



Kofi Annan International Peacekeeping
Training Centre (KAIPTC)
Where Peace Begins...

2014 ANNUAL REPORT

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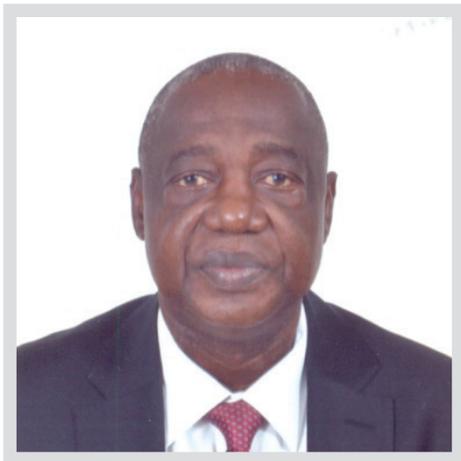
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Message

from the Minister for Defence and Chair of the KAIPTC Governing Board

The year 2014 marked a new era for the Kofi Annan International Peacekeeping Training Centre (hereinafter referred to as the Centre or KAIPTC interchangeably). First, the Centre began a new decade of operation. Second, the Centre developed with its partners a new blueprint for its operations for the next five years – the KAIPTC Strategic Plan 2014-2018, which was approved by the Governing Board in December 2013.



■ **Hon. Dr Benjamin Kunbuor**

As Chair of the Governing Board, I have confidence in the management of the KAIPTC to ensure full implementation of the spirit and letter of the Strategy. Furthermore, the Board will provide the necessary support to ensure that the Centre achieves the key objectives set out for the next five years as stipulated in the Strategic Plan.

The year 2014 also highlighted the importance of the Centre's mandate as the region faced different challenges to peace and security such as the Ebola pandemic, the Boko Haram insurgency and the Malian crisis. The Ebola Viral Disease (EVD) affected a number of countries across the world but primarily, the West African states of Guinea, Sierra Leone and Liberia. Unfortunately, these are also post conflict states, which are still in a state of recovery. The EVD did not only impact negatively on health but on development and human security. The coming years will show the true effect of the epidemic in our region and beyond. The projected human and financial costs to these countries are enormous. In the short term, it is expected that, the epidemic would be brought under control with the support of the international community. With the research undertaken by the KAIPTC on the impact and lessons from the epidemic, the Centre will continue to work through its training, academic, research and policy activities to contribute to institutionalizing responses to similar and other threats to peace and security in the region and beyond.

The year 2015 will once again test the readiness of the region to remain peaceful. Aside the security situation in Mali and challenges with Boko Haram in Northern Nigeria, there are looming democratic elections in Burkina Faso, Cote d' Ivoire, Nigeria and Togo. These will be keenly contested and, in turn, be intensely monitored and observed. The process will present an opportunity for Africa to prove that democracy can work on the continent.

Message from the Minister for Defence and Chair of the KAIPTC Governing Board

continued



The year
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Furthermore, it will provide an opportunity for the Centre to make its impact felt through its Election Management and Election Observation courses. This sits appropriately within our current Strategic Plan and as we progress gradually with the implementation of this plan, we would ensure we maximize more the influence of the Centre's activities on intended stakeholders and constituents.

It has only been a few months since I assumed office as Minister for Defence and Chair of the KAIPTC Governing Board. I wish to express my sincere gratitude for the tremendous support I have received so far in my new role. I also wish to use the opportunity to acknowledge the financial and technical support of all the development partners, donors, and partner institutions, which have worked with the Centre over the years, regionally and internationally. My optimistic projection is that 2015 will present opportunities for deeper collaboration with all our partners to expand the work of the Centre and to build a stable and secure region and world for ourselves and future generations.

■ **Hon. Dr Benjamin Kunbuor**

Minister for Defence and

Chair of the KAIPTC Governing Board

Message

from the Commandant

The year 2014 was one of structural changes for the KAIPTC. We launched the five-year Strategic Plan (2014-2018) and began our transformation into a more efficient Centre of Excellence in training, education and research. Being the first year of implementation of the new Strategic Plan, we began some significant restructuring processes, which were necessary for the adaptation of our new business realities. A number of organization development processes were undertaken to align staff orientation to the requirements of the new vision and mission of the Centre. We are convinced that these processes would facilitate an environment for us to work more efficiently and effectively for continued growth and relevance in our core areas of operation.



■ Major General Obed Akwa

KAIPTC continued to build on its resilience in 2014 in accordance with our vision which draws on our core values and strengths. Our vision aligns initiatives in five critical domains:

- A focus on the core mandate of training in peacekeeping and peace support operations;
- Sustainability of the academic programmes;
- Strengthening collaboration with civil society organizations (CSOs), think tanks and the private sector;
- Financial sustainability; and
- Decentralized Results-Based Management.

We are happy to indicate through this report that we have made major strides in these directions. However, these did not come without challenging moments. The outbreak of the EVD in the sub-region resulted in the cancellation of seven key courses following the Government of Ghana's three month (August-October 2014) ban on public gathering and the slowdown of movement within the sub region for health and safety reasons (as a result of the EVD). Fortunately Ghana recorded no incidence of the virus and we resumed full operations in November 2014. Erratic power supply from the national grid was the other major challenge. This situation has however been mitigated with the acquisition of a backup generator to ensure our programmes and commitments run uninterrupted. In the very near future, the Centre will endeavour to explore other sustainable sources of energy such as solar energy as we seek to contribute to a greener world.

Message from the Commandant

continued

As we look towards 2015, the Centre will focus on the following specific priorities:

- sustainability;
- expansion of our academic programmes to include a PhD; and
- a comprehensive review of peace support operations and systems.

To continue to achieve the set priorities, the Centre will pay even more attention to two key internal drivers – talent development; and strengthening of our internal systems and processes.

In 2015, we aim to increase our results and resourcefulness; and for this endeavour we need talented people within a robust system—people endowed with the right skills, as well as agility and the passion to perform in a conducive environment.

As we address these important issues, we will be guided first and foremost by how our work contributes to our overarching goal of helping to improve the lives of people by contributing effectively to peace and security on the continent and beyond. Our work connects with issues of global importance with regards to peace and security, preservation of human lives and change within the architecture of world security. Our operations will seek to directly address the mounting sub regional and global challenges in these areas. Ultimately, we will seek to make greater impact in our society.

The Centre enters 2015 with a strong commitment to provide relevant services and a great determination to succeed. We are confident of what the future holds and resolved to manage both the opportunities and the challenges ahead.

We thank you for your continuous support.



■ **Major General Obed Akwa**
COMMANDANT, KAIPTC

Organizational Overview

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) was established by the Ghana Ministry of Defence (MoD) in November 1998 and commissioned on 24 January 2004. It is one of the three peacekeeping Training Centres of Excellence (TCEs) mandated by the Economic Community of West African States (ECOWAS) to offer training in peacekeeping and peace support operations (PSO) in Africa. By the nature of its work and requirements, the Centre uses a multi dimensional and integrated approach to conducting training for civilians, military and the police to contribute to the promotion of peace and security in the region.

Vision

Its **vision** is to become the leading and preferred international Centre for training, education and research in African peace and security.

Mission

Its **mission** is to provide globally-recognised capacity for international actors on African peace and security through training, education and research to foster peace and stability in Africa. The Centre functions in close collaboration with other training and research organizations, academic institutions, think tanks and civil society organizations (CSOs). As a result of the cutting edge quality and relevance of its training, education and research programmes, the Centre continues to enjoy high regional and international visibility and partnership support from national, regional and international community.

Governance

As part of its governance structure, the Centre has a Governing Board, which is the highest decision making body and provides strategic and policy direction to the Centre. This is followed by the Executive Management Committee (EMC) which is the highest inter departmental structure that assists the Commandant to run the Centre. The EMC consists of the Commandant, Deputy Commandant and the Directors of the department of Training, Faculty of Academic Affairs and Research, department of Administration and department of Policy, Planning, Monitoring and Evaluation.

Strategic Goals/Priorities

In recognition of recent and emerging challenges and developments in the peace and security sector of the ECOWAS region and in Africa, the Centre identified the following as its **strategic priorities for 2014 to 2018:**

- Focus on the Core Mandate of Training in Peacekeeping and Peace Support Operations (PSO);
- Ensure Sustainability of the Academic Programmes;
- Strengthen Collaboration with CSOs, Think Tanks and Private Sector;
- Ensure Financial Sustainability of the Centre; and
- Decentralized Results-Based Management.

1. Introduction

This is the 2014 Annual Report of the KAIPTC. This report presents key activities including training, education, research, policy development, networking and partnership activities and the resulting achievements across these strategic areas. It discusses the relevance of the gains made, as well as opportunities for building upon these successes. The following is a presentation of the major highlights for the year.

2. Key Strategic Accomplishments

a. Launch of New Strategic Plan and Commencement of Organization Development Processes

The new Strategic Plan for 2014 to 2018 was launched at the beginning of the year 2014. A prioritized list of activities was outlined for implementation at an Executive Management Committee (EMC) retreat which served as a platform for the former Commandants and Deputy Commandants of the Centre to provide ideas and guidance to the current EMC.

The plan presents the revised vision and mission of the Centre, its strategic objectives for the period 2014-2018, and how it seeks to organize its management and operational structures and systems to achieve these strategic objectives. It provides details on the strategic priorities and specific objectives that the Centre seeks to achieve in its functional areas. Additionally, it presents a results framework which shows clear outcomes the Centre would like to achieve in the next five years.

To re-align the Centre's institutional structures and procedures in relation to the Strategic Plan, an organization development and change management process began in 2014. As part of the process, the Centre began the development of new Standard Operating Procedures (SoPs) and a review of existing ones to improve efficiency and effectiveness.

b. Development of Communication and Marketing Strategies

To enhance the Centre's visibility and standing among relevant stakeholders, a Communication and Marketing Strategies were developed in 2014. The two documents have been finalized and approved by the EMC for implementation from 2014. With the implementation of the two documents, the Centre will be positioned to increase visibility and improve advocacy of its core activities. The strategies are aimed at promoting the Centre as a reference point for peace and security in Africa through the following:

- Thought leadership activities and programmes;
- Promotion of its services and products;
- Outreach programmes;
- Networking programmes; and
- Showcasing the Centre's achievements.

c. Development and Launch of Gender Policy

In line with its strategic commitment to promote gender equality and women's empowerment, the Centre successfully developed and launched a Gender Policy in September 2014. This is the first of its kind by a TCE in the sub region.

The objectives of the policy are to:

- mainstream gender into KAIPTC policies, programmes, plans, implementation activities, monitoring and evaluation;
- integrate gender perspectives in the KAIPTC's academic, research, training, administration, policies and programmes;
- integrate gender perspectives in the organizational culture and behaviour;
- enhance the image of the Centre as a gender sensitive institution; and
- ensure gender sensitive monitoring and evaluation of the Centre's achievement and results.



Participants at the launch of the Gender Policy

Key Strategic Accomplishments

continued

At lunch of the policy, the Commandant of the KAIPTC, Major General Obed Akwa, indicated that the Centre is an equal opportunity employer and has a “fairly balanced representation of both men and women in its workforce”. He added that “what has been lacking is an official policy that clearly states the Centre’s commitment to gender equity at all levels of operation in order to ensure that men and women are equally advantaged.”



This is a demonstration of the Centre’s commitment to achieving equity for all. It is important to have in place a working document that spells out the ‘what’, ‘who’, ‘why’ and ‘how’ of making sure that all are equally advantaged with regard to personnel policies, programming and all operations at the institutional level.”



■ **Ms. Margaret Alexander Rehoboth**
Programme Manager, Women, Peace and Security Institute (WPSI).

d. Engagements and Collaborations

i. Policy Development Initiatives

The Centre continued to provide support to the development of policy on peace and security for ECOWAS and other Regional Economic Communities (RECs), the African Union (AU), the United Nations (UN), the European Union (EU), security sector and academic institutions, CSOs and other relevant partners. The Centre provided support by participating actively in a number of regional and global policy development events and meetings. A detailed list of policy-related activities is attached as Annex 1.

A few are highlighted below:

- ‘ECOWAS after Action Review on Mali organized by ECOWAS in February 2014 in Akosombo, Eastern Region, Ghana
- Sahel policy workshops on legislative reform on security sector governance which engaged 60 security sector practitioners in Burkina Faso and 48 security sector practitioners in April 2014 in Senegal;
- A regional conference on ‘Security Privatization in the ECOWAS Region’ organized by the West African Network on Security and Democratic Governance (WANSED) and Friedrich-Ebert-Stiftung (FES) in June 2014 in Cotonou, in Benin;
- Stakeholders dialogue to Develop Early Warning Indicators on Violent Extremism in West Africa organized by the West Africa Network for Peacebuilding (WANEP) in partnership with the Swedish International Development Agency (SIDA), the Danish International Development Agency (DANIDA) and the Austrian Development Cooperation in October 2014 in Lagos, Nigeria;
- Contribution to the Rostering of Civilian Personnel for the African Standby Force (ASF) at a conference in March 2014 in Harare, Zimbabwe;
- Consultative Meeting of the Office of the High Commissioner for Human Rights (OHCHR) and

KAIPTC IMPROVES THINK TANK RANKING

The Centre improved its ranking in the 2013 Global Go To Think Tank index when it was ranked 51st among top 65 global Foreign Policy and International Affairs think tanks. This ranking is the highest in the same category for Think Tanks in sub Saharan Africa and brought to the fore the global impact and international recognition of the Centre's research and policy related activities. The same report ranked the Centre 60th in top 70 Security and International Affairs Think Tanks in 2012. The report was published in 2014.

the AU Commission to institutionalize their relationship in PSOs and to develop a formalized structure for the deployment of human rights officers from both institutions, in October 2014 in Addis Ababa, Ethiopia;

- Security briefings on Africa to the Government of Norway in January and June 2014. A similar engagement was held on piracy in the Gulf of Guinea to an EU fact-finding delegation to Ghana in February 2014. The recommendations from the Ghana mission and those of other missions were to be presented to the EU General Assembly in Brussels. This will determine EU support to Africa in subsequent years; and
- Facilitation of the Government of Sierra Leone's development of a National Security Strategy in April 2014.

ii. Networking and Partnerships

Backed by a Memorandum of Understanding (MoU), the KAIPTC and the UN Secretary General's Office of the Special Representative for Sexual Violence in Conflict piloted a premier course on Conflict Related Sexual Violence (CRSV) in Cote d'Ivoire in 2013.

Similar to the piloted course, the 2014 course, which trained 60 participants from CSOs and security sector institutions was rolled out in two phases: a Trainer of Trainers (ToT) course and the main course. This was useful and unique

Role play by the participants during the CRSV course in Cote d'Ivoire



Key Strategic Accomplishments

continued

because some of the trainers trained in 2013 conducted the 2014 training. The Course strengthened the capacity of national security institutions, CSOs and other relevant agencies with the skills to address, respond and prevent CRSV. Specifically, it created awareness amongst security forces on the manifestations and consequences of conflict-related sexual violence, focusing on debunking myths, negative attitudes and actions that fuel conflict-related sexual violence. It also enhanced participants' understanding of the relevant legal frameworks on conflict-related sexual violence and the related accountability mechanisms for the enforcement of these norms.

iii. Enhanced Collaboration with ECOWAS

The Centre continued to demonstrate its commitment to the ECOWAS mandate relating to the mechanism for conflict prevention, management, resolution, peacekeeping and security; and the ECOWAS Conflict Prevention Framework (ECPF). To this end, the Centre supported the work of the Civilian Component of the ECOWAS Standby Force (ESF) and contributed to the validation of the ECOWAS Standby Force draft Civilian Dimension Policy Framework. This was finally adopted by the Mediation and Security Council.

The collaboration between the KAIPTC and ECOWAS also deepened in 2014 through the filling of slots allotted to ECOWAS for the Human Rights pilot course.

The Centre also:

- participated actively in the meeting of the Commandants of the ECOWAS designated TCEs in Mali in April 2014;
- supported ECOWAS through the nomination and participation of a civilian staff for the post of a Protection Officer – Field Level in the 2014 WESTERN ACCORD exercise conducted in Senegal; and
- got seconded by ECOWAS to participate in the AMANI AFRICA EXERCISE 11 at the Southern African Development Community Regional Peacekeeping Training Centre (SADC RPTC) in Harare, Zimbabwe in December 2014.



KAIPTC hosts Chief of Defence Staff (CDS) meeting

iv. Advocacy on Women, Peace and Security

- As part of its strategic agenda to promote women, peace and security, the KAIPTC under the auspices of the Women, Peace and Security Institute (WPSI) organized a media forum in Ghana in November 2014 to advance the implementation of UN Security Council Resolution (UNSCR) 1325. This brought together representatives of the mainstream media including national (public and private) and international as well as relevant continental, regional and international organizations focused on women, peace and security. The aim was to reflect on the media's role and contribution to promoting the implementation of UNSCR 1325. Key outcomes of this programme include the development of a media skills and practice guide based on inputs from the forum. This is to serve as a resource tool to support media practitioners in advancing the women, peace and security agenda. In addition, a media working group was formed as part of the long term media engagement strategy to promote UNSCR 1325.
- The KAIPTC among other organizations joined the Gender, Peace and Security Programme under the AU Peace and Security Department and the AU Chairpersons Special Envoy on Women, Peace and Security at a consultative meeting to discuss and gather the perspectives of women's groups on the women, peace security agenda and to make recommendations for further consideration. This brought together women representatives from some of the conflict affected countries such as Nigeria, South Sudan, Somalia and Burundi. Here, the KAIPTC enhanced its advocacy and networking activities as well as prospects for partnership building. As a follow up, the Centre will engage the office of the AU's Chairperson's Special Envoy to discuss areas of collaboration to build the capacity of high profile African women to lead election observation missions.



Participants at a WPSI event

3. Core Activities, Outcomes And Performance

a. Training Programmes

One of the key strategic priorities of the Centre for the next five years is the focus on the core mandate of training in peacekeeping and PSO. In consonance with this strategic objective, the Centre conducted twenty-nine courses for 1,027 participants in the following thematic areas: PSO, Conflict Management and Peace and Security Studies.

The impact of these trainings on peace and security cannot be over emphasized as expressed by a participant.

Details of the Courses conducted in the various categories between 2013 and 2014, number of participants trained and percentage change for each course is presented on the next page.

Officier Laurent Aizannon Keouda, a police officer in the Benin Police Force, is in charge of the armory at the police depot. He trains police officers on how to use arms safely. He attended the Small Arms and Light Weapons' (SALW) Marking and Tracing Course as well as the Stockpile Management course at the KAIPTC. The courses have enhanced his knowledge on marking and tracing of arms, destruction of surplus weapons and weapons safety. For example, when the police or other security services confiscate arms used to commit crimes in Benin, he gives expert advice on the type of weapons, whether it has been marked, origin, whether markings have been tampered with, if the police have records of it, etc. He says that the training on

stockpile management at the KAIPTC "improved my skills and appreciation of armouries' management".

According to Officier Keouda, the police has one national armory from which weapons are rotated to other police posts within Benin and the number of weapons now exceed the space available to store them due to an increased intake of police officers. He has, therefore submitted a proposal for a new warehouse to be built and also for the ammunition to be moved away from the arms per the best practices he learnt whilst on the course at the KAIPTC.

Mr. Keouda, based on this training, developed and submitted a proposal on weapons destruction which has been submitted to the Benin Police hierarchy for implementation. He is leading the police service to collect all seized arms (these include locally manufactured arms and other arms imported illegally into the country) from individuals.

Together with the National Commission on SALW, sister agencies and other relevant stakeholders, the seized weapons will be destroyed.



📷 KAIPTC training

Core Activities, Outcomes and Performance

continued

Table 1. Courses Delivered in 2014 Compared with 2013 Figures

Thematic Area	Course	Participants trained per year		
		2013	2014	% Change
Conflict Management	Election Observation	20	35	75.00%
	SALW Courses	584	235	-59.76%
	Election Management	17	27	58.82%
	Criminal Justice*	-	28	-
	Conflict-Related Sexual Violence (CRSV)*	-	60	-
	West Africa Peacebuilding Institute Courses *	28	-	-
	Rule of Law Course	31	24	-22.58%
Peace Support Operations	Peacekeeping Logistics Course (P-Log)	34	31	-8.82%
	Disarmament, Demobilization and Reintegration (DDR) Course- Foundation	19	21	10.53%
	Security Sector Reform (Police Course)	31	29	-6.45%
	Police Middle Management Course (PMMC)	78	56	-28.21%
	Joint Campaign Planning (JCP) Course	35	20	-42.86%
	Police Predeployment Course	348	263	-24.43%
	Integrated Peace Support Operations (IPSO) Course	20	22	10.00%
	DDR Advanced Course	12	14	16.67%
	Integrated Civil Military Coordination (ICIMIC) Course	24	29	20.83%
	Crises Information Management (CIM) Course*	30	-	-
Peace and Security Studies	Counter Piracy & Transnational Organized Crime	20	19	-5.00%
	Conflict Prevention Course	30	24	-20.00%
	Responsibility to Protect Course (R2P)*	-	30	-
	Conflict Analysis and Mediation (CAM) Course	15	28	86.67%
	Protection of Civilians (POC) Course	27	32	18.52%
	Development, Diplomacy for Peace and Security (DDPS) Course *	20	-	-
Capacity Strengthening of Women in Peacebuilding*	19	-	-	
Total		1442	1027	-28%

* Course was not conducted either in 2013 or 2014.

From the table above, there was a 28% drop in the number of participants trained in 2014 compared to 2013. This is largely as a result of the cancellation or rescheduling of some courses due to the EVD outbreak. Some of the Police Pre deployment courses were also cancelled in 2014 due to funding gaps. In 2013, the SAWL run two projects while only one project was run in 2014.

Core Activities, Outcomes and Performance

continued

The tables below depict training statistics represented by gender professional background and regional representation.

Table 2: 2014 and 2013 course participants by gender

Srl	Gender	Numbers 2013	Numbers 2014	% change
1	Male	1186	749	- 37%
2	Female	256	278	9%
Total		1442	1027	- 28%

Table 3: Professional background of 2014 and 2013 course participants

Srl	Component	Numbers 2013	Numbers 2014	% change
1	Civilian	400	357	- 11%
2	Police	780	450	- 42%
3	Military	262	220	- 16%
Total		1442	1027	- 28%

Table 4: Geographical distribution of trainees for 2014 and 2013

Srl	Region	Numbers 2013	Numbers 2014	% change
1	Central Africa	59	39	- 33.90%
2	East Africa	78	64	- 17.95%
3	North	3	0	-100.00%
4	Southern Africa	16	71	-343.75%
5	West Africa	1282	850	- 33.70%
6	Non Africans	4	3	-25.00%
Total		1442	1027	-28%



Participants at the newly piloted Criminal Justice course

i. New Courses Introduced

As its contribution to the global agenda on the Responsibility to Protect (R2P), the Centre in partnership with the Global Centre for Responsibility to Protect (GCR2P) and the Danish Government developed and piloted an R2P course. The pilot course brought together 30 participants from the ECOWAS and AU Commissions, UN Missions in Cote d'Ivoire and Mali, as well as from government institutions in Ghana, South Sudan, and Kenya. The course is expected to enhance the capacities of participants to contribute to pre-empting and preventing perpetuation of mass atrocities. In addition to the R2P course, the Centre developed Criminal Justice, Humanitarian Assistance and Human Rights courses. These courses will be piloted in 2015.

ii. KAIPTC's Contributions to AU and UN Missions

The Centre trained 91 police personnel in support of the UN, AU Mission in Darfur (UNAMID) and AU Mission in Somalia (AMISOM).

The trainings were conducted in Ghana, Burkina Faso and Malawi in partnership with the respective government agencies responsible for police training. Participants were taken through various topics including: human rights; the nature of conflict in Africa; principles of peacekeeping operations;

women, peace and security; child protection and sexual exploitation; humanitarian assistance; basic life support; report writing; personal security and mediation.

Participants indicated that the training sharpened their skills and enhanced their understanding of human rights issues including those related to the conduct of personnel when deployed in a conflict region.



As a detective, I do a lot of investigations as well as detentions and I have learnt a lot about human rights and how to deal with suspects or whoever is alleged to be involved in a crime.



■ **Sergeant Alexander Ackuaku**
Ghana Police Service

Core Activities, Outcomes and Performance

continued



Police personnel receive their certificate after training

The statistics below depict the number of police personnel trained at the KAIPTC between 2012 and 2014.

Table 5: Representation of police training and deployment

Country	Number of Officers Trained			Number of Officers Deployed		
	2012	2013	2014	2012	2013	2014
Ghana	44	94	150	44	94	75
Burkina Faso	220	126	44 <i>females only</i>	116	102	16
Mali	-	-	13	-	-	-
Nigeria	14	61	-	14	61	-
Malawi	-	-	63	-	-	-
Total	278	281	270	174	257	91

In 2014, 270 personnel were trained between October and December. Ninety-one have been deployed to mission areas. The remaining trained officers are yet to be processed by the UN for deployment.

b. Academic Programmes

In 2014, the Centre added to its growing list of academic programmes an Executive Master of Arts Degree programme in Conflict, Peace and Security (EMCPS) and a Certificate programme in Gender, Peace and Security (CGPS). The introduction of these courses is the result of a deliberate strategy to broaden and expand the Centre's core areas of operation not only to address emerging trends in global peace and security but to bridge the existing gaps in knowledge about peace and security issues, especially in the region.

The programmes aim to equip participants with effective tools for analytical thinking, good judgment and leadership and to build other relevant skills in peace and security.

The EMCPS course admitted 27 students. The students are from Ghana, Nigeria, Liberia, Brazil, France, Mali and South Sudan and comprise parliamentarians, policy makers, educationists and personnel working with security institutions.



I hope to build my proficiency and increase my effectiveness in my field of work not only to promote peace in the country but also to be able to speak confidently on conflict-related issues.



■ **Most Rev. Prof. Emmanuel Asante**
*Chairman of the National Peace Council,
Ghana*



📷 Graduates of MCPS III

Core Activities, Outcomes and Performance

continued

For the CGPS, 17 students were admitted in September 2014. They included personnel from the security services, educationists, government ministries and social workers from Ghana, Senegal, Cote d'Ivoire, Zimbabwe, and Nigeria.

Statistics on admissions and enrolment for the Master of Arts in Conflict, Peace and Security (MCPS) and Master of Arts in Gender, Peace and Security (MGPS) are provided below.

i. Graduation

A total of 67 students graduated in 2014 and the breakdown can be found in table 6 below.

Table 6: Graduates of MA Programmes in 2014 and 2013

Programme	Year 2013	Year 2014
MCPS	31	34
MGPS	44	33
TOTAL	75	67

ii. Breakdown by Gender

Table 7: Graduates of MA Programmes by Gender.

Programme	Year 2013		Year 2014	
	Male	Female	Male	Female
MCPS	25	6	25	9
MGPS	14	30	15	18
TOTAL	39	36	40	27

iii. Enrolment.

A total of 123 students were enrolled in the academic programmes in 2014 and the breakdown is as follows.

Table 8: 2014 and 2013 intake of Academic Programmes

Programme	Year 2013	Year 2014
MCPS	37	42
MGPS	35	37
EMCPS	-	27
CGPS	-	17
TOTAL	72	123

c. Research

Research is a unique feature of KAIPTC in comparison with all other peacekeeping training centres in Africa. The uniqueness stems from its function of undertaking field based, training oriented research in Africa peace and security to identify capacity gaps and define corresponding training needs in the region and in Africa as a whole.

In 2014, a total of 46 publications comprising 1 book; 25 chapters in books; 4 journal articles; 3 occasional papers; 10 policy briefs; and 3 published conference papers were produced.

Table 9: Research Publications

Srl	Publication	Number 2014
1	Book	1
2	Book Chapters	25
3	Journal Articles	4
4	Occasional Papers	3
5	Policy Briefs	10
6	Conference Papers	3
	Total	46

These publications are for course readings and reviews, identification and development of new courses, delivery of existing courses, provision of an African perspective to academic and policy discourses on global peace and security issues, policy development and advocacy.

A detailed list of 2014 publications is attached as Annex 2.



📷 Participants at a KAIPTC programme

4. Impact of the Ebola Viral Disease on Core Activities

The EVD pandemic in some West African countries and beyond compelled the Government of Ghana to place a moratorium on international gatherings for three months—August to October 2014. Therefore, a number of the Centre’s activities had to be postponed or cancelled.

With respect to training programmes, the following courses with their projected capacities were affected:

Course	Number of Participants
Crisis Information Management Course (CIM)	30
Joint Campaign Planning Course (JCP)	22
Peacekeeping Logistics Course (P-Log)	35
West African Peacebuilding Institute Courses (WAPI)	45
Human Rights Training for Multidimensional Peace Support Operations Course (Human Rights)	30
Humanitarian Assistance Course (HA)	25
Development Diplomacy for Peace and Security (DDPS)	20
Total	207

The projected police pre deployment training for the year was also affected as external mobile training assignments could not be undertaken. The other mobile training destinations were in the Ebola affected countries and the shortfall of personnel to be trained was 350. The WAPI, Human Rights, HA, and DDPS courses will be run in addition to scheduled courses for 2015.

Regarding academic programmes, the third session of MCPS 4 had to be postponed to November 2014. Furthermore, two out of the total number of 19 students accepted for CGPS 1 could not attend the course as their country had been affected by the EVD.

In addition, field research that was to have been conducted in the affected countries had to be suspended. The moratorium also affected monitoring and evaluation activities as well as engagements at the ECOWAS level.

5. Moving Forward: Outlook for 2015

In 2015, the Centre will continue to work with its partners to contribute to peace and security on the continent and beyond through training, education and research. The KAIPTC will further continue to work to enhance the implementation of its Strategic Plan (2014 – 2018). Within this context, the Centre plans to continue work on its organizational growth and development to improve on internal processes and systems; deepen relationship with partners and stakeholders; strengthen and advance efforts at sustainability; and improve learning, evaluation and impact assessment systems and mechanisms.

The KAIPTC will finalize its business plan and endeavour to implement it, engage in a vibrant resource mobilization drive, and institutionalize its Goodwill Ambassadors to strengthen sustainability mechanisms. It will further work to deepen collaboration with ECOWAS, AU, UN, and CSOs as well as other partners to increase and strengthen contribution to policy and capacity building discourses, and broaden impact to increase contribution to conflict prevention and peacebuilding processes. The KAIPTC will also expand its academic programmes and commence a PhD programme in International Conflict Management to help bridge the knowledge gap that exists on peace and security issues on the continent.

Enhancing learning processes and measuring the impact of work undertaken are critical to the operations of the KAIPTC. The EMC will ensure that the established Monitoring and Evaluation Systems and the Learning

Management System (LMS) are operational and used to support regular performance and impact assessment, and to guide management decision making. The Centre aims to actively utilize the LMS to provide a platform for students, alumni and other partners to continue to engage and provide feedback on how programmes and their contents are impacting work in the field.

Finally, the KAIPTC appreciates that its core mandate cannot be achieved without improving on internal systems and processes. It will therefore continue to enhance its administrative and quality assurance mechanisms; ensure compliance to policies in line with national, regional and international standards and best practices, in order to support the business and increase avenues to enhance sustainability.

Annex 1

Policy Support/Contributions to Policy Development

a. ECOWAS and Selected West African States

- 'ECOWAS after Action Review on Mali' organized by ECOWAS in February 2014 in Akosombo, Eastern Region, Ghana;
- The Sahel Project's policy workshops on legislative reform on security sector governance in the Sahel, which engaged 60 security sector practitioners in Burkina Faso and 48 security sector practitioners in April 2014 in Senegal;
- ECOWAS meeting to discuss ECOWAS's policy framework on the civilian component of the ESF, in May 2014 in Abuja, Nigeria;
- A radio discussion on 'Peace and Security in West Africa: the Missing Girls; Free Movement; Boko Haram and the Role of ECOWAS', on the Africa in Focus Show on Radio XYZ, in May 2014 in Accra. Key points were discussed and recommendations provided on the way forward;
- A regional conference on 'Security Privatization in the ECOWAS Region' organized by the West African Network on Security and Democratic Governance (WANSED) and Friedrich-Ebert-Stiftung (FES) in June 2014 in Cotonou, Benin. The staff member presented a paper on 'Ghana's Security Dilemma: Exploring the Utility of Private Security Providers'. A draft resolution was drawn up by the end of the conference; to be presented to ECOWAS;
- Stakeholders Meeting to Develop Early Warning Indicators on Violent Extremism in West Africa organized by the West Africa Network for Peacebuilding (WANEP) in partnership with the Swedish International Development Agency (SIDA), the Danish International Development Agency (DANIDA) and the Austrian Development Cooperation in October 2014 in Lagos, Nigeria. The staff member contributed to the meeting's output—a report providing key early warning indicators for Countering Violent Extremism (CVE) in West Africa for national early warning systems and ECOWARN; and
- A staff member represents the KAIPTC as a Member of Editorial Review Board of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) Project Toolkit for Security Sector Reform and Governance in West Africa. This staff member sent inputs to DCAF for a Board Meeting which was organized in October 2014.

b. AU

- Meeting on Rostering of Civilian Personnel for the ASF in March 2014, in Harare, Zimbabwe.

c. AU & UN

- Consultative Meeting of the Office of the High Commissioner for Human Rights (OHCHR) and the AU Commission to institutionalize their relationship in peace support operations and to develop a formalized structure for the deployment of human rights officers from both institutions, in October 2014 in Addis Ababa, Ethiopia. The staff member contributed to the draft outcome document of the meeting on how to move this particular process forward.

d. UN

- A follow-up meeting to the conferences on the inter-linkages between Security Sector Reform (SSR) and Protection of Civilians, which were undertaken in 2012 and 2013 in collaboration with the UN SSR Unit and the Government of Australia, to present findings from those conferences in April 2014 in New York, United States;
- Meeting on the 'Proposed UN Rates for Implementing Agencies' organized by the United Nations Development Programme (UNDP) and Ghana's Ministry of Finance in June 2014, in Accra. The KAIPTC delegation was led by the Commandant;
- 'Contemporary Conflict and UN Peacekeeping: A High-Level Dialogue on the Way Forward for UN Peacekeeping Operations', for which staff members developed talking points for Ghana's Ministry of Foreign Affairs and Regional Integration in September 2014; and
- Evaluation of the Global Programme on "Strengthening the Legal Regime against Terrorism" for the UN Office on Drugs and Crime (UNODC) from September to October 2014. The staff member contributed to the evaluation of the programme in Austria, Nigeria and Senegal.

e. National Governments

- Security briefings on Africa to the Government of Norway in January and June 2014;
- Facilitation of the Government of Sierra Leone's development of a National Security Strategy in April 2014;
- Security advice on Africa to the Government of the United States in May 2014;
- Roundtable meeting convened by the Ghana Commission on Small Arms and the Foundation for Security and Development in Africa (FOSDA) in June 2014 in Accra to support the Ghana Commission on Small Arms to strategize on how Ghana as the appointed Coordinator of the Convention on Cluster Munitions could get more states to ratify and domesticate the Convention. The staff member contributed to the output of the meeting—a communiqué providing recommendations;
- The Ghana Commission on Small Arms meeting to review Ghana's Draft Arms Control Bill in June 2014 in Accra. The staff member contributed to recommendations on changes to be made to the current law. A report was produced at the end of the meeting and there is an intention to constitute a small committee to work further on the draft Bill. There were follow up Stakeholder Consultations, which were organized by the Ghana Commission on Small Arms and the Ghana Ministry of Interior in August 2014 and October 2014 to address the challenges confronting small arms control in the country. Staff members participated in these meetings which were held in Ho, Volta Region, Ghana;
- National Stakeholders Consultative Forum on SALW organized by the Nigeria Presidential Committee on Small Arms in June 2014 in Abuja, Nigeria. The staff member presented a paper on "The Benefits of Stockpile Management, Database and Marking and Training". A communiqué providing a blueprint on the way forward of the Nigeria Presidential Committee on Small Arms was developed, which will be submitted to the Government of Nigeria;
- KAIPTC Reflections on Security Series in collaboration with the University of Queensland on 'Understanding the Nature of Hybrid Political Orders in Ghana and Liberia' (as part of a two-year AUSAID-funded project). The forum provided an opportunity for findings by the research project to be shared and discussed before the mop up phase;
- Ghana's Commission on Human Rights and Administrative Justice's (CHRAJ) commemoration on the UN International Day in Support of Victims of Torture in June 2014. The staff member presented a paper on 'Eliminating Impunity: Towards Strengthening Ghana's Peace and Security Architecture'. Following the high quality of that input, CHRAJ wants to forge a partnership with the KAIPTC;
- Dissemination Workshop for the 2012 Election Security Monitoring organized by the Centre for Democracy and Development (CDD) in August 2014 in Takoradi, Western Region, Ghana;
- Stakeholder Meeting on "Understanding and Working with Local Sources of Peace, Security and Justice in West Africa" organised by the KAIPTC in collaboration with the University of Queensland in August 2014 in Kumasi, Ashanti Region, Ghana (as part of the two-year AUSAID-funded project). Research findings were shared and discussed with different traditional leaders and other stakeholders in peace and security in the country. These research findings were also discussed at an Overseas Development Institute (ODI) and Manchester University Conference, which was held in September 2014 in Manchester, United Kingdom;
- National Consultation on Promoting Civility in Local and National Political Dialogues organised by the Civilized Politics for Enhanced Democracy (CiPED) Movement and the Hanns Seidel Foundation in October 2014 in Accra. The staff member proposed the establishment of a book club for the youth, training and capacity building with support from the KAIPTC, a possible civil-political dialogue index annual rating with indicators based on which political parties and media could be rated; and the use of politicians and other stakeholders in television campaigns to be broadcasted both in English and in local languages;
- Development of a paper on Ghana-France Policy for the Ghana Ministry of Foreign Affairs in October 2014;
- Multi-Stakeholder Roundtable Discussions on the Proposed Independent Police Complaint Commission organized by the Commonwealth Human Rights Initiative (CHRI) in October 2014 in Accra in line with CHRI's advocacy for a fully independent police complaints commission as part of their work on police reforms in Ghana;

Annex 1 continued

- Workshop on the Study of Internal and Regional Migration; Its Impact on the (Human) Security in Ghana organized by the Friedrich-Ebert-Stiftung in November 2014 in Accra. Presentations were made on the reports to which staff members along with other participants provided comments;
 - 7th Annual Chief Justice Forum on 'Integrity: The Key to Effective Justice Delivery' organized by the Judicial Service of Ghana under the Judicial Reform Programme in November 2014 in Accra. The KAIPTC representative took part in a group discussion that focused on integrity issues relating to Judicial Service staff and offices of the courts. The recommendations made will be incorporated in the Chief Justice's reform processes in the judicial sector; and
 - Briefing on the maintenance of a strategic balance between the military and democratic institutions using the Ghanaian situation as a case study to a seven-member delegation from the National Legislative Assembly of the Republic of South Sudan visiting the KAIPTC as part of a ten-day visit to Ghana's Parliament at the KAIPTC in November 2014.
- f. European Union**
- Security briefing on piracy in the Gulf of Guinea to an EU fact-finding delegation to Ghana in February 2014. The recommendations from the Ghana mission and those of other missions were to be presented to the EU General Assembly in Brussels, and it is expected that the information would feed into EU support.
- g. Academia**
- Panel membership of the Reaccreditation Team of Ghana's National Accreditation Board, which reviewed the Bachelor of Arts and Master of Arts programmes in Social Work and Sociology at the Kwame Nkrumah University of Science and Technology and the Bachelor of Arts and Master of Arts programmes in Social Work at the University of Ghana in September 2014.
- h. Several Stakeholders**
- The Challenges Forum Research Seminar on the 'Wider Context of the Strategic Guidance Framework for International Police Peacekeeping organized by Training for Peace (TfP) partner, the Norwegian Institute of International Affairs (NUPI) in March 2014 in Oslo, Norway;
 - An international conference on 'Negotiation: Dispute Resolution and Conflict Management in a Changing World' organized by and at Kennesaw State University, in April 2014 in Atlanta, Georgia, United States. The staff members shared their findings on "Exploring Indigenous Mechanisms for Peacemaking in West Africa". Their paper was selected out of 20 presented at the conference to be published in 'Indigenous Conflict Management Strategies in West Africa: Beyond Right and Wrong', which will be edited by Akanmu G. Adebayo, Brandon D. Lundy, Jesse Benjamin, and Joseph Kingsley Adjei;
 - 'Advancing Inclusivity: Broadening and Deepening Participation in Peacebuilding' seminar organized by the Dag Hammarskjöld Foundation in May 2014 in Uppsala, Sweden. The KAIPTC team was led by the Deputy Commandant;
 - US AFRICOM Academic Symposium on 'Perspectives and Partners on Population-Centric Security Sector Transformation' in June 2014 at the KAIPTC;
 - Third African Correctional Services Association (ACSA) Biennial Conference on 'Building a Sustainable and Humane Correctional System in Africa: A Collaborative Responsibility' organized by ACASA in July 2014 in Maputo, Mozambique. The staff member delivered a paper on "Human Rights of Offenders: A Right or Privilege";
 - International Visitor Leadership Program: Women Leaders: Promoting Peace and Security organized by the United States Department of State in September 2014 in New York, United States. The meeting is part of a project supporting the United States National Action Plan on Women, Peace and Security (2011), which calls for the empowerment of women as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity. The meeting concluded with a plan for all the women in the programme to establish "The Women Network for Peace and Security"; create a women leaders blog on the site of the University of Las Vegas; and continue collaboration with the in-country United States Embassy;

- “Measuring Peace Consolidation Conference” organized in October 2014 at Wilton Park, United Kingdom. The staff member presented a paper on “Measuring Peace Consolidation: Perspectives from Africa” and held policy discussions with Wilton Park;
 - “Workshop on the African Capacity for Immediate Response to Crisis (ACIRC)” organized in December 2014 in Johannesburg, South Africa. The ACIRC is a newly established response mechanism and has been endorsed by the AU Summit held in Addis Ababa in May, 2013. The ACIRC is aimed at fulfilling three main tasks: stabilization, peace enforcement and intervention missions; neutralization of terrorist groups, other cross-border criminal entities, armed rebellions; and emergency assistance to Member States within the framework of the principle of non-indifference for protection of civilians. The staff member presented a paper on “From Reactive to Structural Crisis response: How the ACIRC needs to be designed”. The workshop ended with an agreed plan that participants submit an abstract of their papers with policy relevant recommendations. This will form the basis for a publication of selected contributions in an open access journal such as International Journal Stability of Security and Development;
 - The future of African PSO Seminar organized by the TfP Programme in December 2014 in Cape Town South Africa. Staff members participated in the discussions and a staff member presented a paper on “Responding to New Asymmetric and Hybrid Security Challenges: Terrorism, Organized Crime, Piracy, Pandemics (e.g. Ebola)”; and
 - The Dakar International Forum on Peace and Security in Africa was organized under the high patronage of HE Mr. Macky Sall, the President of the Republic of Senegal in December 2014 in Dakar, Senegal. The Forum brought together key players from the African security sector, along with international partners involved in African security issues, and representatives from the private sector. Workshops discussed security issues such as shared security threats and international responses, crisis management, terrorism and prevention of radicalization, maritime safety and security, health crisis, regions and borders, arms trafficking and organized crime, UN-AU synergies, financing military responses, as well as security and development in Africa. The staff member presented a joint paper on “Weapons Proliferation, Trafficking and Organized Crime”. A publication of all the papers presented at the forum will be released in January 2015 and the Dakar Forum, a major gathering of policy makers, has been established as an annual event after a successful launch of the first edition.
- Additionally, there were contributions to knowledge and academic discourses on peace and security with presentations at the following conferences:
- “Chances and Difficulties of Regional Cooperation: Experiences from the Western Balkans, West Africa and the Middle East/North Africa” organized by the National Defence Academy: Institute for Peace Support and Conflict Management in March 2014 in Austria. The staff member presented a paper on the “Chances and Difficulties of Regional Integration: Experiences from West Africa”. The paper has been published by the Austrian National Defence Academy as a conference paper;
 - “55th Annual Convention: Spaces and Places: Geopolitics in an Era of Globalization” organized by the International Studies Association in March 2014 in Canada. The staff member presented a paper on “DR Congo ‘Intervention Brigade’: A New form of Peacekeeping Interventionism in Africa?”; and
 - “Cross-Regional Seminar on Leveraging Local Knowledge for Peacebuilding and State building in Africa” organized by the International Peace Institute in May 2014 in Senegal. The staff member presented a paper on “State building, Local Governance, and Crime in the Sahel”.

Annex 2

Research and Publications

Book

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Annex 2 *continued*

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For further information, contact:

The Head of Corporate Affairs

Kofi Annan International Peacekeeping Training Centre

P.O.Box CT 210, Cantonments – Accra, Ghana

Tel: +233 302 718 200 ext 1104

Fax: +233 302 718201

Email: ebenezer.anum-tetteh@kaiptc.org