



APCOF
ANNUAL
REPORT

2016





CONTENTS

contents

About APCOF	2
Vision and Mission	2
Objectives	2
Governance	2
Chairperson's statement	3
APCOF in action	4
Recent achievements	4
Programmes and projects 2016	5
APCOF in print	10
Publications	10
Tools, manuals, reports and guides	11
Latest policy briefs	12
2017 newsletter	12
Conferences, seminars and workshop reports	12
Statement of financial position 2016	13
APCOF donors	16



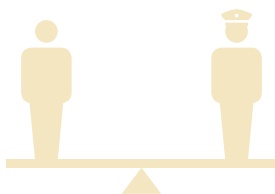
About APCOF

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, who are supported by an advisory board.

Professor Elrena van der Spuy – Centre of Criminology, Faculty of Law, University of Cape Town

Advocate Thomas Tshabalala – former Head of Investigations, Independent Complaints Directorate, South Africa

Professor Monique Marks – Durban University of Technology

The Trustees have expert knowledge in police accountability and oversight, and have been actively involved in strengthening and promoting APCOF's vision and mission. Recognised as experts in their fields, they add credibility and substance to APCOF's work.

Chairperson's

statement



Allow me, kindly, at the tabling of this APCOF report, to express my sincerest gratitude to the APCOF staff for delivering yet another successful chapter in the short life of this organisation. The achievements of a small professional team speak volumes about their commitment to the cause.

My role as chairperson has been made much easier with the support of my fellow Board of Trustees, Prof. Elrena van der Spuy as well as Prof. Monique Marks, and I am indebted to them. There were three Board meetings convened during the reporting period. The Board continued to guide and hold management accountable and that there is conformance to governance given that we are almost exclusively donor-funded.

The importance of the Advisory Board's role cannot be overemphasised. We rely on their continued strategic support to ensure that this is a truly continental organisation aimed at contributing to accountable policing. It is for this reason that the Trustees will do everything in our power, with the limited resources at our disposal, to ensure that we regularly convene the Advisory Board and to have it hosted by one of the member organisations. To this end, the Board wishes to thank Amina Bouayach and her organisation for hosting the Advisory Board in Rabat, Morocco. The North African region has been through tumultuous times. Building rights-based policing is now more important than ever. When the opportunity to engage colleagues in Morocco, active in the sphere of oversight, presented itself in November 2016, we were happy to seize it. I trust that this was not a once-off opportunity and that we will continue to engage with our North African colleagues and offer them support.

It would be remiss of me if I did not refer to developments over the reporting period which are significant to oversight in general and policing oversight in particular. On 6 September 2016, the Constitutional Court of South Africa handed down another watershed judgment that entrenched the independence of the Independent Police Investigative Directorate (IPID), the Independent Police Complaints Directorate (ICD), as it then was known. The

Court emphasised the need to protect IPID from undue influence or political pressure by ensuring that appropriate mechanisms for accountability and oversight are in place. Likewise the Independent Police Oversight Authority (IPOA) continues to stand strong in the face of attempts to encroach on its independence.

In Sierra Leone, the Independent Police Complaints Board (IPCB) is still at a nascent stage of development, and continues with its quest in charting a way forward using the multi-pronged approach of capacity building, public awareness-raising and education, complaints handling, and investigation. The IPCB continues to receive complaints from members of the public and has already concluded investigations into some of them. Two of those investigations were sent with recommendations to both the Director of Public Prosecutions and the Inspector-General of Police for further consideration regarding criminal liability and/or disciplinary actions respectively. We appreciate the IPCB's confirmation of the value of its relationship with APCOF and in consolidating this relationship by agreeing to serve on the Advisory Board.

We encourage the Government of Malawi to move ahead with the operationalisation of the Independent Police Complaint Commission, a facility provided for in the Malawi Police Act.

In conclusion I would like to extend my appreciation to all our development partners who continue to support APCOF. We never take this for granted and we trust the results of our work bear testimony to your trust in us.

Adv. Thomas
Tshabalala
Chairperson
APCOF



ADV. THOMAS TSHABALALA
Chairperson APCOF



APCOF in action

RECENT ACHIEVEMENTS

2015 Successful advocacy to expand the mandate of the African Commission on Human and Peoples' Rights (ACHPR) Special Rapporteur on Prisons and Conditions of Detention to include policing, and the co-publication of a bi-annual newsletter, *Police and Human Rights in Africa*.

Provision of technical support to the operationalisation of the Sierra Leone Independent Police Complaints Board.

Publication and launch of the Police and Human Rights Training Manual for the East Africa Community (EAC) and the East Africa Police Commissioners Cooperation Committee (EAPCCO).

2014 The adoption of guidelines on arrest, police custody and pre-trial detention by the ACHPR.

2013 Establishing a Police and Human Rights Focal point at the ACHPR and co-publishing a bi-annual newsletter, *Police and Human Rights in Africa*.

Development and annual presentation of an advanced human rights course for the Centre of Human Rights at the University of Pretoria.

Conceptualisation and presentation of a development seminar for the Southern African Development Community (SADC) Parliamentary Forum on police oversight and the role of parliamentarians.

2012 Acceptance by the East African Community (EAC) of the first set of Standard Operating Procedures in the EAC on: Arrest and Detention, Stop and Search, Use of Force, and Public Order Management.

2011 Development of training material on investigative skills for independent police oversight, and the provision of training support to various entities, including the Kenyan Independent Police Oversight Authority.

2010 Development of monitoring indicators for the Southern African Police Chiefs Cooperation Organisation Code of Conduct for Police Officials, and an assessment of the application of the Code.

2009 Approval by EAC ministers of security and EAPCCO of the Common Standards for Policing in the East African Community.

2008 A continental audit of police oversight in Africa.

2006 The adoption of a resolution at the ACHPR on police oversight.

PROGRAMMES AND PROJECTS 2016

APCOF works at the continental, regional and national levels, and offers an intervention methodology that strategically develops interventions at one level to reinforce those at another. Domestic programmes aimed at strengthening the police-reform agenda can benefit from regional and continental support. The comparative experiences from other jurisdictions can provide useful insight and support to local and other regional efforts.

In order to meet 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.
- **Networking and partnership-building:** This involves building and servicing regional networks, sharing information and learning, and encouraging debate across countries and regions. The main vehicle for this will be the online environment, utilising an updated website as well as social media.
- **Advocacy:** APCOF works directly with politicians and government functionaries, including the police, to strengthen interest in and support for police oversight and broader police accountability.
- **Technical support:** APCOF works directly with institutions responsible for police oversight with a view to assisting them with appropriate policies, practices and skills to carry out their functions effectively.
- **Training and capacity-building:** APCOF will support the development of capacity amongst state and non-state actors to undertake police oversight activities.

An African Commission on Human and Peoples Rights (ACHPR) focus on policing

As part of its strategy to promote human rights compliant policing on the continent, APCOF has advocated expanding the mandate of the ACHPR Special Rapporteur on Prisons and Conditions of Detention to include policing. At its 18th Extraordinary Session – held in Nairobi, Kenya, in August 2015 – the African Commission did indeed adopt Resolution 306: *Resolution on the Expansion of the Mandate of the Special Rapporteur on Prisons and Conditions of Detention in Africa* – ACHPR/Res.306 (EXT.OS/XVIII)

2015 to include policing. In an effort to popularise and create awareness of the expanded mandate, APCOF continues to co-publish the ACHPR's newsletter, *Police and Human Rights in Africa*.

Policing assemblies

APCOF and the Danish Institute for Human Rights are supporting the ACHPR to strengthen observance of human rights with a particular focus on human rights defenders. APCOF provides technical assistance to the ACHPR's Special Rapporteur for Human Rights Defenders (SR HRDs) and Special Rapporteur on Freedom of Expression and Access to Information (SR FoE) in relation to policing and freedom of expression and assembly through the implementation of ACHPR Resolution 281 on the Right to Peaceful Demonstrations (2014). The project to support a rights-based African approach to policing assemblies responds to these challenges while directly addressing the overall objective of the ACHPR to promote respect and observance of human rights by African states, including freedom of expression, freedom of association and assembly, and the protection of human rights defenders.



DOMESTIC ADHERENCE TO CONTINENTAL AND INTERNATIONAL NORMS IN THE PRACTICE OF POLICING ASSEMBLIES IN AFRICA

Japhet Biegon | Abdullahi Boru | Delly Mawazo



The Zero Draft Principles and Operational Standards for the Policing of Assemblies by Law Enforcement Officials in Africa (subsequently adopted in 2016 by the ACHPR) was prepared in 2017 by APCOF for a three-day meeting in Nairobi of the ACHPR, police officers from East and West Africa, the Network of African National Human Rights Institutions (NANHRI) and experts on policing, freedom of assembly and access to information, covering all regions of Africa.

The project will also include the development of tools to strengthen the ACHPR's promotion and protection mandates while also providing the police with useful insights on how to improve their responses to public-order management.

Meanwhile APCOF has been collaborating with the East African Police Chiefs Cooperation Committee (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.

On 17–20 August 2015 EAPCCO resolved to:

- Develop a standard rights-based approach to public order policing among EAPCCO countries;
- Present the legal input to the Training Sub-committee SOP at the next EAPCCO Organs meeting; and
- Develop, in collaboration with APCOF, a training manual for public-order management for general implementation by EAPCCO member countries.

Development of a model law on policing for Africa

APCOF is working with the Pan African Parliament (PAP) Committee on Justice and Human Rights to develop a model law on policing for Africa. APCOF believes a model law on policing is an effective way to promote legislative reform (or review existing legislation) governing the mandate, organisational structure and performance of law enforcement agencies across the African Union (AU) member states. Efforts by PAP in this area will complement existing police-reform initiatives by the AU Committee and the ACHPR, as well as support security-sector reform efforts at the sub-regional and national level by regional economic communities. On 6 August 2015, APCOF was invited to provide a briefing paper to the Committee on justice and human rights so that it can

consider the proposal to develop a model law on policing in Africa. In September, APCOF submitted a briefing paper to the Committee which set out the rationale for the development of a model law, made recommendations on issues to consider when establishing a process for the development of such a law, and established the normative framework that will inform its content.

Model law on use of force

In South Africa, APCOF supports strengthening current legal provisions on the use of force by South African police officials by focusing on compliance with the rule of law, the Constitution of the Republic of South Africa and international law. APCOF is working with the Institute for International and Comparative Law in Africa (ICLA) at the University of Pretoria (UP) to draft a comprehensive model law on the use of force for South Africa. The intention of the model law is to present policy- and law-makers with options in legislating for the use of force that will remove inconsistencies in the South African legal framework governing the use of force by law enforcement in different contexts (for example during gatherings, in effecting arrests, using force in detention, etc.) and propose to create one consistent law governing the use of force that is compliant with international and domestic human rights standards.

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

APCOF is working with civil society, the ACHPR and national human rights institution networks to identify the key challenges to the realisation of a rights-based approach to pre-trial detention, and develop training and advocacy materials that will seek to address these challenges in a practical way. In 2014, with the technical assistance of APCOF, the ACHPR adopted the Luanda Guidelines on Arrest, Conditions of Police Custody and Pre Trial Detention in Africa as an authoritative interpretation of the charter and a guide to law- and policy-makers and criminal justice practitioners on how to strengthen rights compliance in arrest, police custody and remand detention environments. In doing so, they reinforce the importance of a criminal justice system built on core human rights principles. They aim to ensure fewer arbitrary arrests and a more rational and proportionate use of police custody, and to promote transparency and accountability across the criminal justice chain.

APCOF supported the official launch of the Guidelines at the 56th Ordinary Session in Banjul, The Gambia, on 25 April 2015. The launch is included in the African Commission's Final Communiqué for the 56th Ordinary Session.

APCOF advocated for the adoption by the Network of African National Human Rights Institutions (NANHRI) of 25 April as the Africa Pre-Trial Detention Awareness Day. This was done during NANHRI's 10th Biennial Conference in Yaoundé, Cameroon, from 21–22 October 2015, which was attended by APCOF.

APCOF attended the 13th United Nations Congress on Crime Prevention and Criminal Justice in Doha, Qatar, from 12–19 May 2015. The Congress was an opportunity for APCOF to elevate the development of the Luanda Guidelines beyond the regional context and to involve other stakeholders in the implementation discussion, as well as to strategise on the most effective ways to support and hold governments accountable to a range of regional standards that have been developed, including the Luanda Guidelines.

APCOF, in partnership with the Open Society Justice Initiative and the Human Rights Implementation Centre at the University of Bristol, convened a side event and participated in workshops at the Congress. The activities supported the objectives of raising the awareness and visibility of the Luanda Guidelines and other regional initiatives, to promote ownership of regional developments, and to launch a high-level discussion on implementation. APCOF also formally participated in two events during the Congress – a panel discussion as part of the official programme of Workshop 4. This workshop (entitled 'Public contribution to crime prevention and raising awareness of criminal justice: Experiences and lessons learned') provided APCOF with an opportunity to introduce the Luanda Guidelines to an international audience (including member states to the UN Charter from continents other than Africa), to discuss the African Commission's implementation strategy for the Guidelines, and to highlight regional- and national-level initiatives linked to the Guidelines.

From 24–25 September 2015, APCOF participated in a seminar of experts on the practice of pre-trial detention, hosted by Fair Trials in London, UK. The meeting was attended by civil society organisations from across the



EU, Latin America and Africa who are working to reform pre-trial justice systems. APCOF was invited to present on the Luanda Guidelines as an African response to the challenge of arbitrary and excessive pre-trial detention. APCOF used the opportunity to raise the visibility of the Guidelines amongst an EU audience, particularly as Fair Trials is currently leading a civil society campaign for EU Directives on Pre-Trial Detention, and encouraged the EU stakeholders to consider the methodology and content of the Guidelines for the EU context. In London on 29 September 2015, APCOF made a presentation at a seminar hosted by the Overseas Development Institute and the Open Society Foundation about the Luanda Guidelines and the synergies between their implementation at the regional and national levels and SDG Goal 16.

An article by APCOF Project Officer Kelly Stone, 'The right to privacy for women in detention: Contestations of power in South Africa's penal systems', was published in the Women & Imprisonment in Africa edition of the *Agenda: Empowering Women for Gender Equality* journal in October 2015. The article challenges the traditional, gender-stereotyped conceptualisations of the right to privacy for women in detention and addresses its shortcomings within the broader contestations of power in South Africa's penal system. The recent adoption of the Luanda Guidelines is presented as a unique opportunity to advance a dignity-based approach to protecting the privacy rights of women in detention without ignoring the fundamental differences that exist between men and women.

In 2015 APCOF provided technical capacity to national stakeholders in Uganda, Tunisia, Malawi, Cote d'Ivoire and South Africa to strengthen the public scrutiny and accountability of institutions responsible for arrest and detention.

Declassification and decriminalisation of petty offences in Africa

In partnership with the Pan-African Lawyers Union, the Civil Society Prison Reform Initiative, the Centre for Human Rights Education, Advice and Assistance, the International Commission for Jurists-Kenya and the Southern Africa Litigation Centre, APCOF is working to promote the declassification and decriminalisation of certain petty offences in Africa. The project aims to reduce arbitrary and discriminatory arrests, which disproportionately impact the poor and which overburden already strained criminal justice systems.

APCOF is promoting the decriminalisation of petty offences through the ACHPR's adoption of measures to promote the relevant provisions of the African Charter, the Luanda Guidelines on Pre-Trial Detention in Africa, and the Ouagadougou Declaration on Petty Offences in Africa.

During the NGO forum that immediately preceded the 57th Ordinary Session, APCOF, in partnership with the Pan-African Lawyers' Union and others, held a panel discussion on the declassification and decriminalisation of petty offences in Africa. APCOF used this opportunity to draw a link between the Luanda Guidelines implementation and the decriminalisation agenda by highlighting the importance of a rights-based approach to arrest.

Advanced training course on police oversight and accountability in Africa

APCOF, in partnership with the Centre for Human Rights at the University of Pretoria provides a post-graduate 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 assist in building a community of practitioners on the continent who can become active advocates for increased police accountability, and who are skilled in overseeing the actions of the police.

The one-week intensive course was presented from 13–17 July 2015 at the Centre for Human Rights (located in the Faculty of Law) on the main campus of the University of Pretoria, South Africa. All the lecturers are recognised experts in the field.

Crime and violence prevention in Southern Africa

Over the past five years, APCOF has been involved in important initiatives underway in Southern Africa (and specifically South Africa, Namibia and Mozambique) as well as further afield in Kenya, where local authorities and social and criminal justice agencies have worked with local communities to develop and implement evidence-



PANEL DISCUSSION ON PRINCIPLES FOR THE DECLASSIFICATION AND DECRIMINALISATION OF PETTY OFFENCES IN AFRICA

based safety strategies. Many local communities in Namibia, Mozambique and South Africa now have comprehensive safety audits, which have been used to develop safety plans, and have established multi-sector safety committees at the local level to support implementation. The knowledge developed through these approaches has been used to inform and develop courses to train officials and community-based organisations.

The project on crime and violence prevention consolidates important learnings from these processes, both nationally and across the Southern African region. Specifically, APCOF is working with SADC to variously demonstrate, replicate and scale-up the effectiveness of balanced, multi-sectorial interventions in targeted communities in order to reduce violence and to promote safety and social cohesion.

Smart Policing Project

APCOF, in partnership with the Igarapé Institute (Brazil), is piloting the Smart Policing Project with the Johannesburg Metropolitan Police Department and the Western Cape government. The initiative seeks to harness the potential of smartphones used by police and other public safety personnel together with an open source Android application to promote accountable, proactive and safer law enforcement in low- and middle-income settings. The application allows for real time recording and streaming of video and audio content to a server, and for analytics interface software to be monitored by senior officers. The Smart Policing Project's main objectives are to increase oversight over users of the application; enhance police-community relations; and reduce the incidence of excessive use of force by officers against citizens.

Policing and human rights


In South Africa, APCOF facilitated a Dialogue on Human Rights and Policing that was held in Johannesburg from 28–29 April 2016 as a joint initiative of APCOF and the South African Human Rights Commission (SAHRC). The Dialogue brought together role-players in policing, including government, oversight bodies, Chapter 9 institutions and civil society organisations to discuss key issues pertaining to policing and human rights in South Africa.

Police human rights training

In collaboration with the EAC and the EAPCCO, APCOF developed a training manual for EAC police officers, which focuses on key aspects of police work and compliance with the EAC's Common Standards on Policing.

The training manual continues a collaboration between APCOF and the EAC dating back to 2007 when APCOF and the Commonwealth Human Rights Initiative worked with the EAC and EAPCCO to develop common standards for police in the region, which was followed by the development of model standard operating procedures for arrest and detention, stop and search, use of force and public order management.

APCOF trained all senior trainers from the Uganda Police Force training academies during the week 13–17 June 2016 in Kampala using the EAC Police Human Rights Training Manual. This manual was developed by APCOF in 2015 in collaboration with the EAC and EAPCCO.



DIALOGUE ON HUMAN RIGHTS AND POLICING
28–29 April 2016
Johannesburg, South Africa

Hosted by the African Policing Civilian Oversight Forum
In partnership with the South African Human Rights Commission

This Dialogue is supported with funding from the European Union

APCOF in print

PUBLICATIONS

RECENT

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 Biegon, Adbullahi 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

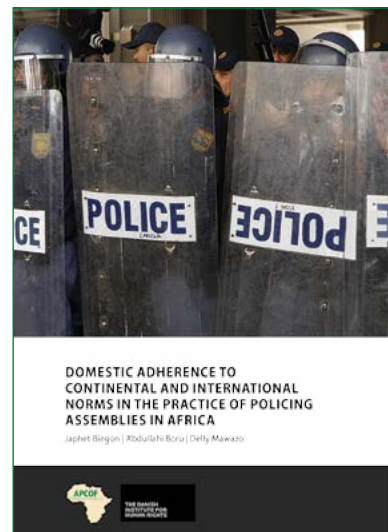
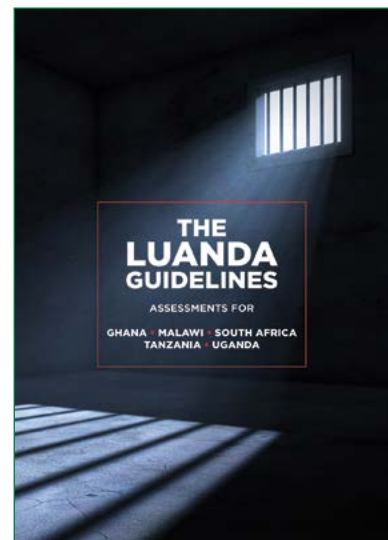
Implementing the SARPCCO Code of Conduct – French

Implementing the SARPCCO Code of Conduct

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 SAPCCO 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

TOOLKITS, MANUALS, REPORTS AND GUIDES

RECENT

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

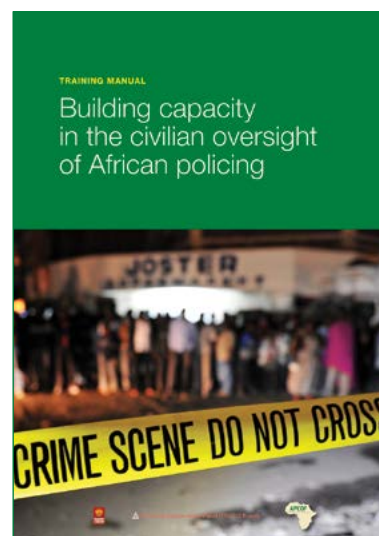
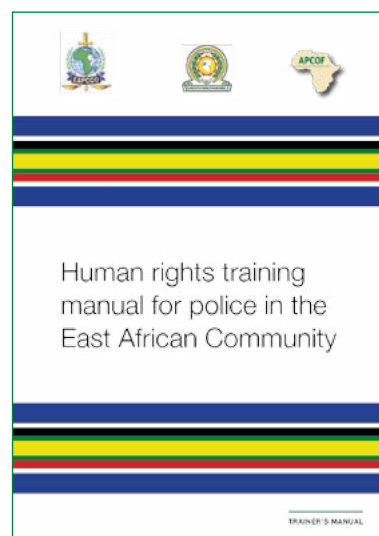
Training Manual: Building capacity in the civilian oversight of African policing

Document D'Etude: Arrestation, Garde a Vue et Detention Preventitive 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



LATEST POLICY BRIEFS

- No 14: Implementation of the Luanda Guidelines: Review of arrest, police custody and remand detention in South Africa – *Louise Edwards and Kelly Stone*
- No 15: Substantive Areas of Police Reform – Developing a new policing reform agenda – *Melanie Dugmore*
- No 16: Strengthening the Independence of the Independent Police Investigative Director – *David Bruce*
- No 17: The South African Police Service's Code of Conduct: A critical review – *Andrew Faull*

NEWSLETTER 2017

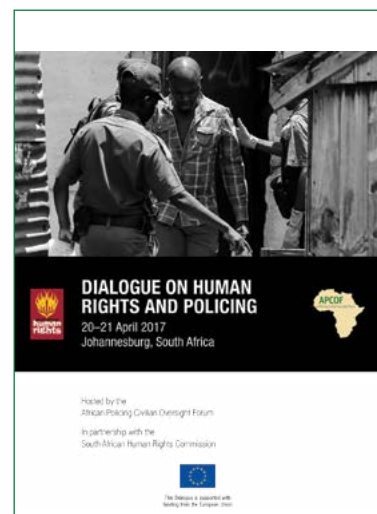
Police and Human Rights in Africa No. 9 – *Published jointly with the ACHPR and the Danish Human Rights Institute*

CONFERENCES, SEMINARS AND WORKSHOP REPORTS

RECENT

- Regional Conference on Community Safety and Crime and Violence Prevention in Southern Africa, 14–15 March 2017
- Dialogue of Human Rights and Policing, 20–21 April 2017

- Report on the West, Central and Northern Africa Regional Meeting Poverty is Not a Crime Consultation on Draft Principles to End the Criminalisation of Petty Offences in Africa, 20–21 February 2017
- Report on the Regional Meeting Poverty is Not a Crime Consultation on Draft Principles to End the Criminalisation of Petty Offences in Africa, 5–6 December 2016
- Side Event Police Compliance with the Rights of Women Under the Luanda Guidelines: Principles and Challenges, 24 October 2016, Banjul, Gambia
- Luanda Guidelines Training for Tanzanian Law Enforcement Officials, 22–24 August 2016, Zanzibar
- Police and Human Rights Dialogue, 28–29 April 2016, Johannesburg





STATEMENT OF FINANCIAL POSITION

2016

STATEMENT OF FINANCIAL POSITION AT 29 FEBRUARY 2016

		2016	2015
	Note	R	R
ASSETS		8 736 295	7 157 191
Non-current assets		130 195	97 946
Equipment	2	130 195	97 946
Current assets		8 606 100	7 059 245
Accounts receivable	3	443 769	303 121
Accrued income	4	108 765	
Cash and cash equivalents	5	8 053 566	6 756 124
Total assets		8 736 295	7 157 191
RESERVES AND LIABILITIES		8 736 295	7 157 191
Reserves		5 593 158	3 009 756
Accumulated funds		2 402 451	2 198 253
Equipment fund		130 195	97 946
Sustainability fund		3 060 512	713 557
Current liabilities		3 143 137	4 147 435
Accounts payable	6	433 525	163 974
Deferred income	7	2 709 612	3 983 461
Total reserves and liabilities		8 736 295	7 157 191

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 29 FEBRUARY 2016

	Note	2016 R	2015 R
INCOME		10 300 825	7 580 845
Grants and donations	9	8 955 378	6 781 736
Consultancy income		1 045 050	718 149
Interest received	8	300 397	80 960
EXPENDITURE		7 664 690	6 913 627
Administration costs		3 017 853	2 252 075
Accounting and administration		147 956	112 769
Advertising and marketing		26 011	48 598
Audit fees		98 758	
Bank charges		26 115	18 937
Board meetings		5 919	7 507
Communication		12 154	12 222
Computer expenses		6 639	14 763
Consulting fees		228 000	285 017
General expenses		59 370	17 105
Insurance		11 857	4427
Interest and penalties paid			6 854
Legal fees		16 721	16 028
Membership fees			13 604
Printing, stationery and postage		187 951	220 470
Rent, water and electricity		237 808	126 537
Repairs and maintenance		784	17 413
Salaries and contributions		1 867 943	1 295 790
Travel costs		6 191	
Website cost		77 676	34 034
Programme costs		4 646 837	4 661 552
Equipment and technical		253 011	71 168
Events and meetings		2 236 426	1 480 381
Accommodation		563 514	305 667
Conferences, meetings and workshops		602 766	431 814
Travel costs		1 070 146	742 900
Implementation meetings		200 627	642 976
Baseline assessment		68 869	235 475
Conference package		58 918	156 079
Development of action plan			23 504
DSA		7 853	14 509
Participant DSA			69 632
Travel		64 987	143 777
Publications		501 861	368 109
Research and consulting		1 454 912	417 639
Training			1 681 279
SURPLUS FOR THE YEAR		2 636 135	667 218



Donors

Donors

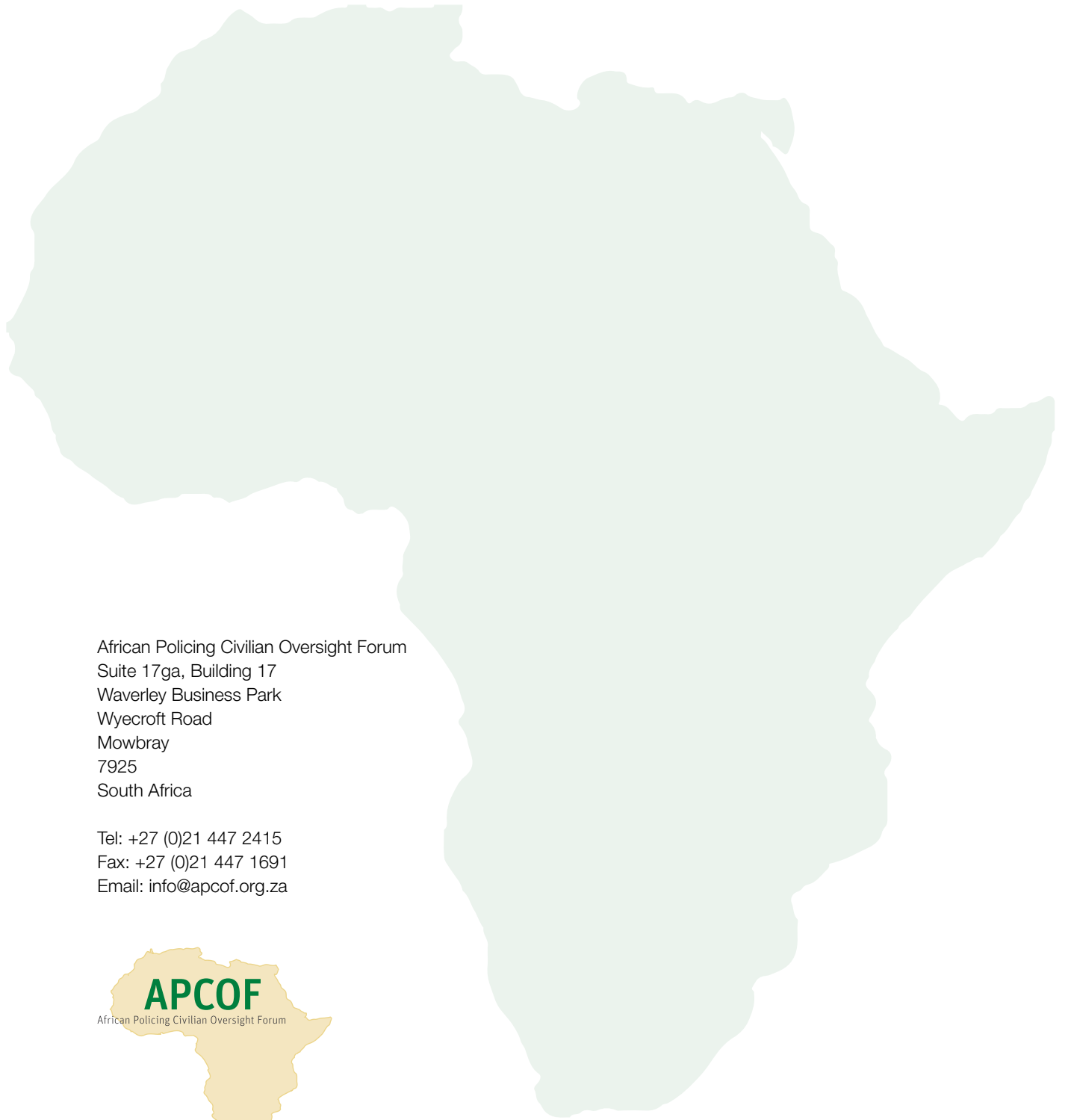
DFID through Igarape Institute

European Union

GIZ

Open Society Foundations

UNDP



African Policing Civilian Oversight Forum
Suite 17ga, Building 17
Waverley Business Park
Wycroft Road
Mowbray
7925
South Africa

Tel: +27 (0)21 447 2415
Fax: +27 (0)21 447 1691
Email: info@apcof.org.za

