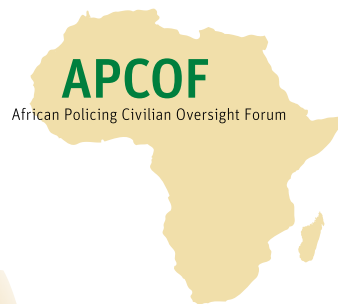


# APCOF ANNUAL REPORT 2017



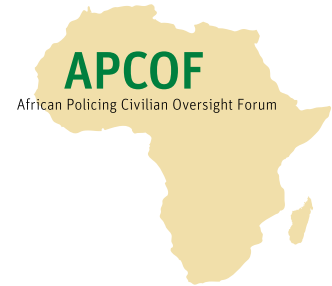




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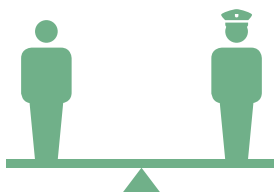
# About APCOF

## about

## Vision and Mission

The African Policing Civilian Oversight Forum (APCOF) is a not-for-profit trust working on issues of police accountability and governance in Africa. APCOF promotes the values which the establishment of civilian oversight seeks to achieve, namely: assisting to restore public confidence; developing a culture of human rights, and promoting integrity and transparency within the police; and maintaining good working relationships between the police and communities.

While APCOF is active in the field of policing, its work is located in the broader paradigm of promoting democratic governance and the rule of law. APCOF emerged from the recognition of the need to promote police accountability in Africa. The establishment of APCOF was driven by the view that African knowledge, expertise and networks were essential drivers for achieving greater accountability. APCOF was established in 2004 as a coalition of police oversight bodies and practitioners and was registered in 2006 as a not-for-profit company under South African company law. In 2012, APCOF was reregistered as a trust in a move that shifted the role of APCOF's continental network from a fiduciary role to a strategic one. This allowed flexibility for new members to join while maintaining a cost-effective system of administrative governance, which is now invested in the APCOF Trust.



## Objectives

- Promote police accountability;
- Advocate for, and support the development of, institutions and mechanisms for oversight of the police;
- Create and sustain public confidence in the police;
- Develop a culture of good governance, human rights, integrity, transparency and accountability within the police; and
- Promote good working relationships between the police, civil society and citizens.

## Governance

APCOF is governed by a Board of Trustees comprising:

### Professor Erena van der Spuy

Department of Public Law, University of Cape Town, South Africa

### Advocate Thomas Tshabalala

Former Head of Investigations, Independent Complaints Directorate, South Africa

### Professor Monique Marks

Urban Futures Centre, Durban University of Technology, South Africa

The trustees, who are responsible for the administrative, financial and content integrity of the organisation, are supported by an Advisory Board responsible for strategic direction.

# Chairperson's *report*

As we table our annual report, I am once more pleased to share with you our journey over the course of 2017.

APCOF would not have been able to realise its objectives without the financial support of its donor communities, some of which have provided this much-needed support from the organisation's inception. To this end, APCOF remains indebted to donors and sponsors for their continued support.

APCOF continues its excellent delivery record and has received clean audits for the past couple of financial years, including the year under review. This is important given that APCOF's programmes are almost exclusively financed through donor funding. The APCOF Board of Trustees has continued its support of the Director and staff so as to ensure APCOF is itself under good governance, remaining accountable and transparent. The support of Advisory Board members cannot be overemphasised, and we continue to look to individual network members to provide leadership in fulfilling this important role.

We are proud to announce that we have increased our staff complement with the recruitment of an additional Project Officer and a Director of Research. This expansion necessitated a move to a much bigger office, which will further accommodate our needs for future expansion.

The Constitutional Court gave Parliament 24 months to amend and remove the defects in the legislation following the declaration of invalidity of certain provisions relating to the Independent Police Investigative Directorate (IPID) Act, Public Service Act and the IPID Regulations. This followed the decision in the matter of *McBride v Minister of Police*

and *Another*, which was decided on 6 September 2016 and which was also reported on in APCOF's 2016 Annual Report.

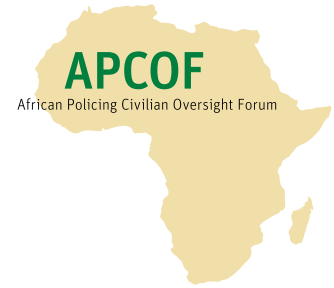
The value of our network of oversight practitioners was demonstrated recently when APCOF collaborated with IPID to host a seminar on 13 and 14 July 2017 to discuss the amendment of the IPID Act in South Africa. It was fitting therefore to have the Independent Policing Oversight Authority (IPOA) from Kenya further reflect on how the Kenyan authorities have navigated their own challenges in cementing an independent oversight body. APCOF will continue to support such opportunities for collaboration between institutional oversight organisations wherever they may present themselves in Africa.

**ADV. THOMAS TSHABALALA**  
*Chairperson APCOF*



# Recent *achievements*

<b>2017</b>	<p>Technical support with regard to the adoption by the African Commission on Human and Peoples' Rights (ACHPR) of Principles for the Decriminalisation of Petty Offences in Africa; and</p> <p>Development and production of a toolkit for the implementation of the Guidelines for the Policing of Assemblies by Law Enforcement Officials in Africa for the ACHPR.</p>
<b>2016</b>	<p>Technical support concerning the adoption by the ACHPR of Guidelines for the Policing of Assemblies by Law Enforcement Officials in Africa;</p> <p>Technical support for the adoption by the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) for a regional Standard Operating Procedure on Public Order Policing; and</p> <p>Development and production of a toolkit on implementation of Guidelines on the Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa (the Luanda Guidelines) for the ACHPR.</p>
<b>2015</b>	<p>Successful advocacy to expand the mandate of the ACHPR's, Special Rapporteur on Prisons and Conditions of Detention to include policing, as well as the co-publication of a biannual newsletter on policing and human rights in Africa;</p> <p>Provision of technical support with regard to operationalisation of the Sierra Leone Independent Police Complaints Board; and</p> <p>Development, publication and launching of the Police and Human Rights Training Manual for the East African Community (EAC) and the EAPCCO.</p>
<b>2014</b>	<p>Technical support concerning the adoption of Guidelines on Arrest, Police Custody and Pre-Trial Detention in Africa by the ACHPR.</p>
<b>2013</b>	<p>Establishing a Police and human rights focal point at the ACHPR and the co-publishing a biannual newsletter on policing and human rights; and</p> <p>Development and annual presentation of an advanced human rights course for the Centre of Human Rights at the University of Pretoria.</p>
<b>2012</b>	<p>Technical support with regard to the acceptance by the EAC of the first set of police Standard Operating Procedures in the EAC on: Arrest and Detention, Stop and Search, Use of Force, and Public Order Management.</p>
<b>2011</b>	<p>Development of training material on investigative skills for independent police oversight and the provision of training support to various entities, including the Kenyan Independent Policing Oversight Authority (IPOA), the Nigerian Police Service Commission and the South African Independent Police Investigative Directorate.</p>
<b>2010</b>	<p>Development of monitoring indicators for the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) Code of Conduct for Police Officials and an assessment of the application of the Code in commemoration of ten years of the SARPCCO Code of Conduct.</p>
<b>2009</b>	<p>Technical support concerning the adoption by EAC Ministers of Security and the EAPCCO of Common Standards for Policing in the EAC.</p>
<b>2008</b>	<p>A continental audit of police oversight in Africa.</p>
<b>2006</b>	<p>The adoption of a resolution at the ACHPR on police oversight.</p>



# Projects 2017

APCOF works at the continental, regional and national levels, seeking to offer an intervention methodology that endeavours to embed self-reinforcing intervention strategies that strengthen one another at different levels. As such, domestic efforts can for instance benefit from support at the regional and continental level in striving to strengthen the police reform agenda at the national level. The comparative experiences of other jurisdictions can further provide useful insights and support for local and other regional efforts.

In order to achieve its strategic goals, APCOF adopts a mix of the following methods:

- **Research:** Setting baselines and measuring a country's progress in terms of police oversight mechanisms and general police accountability, while also providing technical support and conducting original research into pressing policing concerns.
- **Networking and partnership-building:** Building and servicing regional networks, sharing information and learning, and encouraging debate across countries and regions. The main vehicle for this is the online environment, utilising an updated website as well as social media.
- **Advocacy:** Working directly with politicians and government functionaries, including the police themselves, to strengthen interest, in and support for, police oversight and broader police accountability.
- **Technical support:** Working directly with institutions responsible for police oversight with a view to assisting them with appropriate policies, practices and skills in order to carry out their functions effectively.
- **Training and capacity-building:** Supporting the development of capacity amongst state and

non-state actors to undertake police oversight activities.

## Policing Assemblies

### East African Standard Operating Procedure (SOP) on Public Order Management

APCOF has been collaborating with the Eastern Africa Police Chiefs Cooperation Organisation (EAPCCO) to develop an EAPCCO Standard Operating Procedure (SOP) on public order management. This initiative updates and extends the current East African Community (EAC) SOP to include the non-EAC countries of Sudan, Southern Sudan, Ethiopia, Eritrea, Djibouti, Comoros and Seychelles.

The SOP was adopted and signed by all East African police chiefs at the EAPCCO Annual General Meeting in Kigali on 1 September 2016.

### Adoption and Launch of the Guidelines

APCOF, in partnership with the Danish Institute for Human Rights, provided technical support to the African Commission on Human and Peoples' Rights (ACHPR) to strengthen observance of human rights, with a particular focus on human rights defenders, as well as support for the implementation of ACHPR Resolution 281 on the Right to Peaceful Demonstrations (2014).

A draft set of Guidelines for the Policing of Assemblies by Law Enforcement Officials in Africa was developed through a multiregion and multistakeholder drafting meeting held from 20 to 22 June 2016. Consultations were then held as follows in all regions:

- Nairobi, Kenya, for East Africa on 19 and 20 July 2016;
- Pretoria, South Africa, for Southern Africa on 29 and 30 August 2016;
- Ouagadougou, Burkina Faso, for West and Central Africa on 26 and 27 September 2016; and
- Cairo, Egypt, for North Africa on 9 October 2016.

The consultations were attended by delegates from a variety of police organisations, relevant government ministries and departments, national human rights institutions, academia and civil society organisations. The aim of the consultations was to provide delegates with an opportunity to scrutinise the text and suggest ways in which it could be strengthened and given further nuance so as to reflect the specific needs of African police organisations, African states, and persons who exercise their right to assemble freely with others.

The comments received during the consultation process were reviewed and incorporated into a first draft Guidelines for the Policing of Assemblies by Law Enforcement Officials in Africa which was presented to the ACHPR for consideration during its 59<sup>th</sup> Ordinary Session in November 2016. The Guidelines were adopted by the ACHPR at its 21st Extraordinary Session in 2017 and officially launched in May 2017.

## South African Dialogue on Public Order Policing

APCOF, in partnership with the Institute for Security Studies (ISS) and the Legal Resources Centre (LRC), hosted a seminar on policing assemblies in South Africa in Johannesburg on 11 and 12 July 2017 to reflect on the Farlam Commission's process of reviewing public order policing against the





standards set in the ACHPR Guidelines. The Farlam Task Team attended the seminar, which concluded with the Guidelines being presented by the Chair of the ACHPR, Pansy Tlakula. Speakers included the Head of Public Order Policing from the South African Police Service (SAPS).

## Guidelines on Arrest, Conditions of Police Custody and Pre-Trial Detention in Africa – the Luanda Guidelines

### Implementing the Luanda Guidelines

APCOF provided technical support to the ACHPR in the development of an Implementation Toolkit for the Luanda Guidelines.

Initial training was held with the South African Human Rights Commission (SAHRC) and key stakeholders in Johannesburg on 9 February 2016 at the SAHRC offices in Braamfontein. The toolkit is comprised of:

- A training manual for police in relation to arrest and detention;
- Checklists to measure and monitor arrest, police custody and pre-trial detention;
- A model detention and custody register;
- A model letter of rights;
- A press kit; and
- Reporting templates for ACHPR, member states, national human rights institutions (NHRIs), and civil society organisations with ACHPR observer status.

### Independent Police Custody Visits

APCOF has embarked on a three-year project to support the establishment of a system of independent custody monitoring of SAPS detention facilities.

The project will be undertaken in several phases. Phase 1, initiated in 2016/2017, undertook to complete a comprehensive modelling of a system for the regular and independent statutory and civilian monitoring of police cells. The study will be used as the basis for the development of terms of reference on the development, piloting and rollout of a system for the regular and independent statutory and civilian monitoring of police cells.



The second phase will involve the development of implementation tools, including those related to (a) monitoring, (b) protocols on access and reporting, and (c) training for independent visitors. The scheme will be piloted at identified police stations.

### Luanda Guidelines: Swahili-Language Launch

On 25 April 2017, APCOF partnered with the International Committee of the Red Cross (ICRC) to launch a Swahili translation of the Guidelines in Tanzania. The event also included a short version of the training schedule for police and corrections officers.

### COC Dignity and Diversity

APCOF has collaborated with COC Netherlands in the development of a SAPS training manual on police arrest and detention with regard to key populations.

The training manual promotes protection of, and respect for, the human rights, dignity and safety of key populations. It was developed as part of a regional programme that focuses on policing, human rights and marginalised populations. It aims to assist the SAPS in ensuring a reduction of instances of human rights violations through improvement in the quality of services provided.

The draft manual was presented to the SAPS on 21 February 2017.

### South Africa's Universal Periodic Review

APCOF submitted a shadow report to South Africa's Universal Periodic Review (UPR) on 18 August 2016. APCOF's input addressed issues of torture prevention and accountability, human rights training for law enforcement officials, efforts to address xenophobia, and use of force legislation.

## Decriminalisation of Petty Offences in Africa

In partnership with the Pan African Lawyers Union, the Civil Society Prison Reform Initiative (CSPRI) and the Southern Africa Litigation Centre, APCOF is working to promote the decriminalisation of minor offences that disproportionately impact the poor and other marginalised persons by providing technical support to the ACHPR for the development of Principles on the Decriminalisation of Petty Offences in Africa. Two consultations were held in this regard, the one for Southern and Eastern Africa in Johannesburg on 5 and 6 December 2016, and the second in Dakar on 20 and 21 February 2017 for West Central and North Africa. Comments were incorporated into a revised draft that was adopted by the ACHPR in November 2017.

## Use of Force

APCOF and the Institute for International and Comparative Law in Africa have been collaborating on the development of a Model Bill on the Use of Force, which aims to act as a starting point for broader legislative reform in South Africa. A discussion on the Model Bill was held on 15 February 2017 which covered both the content and a strategy going forward.

## Model Law on Policing in Africa

APCOF and the Pan African Parliament (PAP) Committee on Justice and Human Rights are collaborating on the development of a Model Police Law for Africa.

To this end, from 13 to 14 September 2016, APCOF and PAP collaboratively hosted an initial scoping meeting with organs of the African Union and international experts in policing in order to discuss the rationale, scope and content for developing a Model Police Law for Africa.

The proposed structure was presented to the PAP Justice and Human Rights Committee at the Assembly in Egypt in October 2016 where it was endorsed.

The draft Model Law was presented and accepted by the Committee on 8 March 2017. APCOF will continue to collaborate with the PAP by way of broad consultations on the Model Law.

## Promoting Police Oversight

### Advanced Course on Police Accountability

APCOF, in partnership with the Centre for Human Rights at the University of Pretoria (UP), has introduced and runs a short course on Police Oversight and Accountability in Africa. The aim of the course is to profile police accountability and oversight as a human rights and governance concern, and to assist in building a community of practitioners on the continent who can become active advocates for increased accountability of the police, and who are sufficiently skilled to identify and act in terms of overseeing the actions of the police.

The one-week intensive course is taught at the Centre for Human Rights (located in the Faculty of Law) on the main campus of the UP in Pretoria, South Africa.

APCOF and the Centre for Human Rights at the UP presented the annual Police Accountability and Oversight course at the UP Winter School from 11 to 15 July 2016.

### IPOA Inspections Manual

APCOF developed an Inspections and Monitoring Manual for the Kenya Independent Policing Oversight Authority (IPOA). A validation meeting on the draft was held in Nairobi on 23 June 2016, with the training presented to IPOA from 25 to 29 July 2016 in Nairobi.

### Policing and Social Justice

APCOF collaborated with the Social Justice Coalition in hosting a Policing and Social Justice Dialogue from 26 to 30 September 2016 in Khayelitsha, Cape Town.

### Police Oversight Course: Wits School of Governance

APCOF partnered with the Wits School of Governance in presenting the police oversight course.

**2nd Annual Policing & Social Justice Dialogue Series**

**26-30 September 2016**  
10 am to 3 pm  
Isivivana Hall  
Khayelitsha

**Speakers:**  
Zackie Achmat (NU)  
Maj. Gen. Brand (SAPS)  
Sean Tait (APCOF)  
Martin Makasi (Nyanga CPF)  
Nomzamo Zondo (SERI)  
Andrew Sauls (ICE)  
Vusi Pikoli (WC Police Ombudsman)  
Sandile Motalose (UKZN)  
Shaera Kalla (Wits)  
Nyaniso Ngele (IPID)

For enquiries & to RSVP contact:  
Ankshwa Maphutwana  
ankshw@apcof.org.za  
021 261 0298

Two modules were presented from 9 to 11 May 2016 and from 6 to 9 September 2016.

## Improving the Impact of South African Specialised Law Enforcement Oversight Agencies

Joint research by APCOF and CSPRI in recent years investigated the structural and functional challenges of the two primary law enforcement oversight agencies, being the Judicial Inspectorate for Correctional Services (JICS) and the Independent Police Investigative Directorate (IPID), within the broader rubric of challenges in ensuring effective accountability for rights violations allegedly committed by police and correctional services officials. This second phase of the project addressed some of the capacity deficits identified through a peer-learning process involving IPID, JICS, the Portfolio Committees on police and corrections and key oversight agencies in the United Kingdom, including the Independent Police Complaints Commission (IPCC), Her Majesty's Inspectorate of Prisons for England and Wales, the Prisons and Probation Ombudsman, and the Attorney General.

ADV. NJERU  
*Chair of the Kenyan IPOA*



An initial workshop between the South African and United Kingdom oversight agencies was held in Cape Town on 26 and 27 January 2017.

## Support for the Lesotho Inspectorate

APCOF arranged a study tour for the Lesotho Inspectorate of Police to the Department of Community Safety, Western Cape, the Police Ombudsman and the Management Intervention Unit at the SAPS. This was

then followed by a two-day workshop session held on 16 and 17 February 2017 to develop an inspection template for the Inspectorate.

## Crime and Violence Prevention

### Toolkit for Participatory Safety Planning

APCOF participated in the GIZ training on a Toolkit for Participatory Safety Planning: Building Safer Communities through Systemic Approaches to Violence held from 4 to 8 July 2016 as part of its strategy to build links with GIZ in the field.

### Guidelines for Crime and Violence Prevention in the Southern African Region

On 7 and 8 September 2016, APCOF hosted a meeting with practitioners from across the Southern African region to discuss the utility in creating a set of guidelines and tools for crime and violence prevention initiatives for Southern Africa. The purpose of the meeting was to draw on the experiences of practitioners in the crime and violence prevention sector, and to consider the value in creating a set of guidelines that identifies best practices and methodologies for safety planning initiatives for the region.

The guidelines will provide guiding principles and tools to inform the development of crime and violence prevention initiatives in the region which are based on the experiences of practitioners working to strengthen community safety in the region. By identifying best practices and methodologies for community safety planning on both a national and local level, the guidelines have the potential to facilitate shared learning between countries and communities, and to promote regional collaboration and cooperation in crime prevention initiatives across the region.

In March 2017, APCOF hosted a regional conference on crime and violence prevention in Southern Africa. At the conclusion of the conference, participants prepared a joint declaration calling on the Southern African Regional Economic Community, including the institutions of the Southern African Development Community (SADC), such as the Organ for Politics, Defence and Security Cooperation and the Southern African Regional Police Chiefs Cooperation Organisation

(SARPCCO), to work with partners in the sector to facilitate the development of guidelines for crime and violence prevention for Southern Africa. It concluded by requesting that the matter be considered by the relevant SADC structures, and that it remain available to support such initiatives going forward.

The Organ for Politics, Defence and Security Cooperation (Organ) notified APCOF in August 2017 that the Ministerial Committee had directed the SARPCCO Legal Sub-Committee to develop Regional Guidelines for Crime and Violence Prevention during its ministerial meeting in Dar es Salaam from 17 to 21 July 2017. The Organ noted that its directive was issued after consideration of the recommendations that APCOF had made to the SADC on the need to develop a set of guidelines for the region, and stated that the SADC Secretariat would convene a meeting to discuss development of the guidelines.

## Sustainable Development Goals

APCOF supports the involvement of non-state actors in the development and application of the indicator framework and baseline on South Africa's reporting on United Nations Sustainable Development Goal 16 on access to justice and transparent and accountable institutions. Specifically, APCOF has assisted by supporting mechanisms and processes to facilitate civil society input ahead of the first voluntary South African review at the High-Level Political Forum in July 2017. Amongst others, activities include:

- Undertaking and consulting on a gaps analysis of the proposed Stats SA indicator framework; and
- Developing and consulting on a methodology (i.e. accessibility tool) for strengthening civil society participation in measuring domestication of Goal 16 in South Africa.

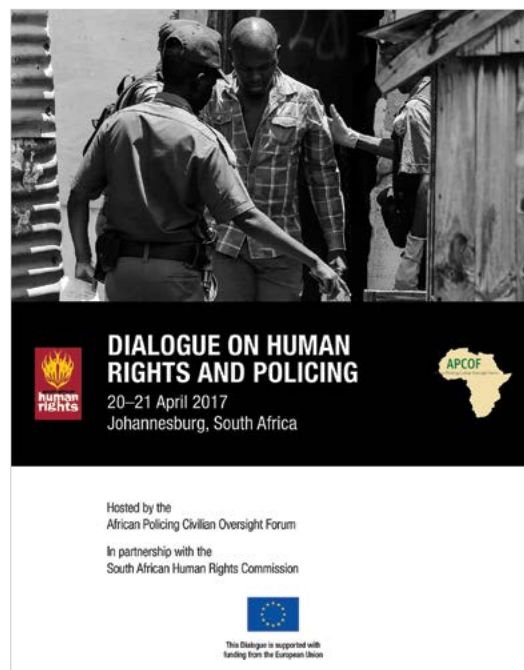
A first consultation meeting was held on 6 and 7 June 2017 to discuss the South African Indicator Framework. The meeting concluded by agreeing on

increasing involvement by civil society organisations with technical expertise on each of the Goal 16 Targets. Stats SA invited presenters and technicians to influence monitoring processes by getting involved in the Sectoral Working Group (SWG) for Goal 16. Activation of the SWGs would begin in July in preparation for the report to be signed off by the president in September 2017.

A second meeting was convened on 19 July 2017 to discuss the development of a community-based accessibility tool to facilitate the active involvement of communities in inputting into tracking and advocating on Goal 16 targets. The tool was launched on 29 August at Orange Farm, Gauteng.

## Policing and Human Rights

APCOF, in partnership with the SAHRC, hosted a second consultation on Policing and Human Rights in South Africa on 20 and 21 April 2017. The meeting report is currently being finalised and will be published shortly.



# APCOF *in print*

## Toolkits, Manuals, Reports and Guides

### RECENT

'16 Peace, Justice and Strong Institutions' – Civil Society Training Manual SDG 16

Training Manual: Based on the Guidelines for the Policing of Assemblies by Law Enforcement Officials in Africa

*Manuel de Formation: Relatif aux Lignes directrices sur le maintien de l'ordre par les agents chargés de l'application des lois lors des réunions en Afrique*

Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa – Toolkit

Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa – Trainee Manual

Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa – Participant Manual

Guidelines on the Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa

Guidelines for Policing Assemblies by Law Enforcement Officials in Africa

UNCAT Domestication and Implementation Tools (available in English French and Portuguese)

Investigator Training Manual

EAC Police Human Rights Training Manual

Trainer's Manual: Human rights training manual for police in the East African Community

Training Manual: Building capacity in the civilian oversight of African policing

*Document D'Etude: Arrestation, Garde a Vue et Detention Preventive Analyse Du Cadre Tunisien au Regard Des Lignes Directrices Luanda*

Practical Monitoring Tools to Promote Freedom from Torture

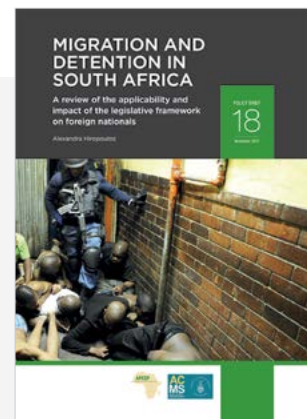
*Ferramentas de Monitorização Práticas para Promover um Mundo Livre de Tortura*

*Guide Pratique D'évaluation Pour Promouvoir Un Monde Sans Torture*

## Policy Briefs

### RECENT

No 18: Migration and Detention In South Africa: A Review of the Applicability and Impact of the Legislative Framework on Foreign Nationals –  
*Alexandra Hiropoulos*



## Newsletter, October 2017

Police and Human Rights in Africa No. 10 – *Published jointly with the ACHPR and the Danish Human Rights Institute*

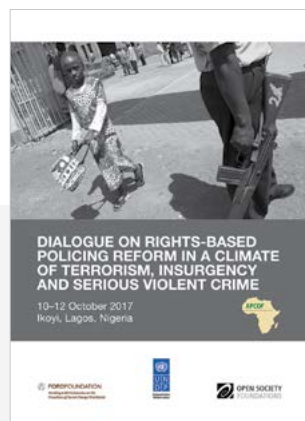
## Conference, Workshop and Seminar Reports

### RECENT

Dialogue on Rights-Based Policing Reform in a Climate of Terrorism, Insurgency and Serious Violent Crime, 10–12 October 2017, Ikoyi, Lagos, Nigeria

APCOF IPID Workshop Report – Strengthening the Independence of the Independent Police Investigative Directorate, 13–14 July 2017, Pretoria, South Africa

APCOF ACMS Workshop Report 23, June 2017, Johannesburg, South Africa



Dialogue on Human Rights and Policing, 20–21 April 2017, Johannesburg, South Africa

Dialogue on Public Order Policing in South Africa, 11–12 July 2017, Johannesburg, South Africa

Dialogue on Rights-Based Policing Reform in a Climate of Terrorism, Insurgency and Serious Violent Crime, 10–12 October 2017, Ikoyi, Lagos, Nigeria

National Consultation on Monitoring Implementation of Sustainable Development Goal 16 in South Africa, 6–7 July 2017, Johannesburg, South Africa

Report on the Regional Meeting – Poverty Is Not a Crime. Consultation on Draft Principles to End the Criminalisation of Petty Offences in Africa, 14–15 March 2017, Johannesburg, South Africa

Second National Consultation on Monitoring Implementation of Sustainable Development

Goal 16 in South Africa, 19 July 2017, Johannesburg, South Africa

Workshop on the Review of the IPID Act, 13–14 July 2017, Johannesburg, South Africa

## Publications

Pre-Trial Detention for Persons with Disabilities in Correctional Facilities in collaboration with the National Gender and Equality Commissioner (NGEC)

Pre-Trial Detention in Uganda – *Roselyn Karugonjo-Sengawa*

Implementation of the Luanda Guidelines: Assessments for Ghana, Malawi, South Africa, Tanzania and Uganda

Domestic Adherence to Continental and International Norms in the Practice of Policing Assemblies in Africa – *Japhet Biegona, Abdullahi Boru, Delly Mawazo*

A 'Third Umpire' for Policing in South Africa: Applying body cameras in the Western Cape

Audit of Police Oversight in Africa

Common Standards for Policing in the East African Community

Cooperation and Accountability in the Cross-border Policing of Southern Africa

Freedom of Assembly In Africa

Implementing the SARPCCO Code of Conduct

Implementing the SARPCCO Code of Conduct – French

Implementing the SARPCCO Code of Conduct – Portuguese

IPID Booklet

Justice, Security and the 2030 Agenda for Sustainable Development in Africa

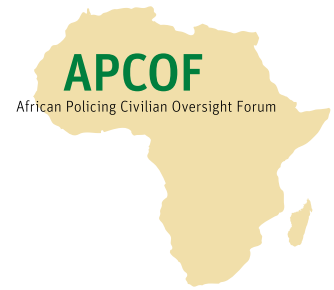
Local Policing Accountability in Kenya

Perspectives on Pre-Trial Detention in Africa

Policing and Human Rights: Assessing Southern African countries compliance with the SARPCCO Code of Conduct

Policing Assemblies in Africa

The Police as a Friend and Helper to the People: Assessing the Lesotho Mounted Police Service Performance in terms of the SARPCCO Code of Conduct



# Financial Statements for the Year Ending *28 February 2017*

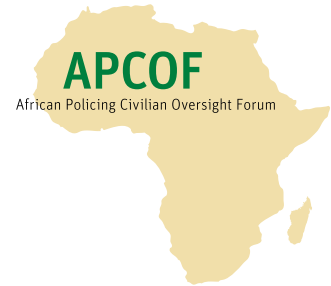
## STATEMENT OF FINANCIAL POSITION AT 28 FEBRUARY 2017

		2017	2016
	Note	R	R
<b>ASSETS</b>		<b>10 591 503</b>	<b>8 736 295</b>
<b>Non-current assets</b>		<b>122 722</b>	<b>130 195</b>
Equipment	3	122 722	130 195
<b>Current assets</b>		<b>10 468 781</b>	<b>8 606 100</b>
Accounts receivable	4	79 290	443 769
Accrued income	5	10 000	108 765
Cash and cash equivalents	6	10 379 491	8 053 566
<b>Total assets</b>		<b>10 591 503</b>	<b>8 736 295</b>
<b>RESERVES AND LIABILITIES</b>		<b>10 591 503</b>	<b>8 736 295</b>
<b>Reserves</b>		<b>6 667 109</b>	<b>5 593 158</b>
Accumulated funds		2 939 692	2 402 451
Equipment fund		122 722	130 195
Sustainability fund		3 604 695	3 060 512
<b>Current liabilities</b>		<b>3 924 394</b>	<b>3 143 137</b>
Accounts payable	7	221 689	433 525
Deferred income	8	3 702 705	2 709 612
<b>Total reserves and liabilities</b>		<b>10 591 503</b>	<b>8 736 295</b>



## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 28 FEBRUARY 2017

	Note	2017 R	2016 R (*restated)
<b>INCOME</b>		<b>8 181 808</b>	<b>10 300 825</b>
Grants and donations	10	6 766 609	8 955 378
Consultancy income		949 236	1 045 050
Interest received	9	465 963	300 397
<b>EXPENDITURE</b>		<b>7 107 857</b>	<b>7 717 423</b>
<b>Administration costs</b>		<b>3 808 946</b>	<b>3 070 586</b>
Accounting and administration		191 015	147 956
Advertising and marketing		–	26 011
Audit fees		108 146	98 758
Bank charges		17 347	26 115
Board meetings		21 874	5 919
Communication		9 302	12 154
Computer expenses		550	6 639
Consulting fees		753 142	228 000
Depreciation		52 931	52 733
General expenses		39 071	59 370
Insurance		34 521	11 857
Legal fees		10 933	16 721
Membership fees		4 316	–
Printing, stationery and postage		106 083	187 951
Rent, water and electricity		206 912	237 808
Repairs and maintenance		22 075	784
Salaries and contributions		2 166 525	1 867 943
Travel costs		12 625	6 191
Website cost		51 578	77 676
<b>Programme costs</b>		<b>3 298 911</b>	<b>4 646 837</b>
Equipment and technical		332 747	253 011
Events and meetings		2 419 506	2 236 426
Accommodation		707 011	563 514
Conferences, meetings and workshops		578 066	602 766
Travel costs		1 134 429	1 070 146
Implementation meetings		–	200 627
Baseline assessment		–	68 869
Conference package		–	58 918
DSA		–	7 853
Travel		–	64 987
Publications		449 735	501 861
Research and consulting		96 923	1 454 912
<b>SURPLUS FOR THE YEAR</b>		<b>1 073 591</b>	<b>2 583 402</b>



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## Open Society Foundations



## UNDP





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