of attention on and political commitment to expanding the role of women in peace and security
- Connecting women with top-level leaders and officials: the UN, the AU, the Intergovernmental Authority on Development (IGAD), national governments and donors
- Capacity development, confidence-building and empowerment of the Group of 40 (G40) women leaders
- Enhanced G40 understanding of the African Union's Peace and Security Architecture and country-specific peace and security dynamics and challenges
- Strengthening a regional network of women in the Horn of Africa as well as a regional approach to peace and security by women civil society organisations
- Creating more women’s voices for peace and opening spaces for their participation in peace and security decision-making

The ISS is the coordinator of the Cluster on Gender, Peace and Security for the SADC Gender Protocol Alliance. In 2011, Cheryl Hendricks was also elected onto the steering committee/think tank of the Alliance.

The ISS continued to monitor SADC member states' progress in advancing women's participation in the security sector and in peacebuilding. This tracking feeds into the annual SADC Gender Protocol Barometer – a monitoring tool of the Alliance which is widely circulated in the region. In addition, the ISS hosted workshops and launched national working groups on gender, peace and security (as part of the formation of a regional network) in Zimbabwe, Malawi, the Democratic Republic of Congo, and Madagascar. The workshop in Madagascar took place at an opportune time in November when Malagasy women, with support from the region, could push for gender representation on the Transitional Council. Women now form 25 per cent of the governing structure, a first for Madagascar.

The ISS also facilitated the development of a SADC strategy on combating gender-based violence in conflict and post-conflict situations and a framework for mainstreaming gender into the SADC Organ. These policies will be put to summit in Maputo in August 2012. These interventions go a long way in having SADC meet the objectives of Article 28 of the SADC Gender and Development Protocol by 2015.
As part of the vision and mission of the ISS, Training for Peace (TfP) conducts gender training for the Southern Africa Regional Police Chiefs Cooperation Organisation (SARPCCO) and Eastern Africa Regional Police Chiefs Cooperation Organisation (EAPCCO) as a key strategy in mainstreaming gender perspectives into UN peacekeeping operations.

In 2011, under the TfP, Sandra Oder coordinated two courses for the Southern Africa regional police organisation: on policing violence against women and children (VAWC) and HIV and AIDS.

Given its commitment to gender equality in police service delivery (including peacekeeping) and providing quality technical assistance, Sandra Oder and Tsegaye Baffa continued their work on mainstreaming gender as an empowerment and efficiency tool for the regional police organisation EAPCCO. At a meeting held in May 2011, the subcommittee mandated the INTERPOL Regional Bureau Nairobi/EAPCCO secretariat to liaise with EAPCCO partners, particularly TfP, to help draft an EAPCCO gender training manual and a regional training manual on leadership and command. A draft of the manual was tabled to the Gender and Training Subcommittees and was approved in September in Kigali, Rwanda.

Cheryl Hendricks published a discussion paper on gender and security with the Nordic Africa Institute. She facilitated a leadership seminar for women generals in the South African National Defence Force (SANDF) in March 2011 and lectured on gender and security sector reform at the SANDF’s Peace Keeping Training Centre. In October 2011, Cheryl gave a presentation in Addis Ababa on ‘Increased Recruitment of Women in Security Institutions: The SADC Experience’ at the Fahamu and African Security Sector Network (ASSN) policy dialogue on the AU’s security sector reform policy. In South Africa, she presented at a Department of International Relations and Cooperation (DIRCO) workshop on developing a national action plan for implementing UN Security Council Resolution 1325 (November 2011) and at a NATO conference on women and security sector reform in Brussels (December 2011). These discussions are leading to the development of a concrete research agenda on gender, peace and security in Africa.
Strategic planning and structural change

With the culmination of the ISS’s strategic period 2008–2011 we were able to note important successes, the most noteworthy being the establishment of the geographical foundations to become a truly continental player with offices in South Africa, Kenya, Ethiopia and Senegal. We also embarked on the development of a strategic plan for the period 2012–2015. Key questions in the planning process were how to retain a continental character in a difficult financial environment and ensure that the programmatic outcomes of the organisation are placed at the forefront of its activities.

The strategic planning process continued through 2011 with the Strategic Planning Team leading the organisation through a series of consultative processes and other activities. These culminated in a new strategic plan and budget, as well as a comprehensive proposal. The process saw a range of events and processes that enabled the ISS to engage in deep reflection on its achievements thus far and to frame its intentions for the next four years. These included an independent evaluation of the ISS commissioned by the government of the Netherlands, a member of the ISS Partnership Forum; an in-depth stakeholder survey; consultations with ISS staff, partners and the Advisory Council; and ongoing internal discussions and debate.

The development of a new strategic plan heralded a range of important structural changes which have been introduced incrementally by the ISS Management Committee since June 2011 and which will continue in the new strategic period. These included:

- The rationalisation of programmes and projects into five divisions
- The appointment of division heads and the elevation of these positions to the Management Committee of the ISS
- The integration of Head Office and the Pretoria Office into one management entity
- The deployment of division heads to play regional representation roles in ISS regional offices
- The centralisation of financial services, human resource management and some administration services

Management and administration

The purpose of the ISS Head Office – which, together with the programmes based in Pretoria, is now referred to as the Pretoria Office – is to provide strategic direction and management support, implement office coordination, and carry out quality control. In particular it offers overall guidance in strategic management, organisational development, financial management, human resources management, information technology and knowledge management, monitoring and evaluation, publications coordination and marketing. The office is also responsible for ensuring that the organisation remains grounded in its core values and that existing structures, strategies, systems, styles, staff and skills function in support of this goal.

The period under review saw continuing challenges in ensuring a consistent management and administration approach across all the offices of the ISS, especially given the vastly different skills among managers; significantly different cultural approaches to compliance and oversight; and huge physical distances between offices. The period saw ongoing efforts to standardise administrative systems and procedures and to ensure consistent compliance with organisational policy.
Financial management

In 2011 the ISS continued its efforts to ensure that its financial management infrastructure kept pace with the growth of the organisation. However, despite these efforts the Institute was faced with the discovery of fraud and mismanagement in its Nairobi Office.

A range of responses were instituted in line with the Institute's zero-tolerance policy on fraud and corruption. These included carrying out a forensic audit, revamping administrative procedures, and implementing additional fraud prevention measures. The consequences of the discovery created significant upheaval in this office as a result of disciplinary processes and the dismissal of staff, as well as the institution of criminal proceedings. This, in turn, placed enormous pressure on senior managers and finance staff who were responsible for finding satisfactory solutions to these challenges.

Partnership Forum and Advisory Council

In 2011, the ISS once again hosted a meeting of its Advisory Council, which provided strategic guidance on several of the Institute's initiatives for the year.

We continued to host meetings of the ISS Partnership Forum with a view to strengthening relations with the key donors of the Institute through engaging in debate on substantive issues as well as encouraging transparency in terms of the management and administration of the Institute. This included ongoing updates on progress relating to the strategic planning process. The Partnership Forum assisted in this process by offering the resources to undertake an independent evaluation of the Institute and giving strategic advice on key decisions within the planning process.
The work of the Human Resources Department at the ISS is guided by the strategic goals as identified by the Institute’s Strategic Plan. Overall, HR services at the ISS seek to attract and retain the high-quality staff that is required to deliver on the stated outcomes of the ISS and its programmes. Therefore HR at ISS is a full-function, integrated service which includes recruitment, payroll administration, employee relations, organisational development staff development, equity and diversity and workforce planning, among other functions.

The period under review presented a range of substantial challenges from a human resources perspective. As in 2010, the recruitment of high-quality staff in all ISS offices continued to be challenging. The year also saw the ISS having to manage the aftermath of staff retrenchments in the Nairobi Office.

A key achievement of the department was the implementation of the ISS Group Medical Scheme with effect from 1 July 2011. Other key issues addressed during 2011 included: the development of a new HR strategic plan to support the ISS’ strategic planning for the period 2012–2015; continued recruitment; staff development and training; and providing a supportive work environment. The HR department also undertook activities to ensure continued attention to issues of ethical conduct at the ISS, and has promoted ongoing dialogue between staff and management on the development of human resources policies and initiatives.

The HR department also facilitated the appointment of three of the five division heads in positions established by the new ISS strategy.

During 2011, the ISS continued to contribute to building the analytical skills of young Africans through its internship programme. This programme offered three- to six-month internships in all ISS programmes.

In 2012, the department will focus on the implementation of the HR strategy. This will include efforts to promote the ISS as the employer of choice and ensuring that the ISS attracts and retains the HR capacity that is able to drive its new strategy forward.

Statistics

By the end of 2011, the total number of staff by office, gender and category was as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Head Office</th>
<th>Pretoria</th>
<th>Cape Town</th>
<th>Addis Ababa</th>
<th>Nairobi</th>
<th>Dakar</th>
<th>Total</th>
</tr>
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<tr>
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<td>14</td>
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<tr>
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<td>7</td>
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<tr>
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<td>113</td>
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The Institute had the following interns in 2011:

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<th>Cape Town</th>
<th>Addis Ababa</th>
<th>Nairobi</th>
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**Head Office Staff**

- Jakkie CILLIERS: Executive Director
- John MUCHENJE: Director Management
- Paul-Simon HANDY: Director Research
- Hameline CHIMUKA: Finance Manager
- Zeina MARE: HR Manager
- Richard PERRY: Knowledge Manager
- Liesl LOUW: Associate Editor
- Iolandi POOL: Publications Coordinator
- Isaac SHADI: Senior HR Practitioner
- Mandy BADENHORST: Web Coordinator
- Thembani MBADLANYANA: Junior Researcher
- Catherine MAIDI: Assistant Publications Coordinator
- Elizabeth MUKHATHULI: Payroll Administrator
- Khehla NTULI: Publications Assistant
- Sarah MALEFO: Personal assistant
- Brenda MARIPANE: Personal assistant
- Romi SIGSWORTH: Editor
- Stine KJELDGAARD: Intern
- Onnie KOK: Consultant
- Enicca MOTALA: Cleaner

**Pretoria Office Staff**

- Cheryl FRANK: Office Director
- Cathi EGAN: Programmes Accountant
- Andrew MOHLALA: Office Manager
- Leila HARRINGTON: Assistant Accountant
- Job HILONGWA: Personal Assistant
- Jacqueline NKOSANA: Debtors Clerk
- Dolence MATABANE: Receptionist
- Tumisang SIBUYI: Driver
- Pinki MLANGENI: Cleaner
- Dorah CHOSANE: Cleaner
- Thembi BALOYI: Cleaner
- Joseph KAHONDE: Financial Accountant
- Tshifiwa MUSHOMA: Creditors Clerk

**Cape Town Office Staff**

- Hennie VANVUIJEN: Office Director
- Rene KIEWIT: Financial Accountant
- Nomawethu LEBATA: HR and Office coordinator
- Hopolung SELEBALO: Junior Researcher
- Ntazana SINJELA: Assistant Accountant
- Glenda JONATHAN: Cleaner/Filing Clerk
- Virginia NJOKWENI: Cleaner
- Bonita LOUIS: Receptionist

**Nairobi Office Staff**

- Fidelia IMAI: Personal Assistant
- Steve MURITHI: Assistant Accountant
- Bernard ONYANGO: Driver
- Francis KAGA: Driver
- George SHITANDI: Office Assistant
- Nelly OKENDO: Office Cleaner
- Samira YUSUF: Programme Administrator
- Ezekiel OLANDIE: IT Officer

**Addis Ababa Office Staff**

- Olusegun AKINSANYA: Office Director
- Yemissrach TADESSE: HR Practitioner
- Sossina MEKONNEN: Personal Assistant
- Sahlul MENTESNOT: Driver
- Mulugeta SEBELEWONGEL: Receptionist
- Mariamawit WOLE: Office Administrator
- Daniel NEGUSSE: IT Officer
- Atsede HAILU: Financial Accountant
- Messeret DEMESSE: Cleaner
- Meaza ZWEDI: Cleaner
- Konjit ESHETE: Assistant Accountant

**Dakar Office Staff**

- Deogratias BARAKAMFITIYE: Office Director
- Aida NIAH: Personal Assistant
- Abdou FALL: Consultant
Information Technology’s achievements in 2011 revolved around providing information and communication technology (ICT) systems support across the Institute.

The single biggest challenge was replacing the Softline Pastel accounting system in our Nairobi and Cape Town offices with Accpac. This will enable the Finance Department at Head Office to access live Accpac data across the Institute.

The Access Point Name (APN) was fully implemented in 2011, enabling Pretoria and Head Office staff to use 3G mobile Internet when away from the office and at the same time cutting costs, monitoring and controlling the usage of cellphone data.

Backup system space has been enlarged once again to meet increasing demand. Backups of financial data were set up to be sent off-site every night to increase backup security.

Issues arising at the other offices were addressed with biannual review visits and reports by the Head Office IT staff to the various offices.

Thorough testing of security and monitoring software and hardware took place during 2011 to enhance security and control over the Institute’s communications.

The IT function continues to be a critical aspect of the Institute’s development and requires sustained investment in terms of both equipment and human resources.
In 2011, the Knowledge Management (KM) office continued to develop the way the ISS interacts with stakeholders from around the globe. KM at the ISS is responsible for all the online activities of the ISS, internally and externally, while assuming responsibility for ad hoc projects and other ISS interactions such as social media, ISS sub-websites, internal fundraiser drives, and media database management.

The KM office started 2011 with the development of a new ISS Intranet aimed at merging the ISS main website (www.issafrica.org) with tools and workflow processes that allow ISS researchers to be effectively quality controlled through a clear line of accountability on up-to-date opinion articles and short research outputs. The roll-out of the so-termed ‘Intranet 2.0’ was scheduled for implementation in early 2012.

Growth in ISS website usage proved exceptionally successful with a 43 per cent year-on-year growth. This growth came at a time when social media platforms enjoyed the majority of Internet usage growth across the world. ISS growth can be attributed to the change in approach by the ISS to social media platforms whereby interaction on ISS social media platforms has driven traffic to the ISS website. In 2011 KM was responsible for facilitating and conducting office-based social media workshops at all ISS offices.

The KM office was invited to provide support to the African Union Peace and Security Department website development team through a consultancy arrangement. This proved to be a valuable relationship-building opportunity for both organisations. The consultation culminated in a report to the AU Director of Peace and Security detailing a proposed website development and marketing plan. In addition, an understanding was reached whereby the mutual sharing of AU-related documentation was negotiated.

The continued vision of integration of ISS owned and managed websites into sub-sites saw the creation of the African Futures Project and the African Network on International Criminal Justice (ANICJ) sub-sites. Both of these sub-sites were built on ISS open source architecture based in a database system to allow for easier access to information. The African Futures sub-site (www.issafrica.org/futures) facilitates a user-friendly interface between the online software, developed by the Pardee Center for International Futures, University of Denver, and the public. The primary purpose of the sub-site is to create interest in the future of Africa using the Futures Modelling system. The ANICJ sub-site is aimed at a specialist group of legal African practitioners dealing with international criminal justice issues and facilitates a central information portal for the policymakers and practitioners.

The final and most rewarding project undertaken by Knowledge Management during 2011 was the ISS fundraiser in memory of Henri ‘Bossie’ Boshoff, who passed away early in 2011. KM conceived and facilitated the internal fundraiser for the memorial fund which resulted in the growth of the memorial fund by over 600 per cent, all contributed by ISS staff in their personal capacity. (For more information on the fund and contribution details, visit the ISS website.)
Head Office 2011

PUBLICATIONS

African Security Review

The 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 20 No 1: Indigenous Peacebuilding
Volume 20 No 2: The meaning of MONUC
Volume 20 No 3: General
Volume 20 No 4: Police and the Policing of Conflict

South African Crime Quarterly

The 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. The journal appears four times a year.

‘Media focus creates the space for researchers, academics and activists to raise awareness about the complexity of the risk factors for crime perpetration ...’
South African Crime Quarterly, No 37
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.

No 175: African Futures 2050, by Jakkie Cilliers, Barry Hughes and Jonathan Moyer
No 176: Merchants of conflict: more than just a pound of flesh, edited by Sabelo Gumede
No 178: Regional security in the post-Cold War Horn of Africa, edited by Roba Sharamo and Berouk Mesfin
No 179: Reintegrating ex-combatants in the Great Lakes region: lessons learned, by Nelson Alusila
No 180: Interregional challenges of Islamic extremist movements in North Africa, edited by Muna Abdalla
No 181: The proposed SADC parliament: old wine in new bottles or an ideal whose time has come?, by Takawira Musavengana
No 182: Protector or predator? Tackling police corruption in South Africa, by Gareth Newham and Andrew Faull
No 183: From market for force to market for peace: private military and security companies in peacekeeping operations, edited by Sabelo Gumedze
No 184: Carbon trading in Africa: a critical review, edited by Trusha Reddy

Papers

The ISS paper series provides a forum for research in progress, with policy information of a more immediate nature than that published in the African Security Review. The papers appear on an ad hoc basis.

Paper 222: Negotiations for a Nile-cooperative framework agreement, by Yacob Arsano
Paper 223: Ticking time bombs: ineffective weapons stockpile management in Africa, by Lauren Tracey
Paper 224: Somali pirates have rights too: judicial consequences and human rights concerns, by Deborah Osiro
Paper 225: Balancing competing obligations: the Rome Statute and AU decisions, by Max du Plessis and Christopher Gevers
Paper 226: Corruption in the South African Police Service: civilian perceptions and experiences, by Andrew Faull
Paper 227: Oversight agencies in South Africa and the challenge of police corruption, by Andrew Faull
Paper 228: Inside view: police officials’ perceptions of corruption and integrity management at three Gauteng SAPS stations in 2009, by Andrew Faull
Paper 229: Comparing Somalia’s al-Shabaab and Uganda’s Lord’s Resistance Army, by Emmanuel Kisiangani
Paper 230: Confronting complex political crises in West Africa: an analysis of ECOWAS responses to Niger and Côte d'Ivoire, by David Zounmenou and Sylvie Loua

Situation reports

ISS situation reports place current issues or situations in context and provide the latest informed and in-depth analysis on the relevant topic.

8 January: Post-referendum security scenarios for South Sudan, by Louise Khabure
15 April: Elections, politics and external involvement in Djibouti, by Berouk Mesfin
5 May: Uganda: analysis of and reflection on the 2011 elections, by Lansana Gberie
Head Office 2011

PUBLICATIONS

6 June: Angola: parallel governments, oil and neopatrimonial system reproduction, by Paula Roque
22 July: Perspectives on Africa’s response to the ICC’s arrest warrants in the Libya situation, by Antoinette Louw
29 July: South Sudan: origins and implications of emerging (in)security dynamics, by Andrews Atta-Asamoah, Roba Sharamo and Philip M Mwanzia

Policy briefs

ISS policy briefs provide decision-makers, diplomats, journalists and researchers with concise and informed analysis of a current policy debate, particularly at strategic moments.

African Futures brief No 1: Taps and toilets: how greater access can radically improve Africa’s future, by Mark Eshbaugh, Eric Finnhaber, Patrick McLennan, Jonathan D Moyer and Erin Torkelson
African Futures brief No 2: Knowledge empowers Africa: the benefits of increased investment in education, by Keith Gehring, Mohammad Tifan, Patrick McLennan, Jonathan D Moyer, Hopolag Selebalo and Erin Torkelson
No 24: The governance of climate finance in Africa, Asia and Latin America: some critical reflections, by Webster Whande and Trusha Reddy
No 25: The Adaptation Fund, Clean Development Mechanism and Reduced Emissions from Deforestation and Forest Degradation Fund: some national and subnational experiences, by Webster Whande and Trusha Reddy
No 26: Towards just and effective climate finance: developing priorities and principles, by Webster Whande and Trusha Reddy
No 27: Implementing financial disclosure in local government: content, scope and standardisation, by Collette Schulz-Herzenberg, Shireen Mukadam and Jamy Felton
No 28: Implementing financial disclosure in local government: public access to information, by Collette Schulz-Herzenberg, Shireen Mukadam and Jamy Felton
No 29: Stalled UN Security Council reform: time to reconsider resetting policy?, by Colin Keating
‘There is a robust debate across Africa over whether the mass popular uprisings are a purely Arab phenomenon, or whether other regimes will also be touched by it.’
The African.org, Issue 12 – 2011

THE AFRICAN.ORG

It was a momentous year for the ISS bi-monthly magazine, as for the rest of the continent. The events of the Arab Spring, which started in early 2011, provided the magazine with a huge opportunity to showcase the work of ISS researchers and draw on other experts across Africa for contributions. The popular revolts in Tunisia and Egypt and the war in Libya received maximum coverage, which was well received by readers.

Issues like the role of the international community in the crisis in Libya, the reaction of the AU, the threat of Islamic fundamentalism and the implications of these events on the rest of Africa, were analysed by ISS experts in depth articles throughout the year. On the specific issue of Libya, one European ambassador remarked: ‘Even if I disagree with The African.org, it reflects what Africans are thinking.’ In addition, the crisis in Côte d’Ivoire, with the subsequent intervention of the UN and France, gave writers ample opportunity to debate on the issue of external military action to solve crises in Africa.

In the year-end issue (December/January 2011/2012), The African.org gave readers an overview of these events and their implications for the future of the continent. An analysis, for example, of the UN Resolutions taken throughout the year concerning Côte d’Ivoire and Libya provided readers with much food for thought as to the role of the UN and its implications for Africa.

Six issues of The African.org were published in 2011 with a print run of 22 000 copies per issue. These were distributed through subscribers’ copies of the Mail & Guardian newspaper (14 000 copies), sold in stores in Kenya and Zimbabwe, and handed out at seminars of the ISS across all its offices.

The African.org was also distributed at major continental events such as the African Union summit in Addis Ababa in January 2011.

The December/January 2011/2012 Issue was also distributed at the AU summit in January 2012.

In addition, visits were undertaken to distributors of the magazine in Kenya and Zimbabwe to optimise smooth reception and distribution. Marketing initiatives were launched to introduce readers in those countries to the magazine, which is still very much a new brand in stalls and shops. These initiatives included advertising in local newspapers and sending branding materials such as hats and pens to sales people in these countries.

In October 2011, a consultant was engaged to undertake market research and obtain comment from key stakeholders and media specialists about the magazine. A workshop was held with Mail & Guardian editor Nic Dawes and a number of steps were taken to implement the findings of the research.

One of the most important results of the research was that a change was needed in the look and feel of the cover of the magazine. In November, a re-design of the magazine was commissioned and a new look was developed for implementation in April 2012.

Finally, a new website was commissioned from developers, with a new page-through electronic version of the magazine. This represents an important cost saving since previously the downloadable e-zine incurred extra costs for the magazine.
The year 2011 can be viewed as a developmental year in terms of building planning, monitoring and evaluation (M&E) capacity amongst both programme and management staff at the Institute. Following recommendations from an external evaluation of the ISS M&E system during mid-late 2010, the Institute invested much energy to streamline the planning, monitoring, evaluation and reporting (PMER) framework, train staff, and mainstream M&E as a major management tool.

Active engagement with management and staff on the use of various M&E tools has proven valuable and will continue in 2012. As an example, the increased use and understanding of the most significant change stories (MSCS) methodology has been particularly positive, especially since this methodology of qualitative analysis forms an integral part of programme reporting. In general, the quality of ISS reporting, focusing on results and achievements, has considerably improved, as reflected by the various quarterly reports.

The repositioning of PMER at the Institute took place against the background of the strategic planning process that allowed for in-depth consideration of M&E tools in the design of the newly created divisions, programmes and projects. The use of log-frames and goal hierarchies has led to a clearer conception of divisional and programme theories and results chains. In particular, the creation of new divisions has allowed for a much more rigorous planning including the setting of indicators for a better monitoring of performance and results.

However, the mainstreaming of PMER in ISS activities has also shown the limit of an overly aggressive implementation of M&E in the policy field. Challenges related to the pressure to show results could have a counter-productive effect on staff morale if not properly managed. Although much effort has been invested in setting the institutional and divisional framework for PMER, the Institute is aware of the work that needs to be done at programme level. Analysis of data gathered by the M&E unit indicates that despite an increased use of existing M&E tools, we still lose substantial information on activities, a situation that possibly skews the overall pictures of our achievements. This also shows the relative current weakness of the Institute’s monitoring tools.

Results-based management being a central management tool and more than just results-based reporting, the ISS has also started preparations to implement it at the level of support services. In fact, management has realised that the organisation as a whole and not only research staff needs to work towards the achievement of clearly stipulated and demonstrable results.

In view of this, 2012 is expected to be a largely developmental year in terms of ISS monitoring and evaluation systems. There is a need for greater strategic focus, particularly in terms of practical project and programme M&E plans. Also, the recruitment of a new PMER manager is expected to add further capacity and deepen utility of the M&E system.
About the ISS

2011 DEVELOPMENT PARTNERS

The ISS visit to Stockholm ‘provided the Ministry with an unfortunately rare... [opportunity] to think a bit out of the box.’ – Pereric Högberg, Swedish Ministry of Foreign Affairs

We gratefully acknowledge support from the following ISS partners:

- African Development Bank
- European Union
- Deutsche Gesellschaft für Internationale Zusammenarbeit
- Geneva Centre for Security Policy
- Government of Canada
- Government of Denmark (core member and member of partnership forum)
- Government of Finland (member of partnership forum)
- Government of Luxembourg
- Government of Norway (core member and member of partnership forum)
- Government of the Netherlands (core member and member of partnership forum)
- Government of Sweden (core member and member of partnership forum)
- Government of Switzerland (member of partnership forum)
- Government of the United Kingdom
- Hanns Seidel Foundation
- Humanity United
- Institute of Development Studies
- International Development Research Centre
- Mining Advisory Group
- Open Society Foundation for South Africa (member of partnership forum)
- World Bank
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.

**CODE OF CONDUCT**

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

In March 2011 the ISS conducted a Rule of Law workshop that explored the rule of law in Africa and donor support for such development. Pictured is a Gacaca court in Rwanda. (Alexander Gibbons/Photoshare)
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 119625) on 29 September 2005 under the Companies Act, Chapter 486, Laws of the Republic of Kenya. In Senegal the ISS is registered as an international non-governmental organisation.
About the ISS

INSTITUTIONAL ORGANOGRAM
INDEPENDENT AUDITOR’S REPORT ON EXTRACTED FINANCIAL INFORMATION

To the Trustees of the Institute for Security Studies Trust

We have agreed the extracted (consolidated) financial information, presented on pages 54 to 56 in the accompanying ISS Annual Review 2011, with the audited (consolidated) annual financial statements for the year ended 31 December 2011. The information has been extracted from the (consolidated) annual financial statements by the Trustees for inclusion in the ISS Annual Review 2011. The (consolidated) annual financial statements were prepared for statutory purposes. In our report dated 30 July 2012, we expressed an unmodified opinion on the (consolidated) annual financial statements prepared in accordance with SA GAAP and the requirements of the Companies Act of South Africa.

The Trustees’ are responsible for identifying the financial information to be extracted from the (consolidated) annual financial statements for their Annual Review and for extracting the financial information. We report that we have agreed the extracted financial information presented in the Annual Review with the audited (consolidated) financial information presented in the (consolidated) annual financial statements.

We do not accept or assume liability to any party other than those who engaged us, which is the Trustees of the Institute for Security Studies Trust.

KPMG Inc.
Registered Auditor

Per MMA Masemola
Chartered Accountant (SA)
Registered Auditor
Director
30 July 2012

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION** at 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>Consolidated 2011 R</th>
<th>Consolidated 2010 R</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td>33 019 872</td>
<td>34 767 764</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>32 590 239</td>
<td>34 046 882</td>
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<tr>
<td>Intangible assets</td>
<td>429 633</td>
<td>720 882</td>
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<tr>
<td>Investment in subsidiary</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td>41 562 786</td>
<td>34 524 529</td>
</tr>
<tr>
<td>Donor and other receivables</td>
<td>18 208 655</td>
<td>8 392 092</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>23 354 131</td>
<td>26 132 437</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>74 582 658</td>
<td>69 292 293</td>
</tr>
<tr>
<td><strong>Capital and liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust funds</td>
<td>7 543 145</td>
<td>8 464 470</td>
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<tr>
<td>Trust capital</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Revaluation reserve</td>
<td>5 604 081</td>
<td>5 747 977</td>
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<tr>
<td>Accumulated surplus</td>
<td>2 002 190</td>
<td>2 671 831</td>
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<tr>
<td>Foreign currency translation reserve</td>
<td>(63 226)</td>
<td>44 562</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td>7 986 971</td>
<td>8 512 749</td>
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<tr>
<td>Interest-bearing loans and borrowings</td>
<td>7 578 240</td>
<td>8 329 806</td>
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<tr>
<td>Deferred tax liability</td>
<td>408 731</td>
<td>182 943</td>
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<tr>
<td><strong>Current liabilities</strong></td>
<td>59 052 542</td>
<td>52 315 074</td>
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<tr>
<td>Donations received in advance</td>
<td>44 247 689</td>
<td>42 131 954</td>
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<tr>
<td>Trade and other payables</td>
<td>9 100 154</td>
<td>5 772 806</td>
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<tr>
<td>Current tax payable</td>
<td>153 801</td>
<td>4 146</td>
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<tr>
<td>Provisions</td>
<td>4 740 095</td>
<td>3 701 806</td>
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<tr>
<td>Interest-bearing loans and borrowings</td>
<td>810 803</td>
<td>704 362</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>74 582 658</td>
<td>64 292 293</td>
</tr>
</tbody>
</table>


CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>Consolidated 2011 R</th>
<th>Consolidated 2010 R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation income</td>
<td>98 833 857</td>
<td>138 460 786</td>
</tr>
<tr>
<td>Management support income</td>
<td>10 602 750</td>
<td>1 644 898</td>
</tr>
<tr>
<td>Total income</td>
<td>109 436 607</td>
<td>140 105 684</td>
</tr>
<tr>
<td>Operating costs</td>
<td>(109 220 993)</td>
<td>(139 950 024)</td>
</tr>
<tr>
<td>Surplus/(deficit) before interest</td>
<td>215 614</td>
<td>155 660</td>
</tr>
<tr>
<td>Finance income</td>
<td>114 013</td>
<td>223 263</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(825 363)</td>
<td>(969 109)</td>
</tr>
<tr>
<td>Deficit before taxation</td>
<td>(405 736)</td>
<td>(590 186)</td>
</tr>
<tr>
<td>Taxation</td>
<td>(317 801)</td>
<td>(133 413)</td>
</tr>
<tr>
<td>Deficit for the year</td>
<td>(813 537)</td>
<td>(723 599)</td>
</tr>
<tr>
<td>Other comprehensive (loss)/income</td>
<td>(107 787)</td>
<td>2 132 410</td>
</tr>
<tr>
<td>Foreign currency translation differences for foreign operations</td>
<td>(107 787)</td>
<td>2 132 410</td>
</tr>
<tr>
<td>Total comprehensive (deficit)/surplus for the year</td>
<td>(921 324)</td>
<td>1 408 811</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>ACPP</td>
<td>African Conflict Prevention Programme</td>
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<tr>
<td>ACPS</td>
<td>African Conflict Prevention System</td>
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<tr>
<td>AIMS</td>
<td>Africa's Integrated Maritime Security</td>
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<tr>
<td>AMP</td>
<td>Arms Management Programme</td>
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<tr>
<td>ANICJ</td>
<td>African Network on International Criminal Justice</td>
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<tr>
<td>APRM</td>
<td>African Peer Review Mechanism</td>
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<tr>
<td>ASF</td>
<td>African Standby Force</td>
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<td>ASSN</td>
<td>African Security Sector Network</td>
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<td>AusAID</td>
<td>Australian Agency for International Development</td>
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<tr>
<td>C&amp;G</td>
<td>Corruption and Governance Programme</td>
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<tr>
<td>CCSS</td>
<td>Committee for Chiefs of Security Services</td>
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</tr>
<tr>
<td>CJP</td>
<td>Crime and Justice Programme</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>DIRCO</td>
<td>Department of International Relations and Cooperation</td>
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<tr>
<td>EAC</td>
<td>East African Community</td>
<td></td>
</tr>
<tr>
<td>EAPCCO</td>
<td>Eastern Africa Regional Police Chiefs Cooperation Organisation</td>
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<tr>
<td>EASBRICOM</td>
<td>East African Standby Brigade Coordination Mechanism</td>
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<tr>
<td>ECCAS</td>
<td>Economic Community of Central African States</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>EIIPD</td>
<td>Ethiopian International Institute for Peace and Development</td>
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<tr>
<td>FIU</td>
<td>Financial Intelligence Unit</td>
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<tr>
<td>FPFE</td>
<td>Fédération pour la Promotion Féminine et Enfantine</td>
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<tr>
<td>GPS</td>
<td>Gender, Peace and Security Programme</td>
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<tr>
<td>ICAP</td>
<td>International Crime in Africa Programme</td>
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</tr>
<tr>
<td>ICC</td>
<td>International Criminal Court</td>
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<tr>
<td>ICGLR</td>
<td>International Conference on the Great Lakes Region</td>
<td></td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
<td></td>
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<tr>
<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
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<tr>
<td>IMSIU</td>
<td>Integrated Maritime Security Information Unit</td>
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<td>INTERPOL</td>
<td>International Criminal Police Organisation</td>
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<tr>
<td>Isis-WICCE</td>
<td>Isis-Women's International Cross-Cultural Exchange</td>
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<td>KM</td>
<td>Knowledge Management</td>
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<tr>
<td>KRA</td>
<td>Key Result Area</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
<td></td>
</tr>
<tr>
<td>MONUC</td>
<td>UN Stabilisation Mission in the Democratic Republic of Congo</td>
<td></td>
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<tr>
<td>MSCS</td>
<td>Most Significant Change Stories</td>
<td></td>
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<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organisation</td>
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</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
<td></td>
</tr>
<tr>
<td>OCML</td>
<td>Organised Crime and Money Laundering Programme</td>
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<td>PMER</td>
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