
Table of Contents

- i-ii List of Abbreviations
- 01 Message from the Minister for Defence and Chairman of the Governing Board of KAIPTC
- 03 Message from the Commandant
- 05 Global and Regional Overview of Peace and Security in 2017
- 07 The KAIPTC Story
- 08 Vision
- 08 Mission
- 09 Strategic Objectives: 2014-2018
- 10 Strategic Priorities:2014-2018
- 11 Key Results

Strategic Objective 1: To enhance the capacity of the ECOWAS, AU, UN and other relevant actors in multidimensional peacekeeping and peace-building (Integrated Peace Support Operations) through Training

Strategic Objective 2: To deepen understanding of, and discourse on, critical peace and security issues in Africa through research and policy engagements

Strategic Objective 3: To contribute to knowledge creation that informs best practice in conflict prevention, management and resolution in Africa

Strategic Objective 4: To ensure an efficient, effective and responsive governance and management system in the Centre

- 43 External Challenges/Risks for KAIPTC
- 44 Forecast of Activities for 2018
- 45 Appendix 1: KAIPTC 2017 Publications
- 49 Appendix 2: Contributions to and Participation in Conferences, Policy Development and to Education in Peace and Security

LIST OF ABBREVIATIONS

APSTA	African Peace Support Trainers Association
AU	African Union
CSO	Civil Society Organization
CoP	Collaborative Policing
CM	Conflict Management
CPX	Command Post Exercise
CRSV	Conflict Related Sexual Violence
DHF	Dag Hammarskjöld Foundation
DDR	Disarmament, Demobilization and Reintegration
DPU	Design and Production Unit
EASF	East Africa Standby Force
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EMP	Ecole de Maintien de la Paix Alioune Blondin Beye
EMCPS	Executive Master of Arts in Conflict, Peace and Security
FAAR	Faculty of Academic Affairs and Research
GAFSC	Ghana Armed Forces Command and Staff College
ICIMIC	Integrated Civil- Military Coordination Course
KAIPTC	Kofi Annan International Peacekeeping Training Centre
LMS	Learning Management System
MCPS	Master of Arts in Conflict, Peace and Security
MGPS	Master of Arts in Gender, Peace and Security
MoU	Memorandum of Understanding
M & E	Monitoring and Evaluation
NEC	National Elections Commission
NDC	National Defence College
PICR	Peacekeeping and International Conflict Resolution
PICM	PhD in International Conflict Management
POTI	Peace Operations Training Institute
PSS	Peace and Security Studies
PSO	Peace Support Operations

SADC	Southern African Development Community
SOP	Standard Operating Procedure
TCE	Training Centre of Excellence
UN	United Nations
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNOWAS	United Nations Office for West Africa and the Sahel
UNMIL	United Nations Mission in Liberia
UNSCR	United Nations Security Council Resolution
USA	United States of America
WANEP	West Africa Network for Peacebuilding
WPSI	Women, Peace and Security Institute

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

My length of time as Chairman of the Governing Board of the Kofi Annan International Peacekeeping Training Centre (KAIPTC) is quite young, having assumed this position approximately a year ago. During this period, the Centre has chalked some remarkable successes. This report highlights the good progress made so far, a few of which are worth mentioning.

In the year under review, the Centre achieved significant milestones in its core areas of operation – training, research and education. The number of trained participants rose in 2017, as has been the trend over the years. Of particular note is the increase in female participation from 411 in 2016 to 738 in 2017. This is a remarkable achievement.

Following in similar fashion, is the work carried out by the Centre's Women, Peace and Security Institute (WPSI). Through partnering with stakeholders on the continent and beyond, there has been increased awareness and prospects for women's participation in peace and security discourses, and a further thrust towards realizing the United Nations Security Council Resolution 1325. The institute's work is of exemplary note, particularly, in the Liberian elections, where it contributed significantly to consolidating electoral systems in that country.

The drive to end Conflict Related Sexual Violence is the focus of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict. In implementing a multifarious agenda to end this menace, the office partnered and worked with KAIPTC in Côte d'Ivoire in 2013. In 2017, it has been reliably reported that Côte d'Ivoire has been removed from the list of countries where sexual violence was used in armed conflict. This is a feat the Centre contributed to achieving, and is therefore worth highlighting.

I must commend the Centre for its continuous improvements in its governance and financial systems and processes to achieve prudent and judicious use of resources. For example, the completion of the cost assessment exercise which now allows the Centre to effectively cater for all costs related with its activities is a great foundation as the Centre prepares to enter a new strategic phase.

I am aware that the consultant developing the upcoming 2019–2023 Strategic Plan is holding exhaustive consultations with key external and internal stakeholders to jointly chart the future course for the Centre. I am confident that the new Strategic plan will provide the framework to reposition KAIPTC as a Training Centre of Excellence in the sub-region and on the continent.

At this pivotal time in the Centre's history, I urge all partners and stakeholders to continue supporting the Centre to achieve its mandate. On its part, the Government of Ghana will continue to deepen its support to the Centre for it to remain an asset, not only to Ghana and the sub-region, but to the entire continent and the world at large.

My duty of service on the Board would not be possible without the co-operation of the distinguished Ambassadors and representatives of development and institutional partners. I would therefore like to thank all members of the Governing Board for their support and count on the same for the year 2018 and beyond.

I would also like to acknowledge members of the Executive Management Committee and staff of KAIPTC for the great work so far. A new phase beckons for the Centre and it is my hope that with all shoulders to the wheel working assiduously, the Centre will remain a foremost institution in African peace and security.

Thank you.

Honorable Dominic Nitiwul (MP)

Minister for Defence/Chairman of the Governing Board of KAIPTC



Message from the Commandant



The year 2017 was a year of strategic reflection for the Kofi Annan International Peacekeeping Training Centre (KA IPTC). With the Strategic Plan 2014 – 2018 in its twilight, it was important for us to undertake a candid introspection of our journey towards becoming the “leading and preferred international Centre for training, research and education in African peace and security”. To this end, we proactively undertook a mid-term review of the Strategic Plan to ascertain the degree of achievement of this plan, our shortfalls

and the areas needing improvement. This important self-initiated exercise tremendously helped to realign and to refocus attention on critical areas for the rest of the strategic period. Importantly, this review was an important precursor to the processes and foundation to developing the 2019-2023 Strategic Plan.

The year was replete with key significant activities implemented in pursuit of our vision and strategic objectives. Ever focused ultimately on the attainment of these, we strove to introduce, review, revise and implement innovative initiatives and mechanisms aligned to our premier focus, which is to “enhance the capacity of ECOWAS, AU, UN and other relevant actors in multidimensional peacekeeping and peacebuilding through training”. The Centre in 2017 further consolidated its training delivery and monitoring systems which boosted our post-training engagement with the alumni by over seventy percent. For everything we do at KA IPTC, the bottom-line is to demonstrate noteworthy achievements and results. As we did in 2016 regarding impact assessment, this year, we undertook another exercise in Côte d’Ivoire. The results showed a very positive impact of the Disarmament, Demobilization and Reintegration (DDR) course, thereby affirming its continuous relevance to stakeholders in peace and security.

Given our identity and reputation as the leading international Centre for research and education in peace and security, this year, we led, contributed and supported

policy analysis and dialogue on key issues on African and global peace and security. Through our post-graduate education, the pool of seasoned security practitioners continues to grow with some alumni currently occupying key positions in governmental and non-governmental establishments in certain West-African countries. Our maiden alumni homecoming was held this year, and had an impressive number of alumni in attendance. This will be an annual event to provide the platform for networking and deepening the bond between the Centre and its alumni.

The Centre is at an important crossroad; originally one of the few peacekeeping training institutions, today, it faces competition from similar institutions on the continent. To maintain its unique proposition and relevance in the peace and security arena, it needs to reposition its strategic and operational modus operandi.

The Centre is also at a financial crossroad; we faced pockets of tough financial pressures during certain periods in the year. This year especially, our Joint Financial Agreement (JFA) with our core partners will expire; engagements on renewal are ongoing. Our financial sustainability is of pressing concern to us all, and we continue to pursue and explore various internal and external means to strengthen our financial status. One significant initiative was the launch of our Goodwill Ambassadors in December 2017. These exceptional and accomplished global individuals will assist to leverage funds and strategic partnerships for the Centre, and also share their wealth of experience in shaping KAIPTC's current and future direction, among others.

On behalf of the Executive Management Committee and staff of the Centre, I take this opportunity to express our sincerest appreciation to our development and institutional partners for their financial and technical support to the Centre. I would like to thank all our stakeholders for supporting and engaging with us. Immeasurable appreciation is definitely due members of the Executive Management Committee and staff of the Centre for their continuous commitment to the Centre.

Our future lies in our ability to be positively disruptive in our foundational constitution as a Centre, and maintaining a heightened collective sense of urgency and agility to view, appreciate and do things differently in the face of a rapidly robust and competitive environment.

As the Centre prepares to open another five-year chapter in its strategic direction from 2019, we fully recognize that we bear the greatest responsibility to make KAIPTC strong, viable and relevant. In fulfilling this responsibility, I would like to appeal for continuous support from our development and institutional partners. A strong support from partners is a deep reflection of our shared vision and pursuit to build and maintain peace and security in the sub-region, on the continent and on the globe.

Thank you.



Griffiths Santrofi Evans

Air Vice Marshal
Commandant

Global and Regional Overview of Peace and Security in 2017



ABOVE: Counter-terrorism efforts against Boko Haram (Photo credit: <https://images.google.com.gh>)

The international and African peace and security environment in 2017 witnessed several challenges and threats related to election security, cyber security, migration, terrorism and nuclear bombs, just to mention a few.

Election violence appears to be an anticipated part of African presidential and parliamentary elections, and therefore remained a major threat to peace and stability in Africa in 2017. While it is not only an 'African problem', it is a problem that African countries continue to face in their efforts to consolidate democracy and promote development.

Cyber security threats and warfare as well as terrorism also attracted a lot of global concern especially in the case of the latter, which was still prevalent in diverse forms. The focus of preventive efforts on terrorism was on investigating the human aspects that could lead to, or result from terrorism.

Further, the challenges of weak borders came to the fore in respect of migration, as the challenges of external migration and internal displacement continued in 2017. There were discourses touching on real and invisible walls, quotas and open arms to receive migrants, non refoulement

and refoulement. Perhaps, the biggest story was the plight of the Rohingya people in Myanmar. But on the African continent, there were issues of slavery,

human trafficking and other transnational organised crimes that were associated with migration on the continent.



ABOVE: Mediterranean Migration (Photo credit: Human Rights Watch)

The enumeration of international threats would be incomplete without the mention of nuclear bomb threats by North Korea that dominated global headlines. For Africa however, the proverbial ‘bomb’ continues to be the proliferation of small arms and light weapons.

The Kofi Annan International Peacekeeping Training Centre (KAIPTC), through its programmes and policy engagements, contributed to governments' and regional bodies' efforts to address some of the aforementioned international and regional challenges. KAIPTC continued to play a major role in bolstering the democratic process on the African continent through the organisation of election observation and election management courses, election research and election colloquium, in partnership with the African Union (AU), the Economic Community of West African States (ECOWAS) or national bodies. To

address the concerns over cyber threats, KAIPTC introduced specialized cyber security courses with the E-Crime Bureau of Ghana to build the capacity of African security practitioners on preventing and addressing cyber related threats in Ghana and the rest of the West African sub-region.

A Memorandum of Understanding with the AU's African Centre for the Study and Research on Terrorism was signed in 2016 and as a result, the Centre developed and rolled out the Preventing and Countering Violent Extremism course in 2017, in addition to the Centre's regular countering terrorism course.

KAIPTC continued with its capacity building programme for national and international actors on transnational organised crimes to address some of the challenges posed by migration on the continent.

The KAIPTC Story



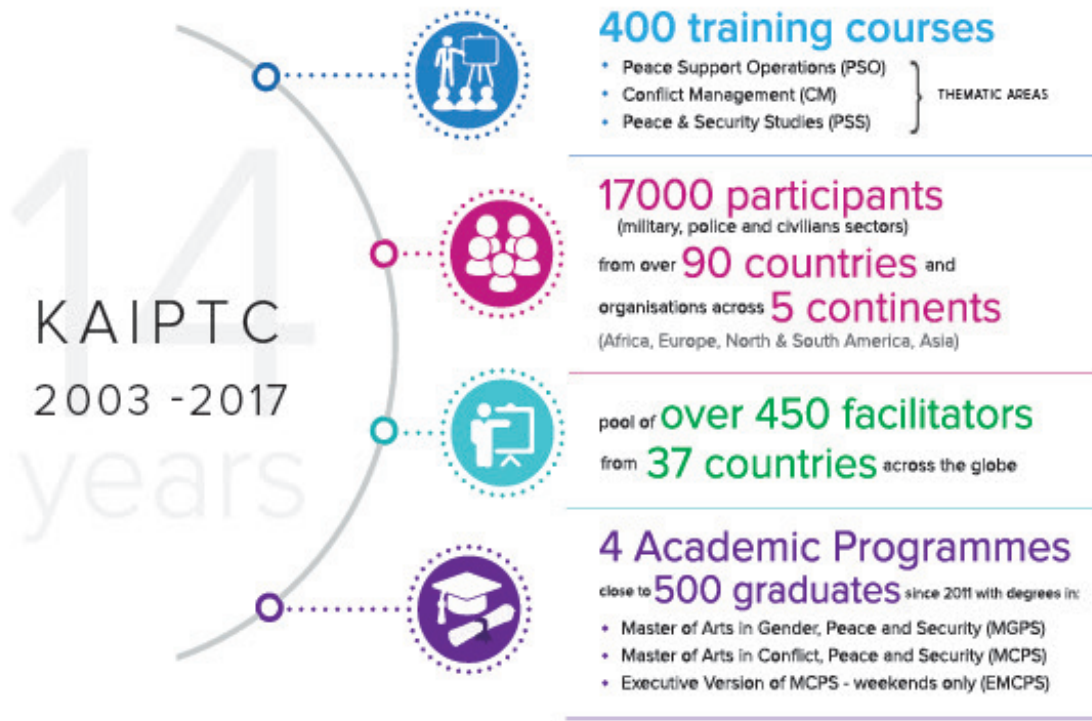
ABOVE: An aerial view of KAIPTC

The story of KAIPTC began in 1998, when the Ministry of Defence published a directive to set up the Centre. Ghana, at the time and even now, is globally acclaimed for its exceptional competence in peacekeeping and peace support operations around the world. It was therefore prudent to set up a Centre to build upon, and share Ghana's five decades of peacekeeping experiences with other states in the ECOWAS region, the rest of Africa and the world. The Centre is one of the three regional Training Centres of Excellence (TCE) recognized by ECOWAS for training, education and research in conflict prevention, conflict management and peacebuilding.

KAIPTC is also the foremost peacekeeping institution on the continent that uses insights from its research work

in the peace and security sector in Africa to inform the selection, design and delivery of internationally recognized and professional training courses and programmes in line with the capacity needs of ECOWAS, AU and the United Nations (UN). Globally, KAIPTC is reputed for disseminating African thinking on peace, security and conflict issues through numerous and diverse publications, and policy advice to governmental, non-governmental and private institutions across the globe.

In 2011, KAIPTC started the delivery of accredited post-graduate academic programmes, and currently runs three masters degree programmes and one doctoral programme all in the field of peace and security.



Vision

KAIPTC seeks to become the leading and preferred international Centre for training, education and research in African peace and security.

Mission

KAIPTC provides globally-recognised capacity for international actors on African peace and security through training, education and research to foster peace and stability in Africa.

STRATEGIC OBJECTIVES [2014-18]

To enhance the capacity of ECOWAS, AU, UN and other relevant actors in multi-dimensional peacekeeping and peacebuilding through **training**

1



To deepen understanding of, and discourse on, critical peace and security issues in Africa through **research and policy engagements**

2



STRATEGIC OBJECTIVES [2014-18]

3



To contribute to **knowledge creation** that informs best practice in conflict prevention, management and resolution in Africa



4

To ensure an efficient, effective and responsive **governance and management system** in the Centre

STRATEGIC PRIORITIES [2014-18]

-  Focus on the core mandate of **training** in peacekeeping and peace support operations
-  Ensure sustainability of the **academic programmes**
-  Strengthen **collaboration** with civil society organizations (CSOs), think tanks and the private sector
-  Ensure **financial sustainability** of the Centre
-  Ensure a decentralised **results-based management**

Overview

The core business of the Centre – training, research and education in African peace and security - continued in 2017, with the implementation of key activities as outlined in its Strategic Plan. Significant achievements were made in all three focal areas of operations and further propelled the Centre towards its vision to become foremost peacekeeping training centre on the continent on the subject matter of African peace and security.

A summary and in-depth information of key milestones achieved during the year is provided in this report under KAIPTC's strategic objectives.

Key Results



Increased Access to PSO Training:

KAIPTC rolled out additional training courses in peace support operations, such as the United Nations Staff Officers Course, Monitoring and Advising Course and Specialized Course on Countering Terrorism in Africa. This led to increased capacity and expertise in emerging trends and topics in peace and security.



Strengthened Relations with Alumni

KAIPTC held its first Academic Alumni Homecoming to deepen academic and practitioner exchange, discourses, and to forge wider and more diverse partnerships for peace.



Increased Access to E-learning Courses

Since launching its first e-learning course in November 2016, the Centre has added additional courses such as Disarmament, Demobilization and Reintegration (DDR), Commanding United Nations Peacekeeping Operations, Human Rights and Peacekeeping, Ethics in Peacekeeping and Protection of Civilians.



Contributed to Lessening Conflict Related Sexual Violence

KAIPTC in partnership with the Office of the Special Representative of the Secretary General on Sexual Violence in Conflict piloted a Trainer of Trainers' Course on Sexual Violence in Côte d'Ivoire in 2013. Côte d'Ivoire has been removed from the list of countries where sexual violence was used in armed conflict, as cited in a UN Secretary-General Report. KAIPTC welcomes this development to have had the opportunity to have contributed to a multifaceted strategy to end CRSV in the country.



Increased Contribution to Policy Analysis and Dialogue in Peace and Security

KAIPTC published 22 research publications and one edited book, and held/provided/contributed to 68 policy dialogues and technical services on thematic issues on African and global peace and security.



Enhanced Engagement with Key Actors on Emerging Trends in Peace and Security

On the future of African peace support operations, the Centre partnered with the AU to produce the second edition of its Annual Review of Peace Support Operations in Africa and held a workshop/mini-conference in collaboration with the University of Dalhousie and the Roméo Dallaire Child Soldiers Initiative on Canada's Reengagement in Peace Operations in Africa.



Increased Strategic Partnership across the world: The Centre's partnership base increased with the signing of four new partnership agreements, and supply of personnel from the Canadian and Swiss Governments in key capacities to support work of the Centre.



Enhanced strategic communication and engagement with Stakeholders: The Centre connected and engaged globally with stakeholders in the peace and security community to exchange knowledge, expertise on peace and security issues/interventions, and to deepen networks.



Boost to KAIPTC's Financial Sustainability Drive: The establishment and equipping of the Design and Production Unit (DPU) to handle more design and production services in house has resulted in a reduction of such services which were previously outsourced. DPU services have also now been commercialized as an additional source of internally generated revenue for the Centre.



Enhanced Policy Engagements and Workshops on UNSCR 1325: The Centre's Women, Peace and Security Institute engaged with close to 200 policy makers, security agencies, law makers and politicians in Ghana, Liberia and Sierra Leone on various components of UNSCR 1325 to enable them understand their critical roles in the implementation of the Women Peace and Security Agenda. .



Improved Gender and Inclusive Participation for the Liberian Elections Approximately 100 grassroots women, youth leaders and eminent women were trained on Election Observation, Conflict Analysis, Negotiations and Mediation in Liberia. Their subsequent deployment and activities allowed a gendered perspective on the election observation/reportage, which overall contributed to consolidating electoral systems in Liberia.



Increased Transparency of Procurement and Financial Management Systems: Increased scrutiny and compliance to procurement processes have resulted in better financial recording/reporting, and boosted donor confidence in the Centre systems and processes.

Strategic Objective 1: To enhance the capacity of ECOWAS, AU, UN, and other relevant actors in multi-dimensional peacekeeping and peace-building (integrated peace support operations) through training

The peace and security landscape and the nature of security continue to evolve. With the world and societies becoming more interdependent, the nature of threats has respectively also become complex to manage, demanding great knowledge, skills and capacity to deal with these. KAIPTC's recognition of, and response to these developments is the delivery of high standard training to selected Civilian, Military and Police personnel.

Providing Critical Capacity in Peace Operations

In continuing the Centre's mandate to provide globally-recognized capacity for international actors on African peace and security, a total of 73 individual training courses were conducted in 2017 as compared to 44 conducted in 2016. The number of participants increased from 1,764 to 2,592. Out of the 2,592 participants trained, 1854 were males and 738 were females, representing 72 percent and 28 percent respectively. Majority of the trained course participants were from Africa, with a few non-Africans in attendance.



ABOVE: Participants of the United States Africa Command sponsored (USAFRICOM) West Africa Disaster Management mobile training in Cabo Verde engaged in a simulation exercise



ABOVE: Participants of Elections Observation Course in role play and simulation exercises

Thus, the trend of increments over the years in the number of participants and training courses continued in 2017; this wider access to KAIPTC's courses has helped key actors in the areas of peace support operations, conflict management and peace and security studies enhance their knowledge and skills to manage the plethora of conflicts that confront Africa and the world.

Training Courses and Participants trained in 2017

PEACE SUPPORT OPERATIONS COURSES

Course + Participants

• Disarmament, Demobilization & Reintegration Foundation	36
• Police Pre-deployment Training (PPDT) - Senegal	94
• PPDT - Mali	76
• Police Middle Management (PMMC) - Mali	24
• PMMC	31
• Maritime Security and Transnational Organized Crime (MSTOC)	30
• PPDT - Benin	89
• PMMC - Benin	29
• Collaborative Policing (CoP)	30
• Joint Campaign Planning	17
• Multi-Dimensional Peace Operations	30
• Advance Training on Stabilization & Reintegration	36
• PPDT - Nigeria	93
• Civilian Peacekeepers Foundation Course	27
• CoP - Nigeria	30
• Crises Information Management	37
• PPDT - Sierra Leone	84
• PMMC - Sierra Leone	30
• Security Sector Reform (Police)	31
• Investigative Sexual & Gender Based Violence (ISGBV) - Trainer of Trainers' (ToT)	30
• Political Advisors Course	22
• PPDT	60
• PPDT - Burkina Faso	83
• PMMC - Burkina Faso	56
• Mentoring and Advising	14
• MSTOC	29
• Joint Campaign Planning II	23

Course + Participants

• Integrated Civil Military Coordination (ICIMIC)	25
• CoP	56
• ISGBV	23
• UN Staff Officers Course	26
• PMMC	27
• SSR - (Police) The Gambia	55
• PPDT	121
• PPDT (ToT) - Germany	2
• CoP (ToT) - Germany	7

PEACE AND SECURITY STUDIES COURSES

Course + Participants

• Conflict Analysis and Mediation	36
• Protection of Civilians in Armed Conflict	30
• Responsibility to Protect	30
• County Security Governance Course (CSGC)	64
• CSGC II	68
• CSGC III	70
} Liberia	
• Conflict Prevention	33
• West Africa Peacebuilding Institute Courses	35
• Women in Peace and Security	27
• Criminal Justice Executive course I	24
• Specialized Course on Countering Terrorism in Africa - Pilot	29
• Preventing and Countering Violence Extremism	43
• Criminal Justice Executive course II	46

CONFLICT MANAGEMENT COURSES

Course + Participants

• Election Observation Training	39
• ToT for Liberia National Police and County Security Officers - Liberia	20
• Liberia National Senior Police Officers Course	55
• Election Management Training	27
• Human Rights	26
• Conflict Related Sexual Violence	28
• Border Security Management	29
• Humanitarian Assistance in West Africa (HAWA)	21
• HAWA ToT	16
• Long Term Observation	37
• Small Arms and Light Weapons (SALW) Database Management Course	30
• SALW Stockpile Management Course	59
• Liberia National Police Senior Officers Course	38
• Election Observation Course -Liberia (WPSI)	30
• Border Security Management -Mali	22

SPECIAL COURSES

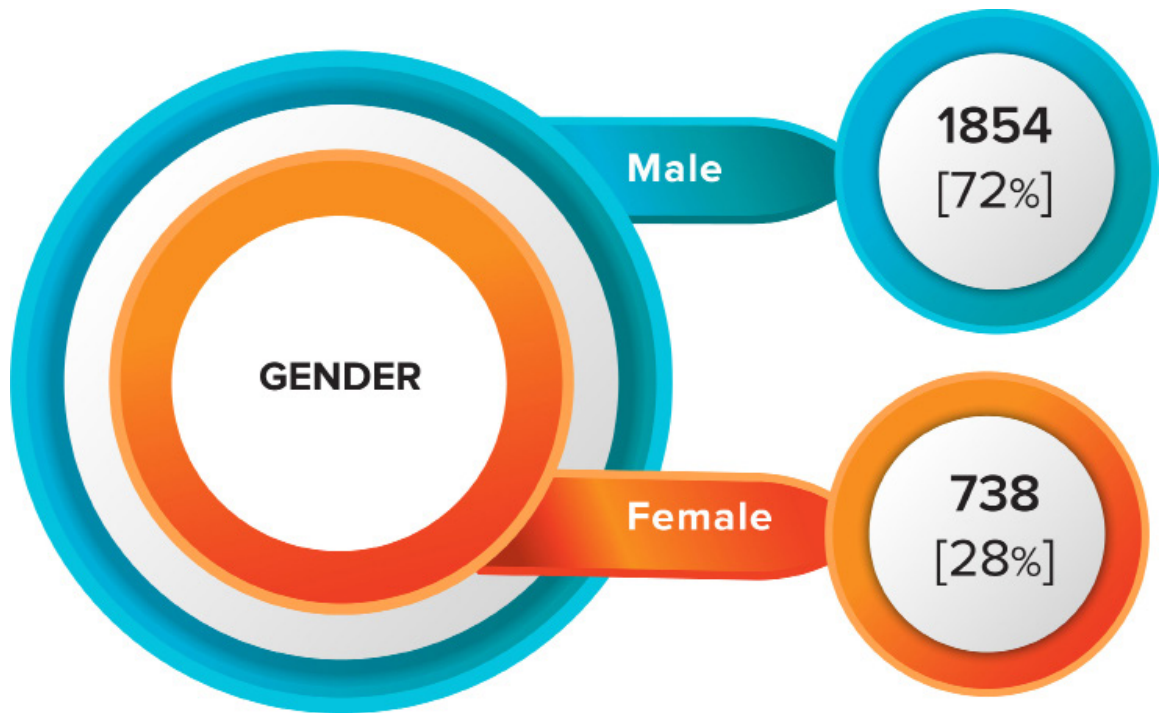
Course + Participants

• Zimbabwean Parliamentary Staffers Capacity Building Workshop	9
• Managing Defense in Wider Security Context	33

TOTAL

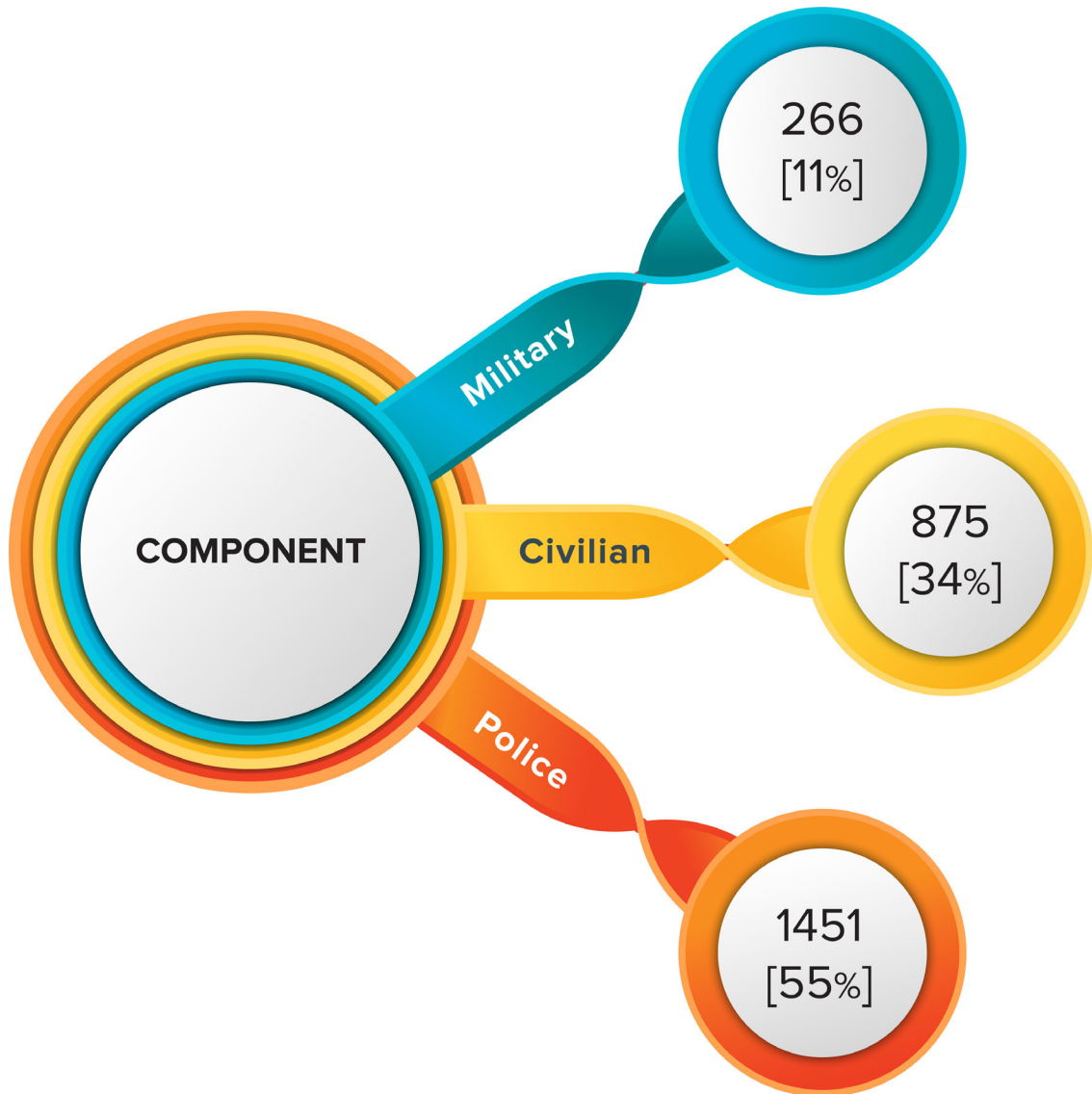
Courses Run: **73**
Participants Trained: **2,592**

Gender Representation on Courses



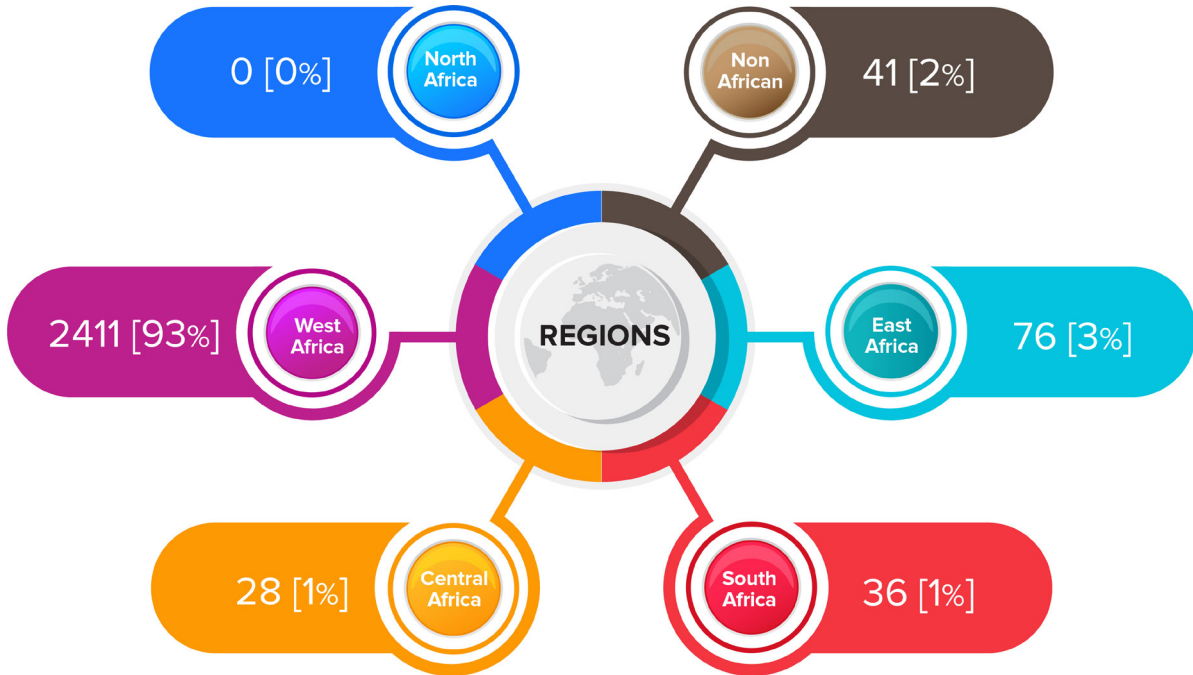
The diagram above show details on gender representation. Compared with the 2016 figure of 411 females, there was a six percent rise in female participation in training courses in 2017.

Component Representation on Courses



The above diagram gives details on the component representation on courses. Participants for 2017 comprised 875 Civillians, 266 Military and 1,451 Police personnel. The participation of Military personnel rose by two percent, given the 2016 enrollment figure of 153.

Regional Representation on Courses



The diagram presents the regional representation of course participants.

"I am sincerely very grateful for the work that KAIPTC and its local, national and international partners are doing to promote the cause of peace in West Africa and Africa at large. I can't thank you enough. I have experienced a lot of changes in perspectives and world views since taking my first course at KAIPTC (R2P). I have also gotten to know and networked with a lot of well experienced professionals who teach at KAIPTC and who travel in as participants. My knowledge on peace, security and conflict resolution has greatly improved and I will always be grateful. I have never been more hopeful than I am that thanks to the skills and expertise acquired from KAIPTC and elsewhere, I will have the chance to play an important role in promoting the cause of peace as well as preventing and managing conflicts in Africa and the world at large."

Tayimlong Robert Afuh, Diplomat, Ministry of External Relations of Cameroon

Beyond training thousands of people, KAIPTC fully recognizes that the great ideas needed to deepen peace and prevent conflict are often generated through continuous discussions and debates.

KAIPTC's online alumni platform was again this year very vibrant with live chats on critical or topical issues such as the Gambian and Kenyan election and post-election experiences. These online fora have proven valuable for both alumni and KAIPTC. While providing a mutual platform for deepening knowledge and insights on topical issues, and also solidifying professional relationships and networks among the alumni through constant engagement, for KAIPTC, it equally served as a great opportunity to deepen connections with its alumni.

Digitizing a Database of Facilitators for Effective Training Delivery

One key denominator in the training delivery process is the pool of experts who facilitate the various training programmes. Having been in the business of training for over 14 years, KAIPTC took further steps to digitize its database of facilitators' numbering 450 from 37 countries across the globe. Aside enabling easy access, swift assessments and alignment of competencies to courses, the database now serves as institutional memory to store and manage future references.

Investing in Infrastructure for Course Evaluation

The Centre has, over the years, removed geographical inhibitions to accessing some of its courses, with support from its development partners. Since 2009, mobile training teams have delivered several training courses outside the Centre in countries like Burkina Faso, Cape Verde, Mali, Malawi, Liberia, The Gambia, Nigeria, Niger, Senegal, Benin, and Sierra Leone to mention a few. To resolve internet connectivity issues that hamper course evaluations by participants during the delivery of such mobile training, equipment was procured to effectively manage participants' data and their feedback. Additionally, two innovative approaches (Call Centre Management Tool and Whatsapp Group Chat) were implemented to address low responses to post-course evaluation questionnaires which were typically sent to participants three months after training to further measure the impact of training received. Rather than wait for participants to respond, the Centre now proactively reaches out to them for their feedback. Again, an application has been set up on the KAIPTC online Learning Management

System (LMS) that has significantly boosted the daily feedback response rate from 70 percent to 79 percent. Overall, these have improved course evaluation processes, both onsite and off-site.

Impact Assessment of KAIPTC Courses and Programmes

With quite a significant investment of human and material resources channeled into the delivery of its training programmes, evaluating the impact of these training is thus a key priority for KAIPTC. Accordingly, assessments of three sets of activities of the Centre were conducted in 2017. The first was carried out in Côte d'Ivoire to determine the degree of relevance, applicability and impact of the foundation and advanced level Disarmament, Demobilization and Reintegration (DDR) courses. Overall, a positive impact was recorded among interviewees, strongly confirming the relevance of the DDR training content. The study highlighted untapped opportunities for KAIPTC such as early involvement and partnership with relevant in-country organizations so as to enable the Centre train enough practitioners to considerably influence DDR programme outcomes.



ABOVE: Meetings with civil society organizations in Bouake, Cote d'Ivoire, who are involved in the Ivorian DDR process



ABOVE: Major General Martin Chomu Tumenta (right), Force Commander of the United Nations Multidimensional Integrated Stabilization Mission in Central African Republic (MINUSCA) talking to community members in Bria.

“I started as an administrative assistant and joined my colleagues on the field. The course broadened my knowledge which enabled me to apply the right approach to DDR practice. This led to my promotion as a DDR officer.” (KAIPTC Alumna)

“After the training, I was able to conduct DDR sessions for my colleagues. I now facilitate on DDR training at Ecole [de] Maintenir de la Paix (EMP) and I can say that I had this opportunity as a result of the knowledge I gained from the KAIPTC.” (KAIPTC Alumna)

“Before the course, I saw ex-combatants as only the people who carry guns. However, after the course, I became knowledgeable in actor mapping which helped me to appreciate the role of other players and the reasons why they should be involved in the DDR process. I also learnt about the importance of monitoring and evaluation in the DDR process.” Advisor to the Minister of Defence, Cote d’Ivoire)

The second assessment was conducted on the 2014 Regional Small Arms and Light Weapons Training Programme in five (5) ECOWAS Member States. This programme was implemented by the Centre, the United Nations Development Programme (UNDP) and the Government of Japan. The assessment highlighted the continued relevance of the small arms project at KAIPTC to sub-regional small arms control efforts. Indeed, the report notes the acknowledgement by ECOWAS about the level of clarity the project has provided to its Member States towards small arms control in West Africa.

Finally, the third was carried out on the UN’s Small Arms and Light Weapons Programme of Action (PoA) in Côte d’Ivoire as a pilot initiative with a view

to scaling it up. Once more, the report showed a lot of progress regarding the establishment of structures that would anchor the implementation of the PoA in Côte d’Ivoire though more work needs to be done.

Expanding Access to E-learning

Enabled by technology, e-learning is undeniably the model of learning for the future that delivers education beyond borders. Through KAIPTC’s partnership with Peace Operations Training Institute (POTI) in the United States of America (USA), an impressive number of participants have accessed courses such as DDR, Commanding United Nations Peacekeeping Operations, Human Rights and Peacekeeping, Ethics

in Peacekeeping and Protection of Civilians on POTI's e-learning website. As an institution driven to provide globally-recognized training, KAIPTC acquired a license from POTI for two courses, that is, the Integrated Civil-Military Coordination (ICIMIC) in Peace Support Operations and the Peacekeeping and International Conflict Resolution (PICR) course. These courses were adapted into the African context in 2017, thereby enhancing learning of ICIMIC and PICR from an African perspective. The production of the e-learning ICIMIC course has been launched, following the introduction of the first e-learning course to KAIPTC's alumni in November 2016.

Deepening Women's Contribution to Peace Processes

Women's participation in peace and security issues were arguably non-existent until decades of civil society advocacy for women's human rights led to the passage of Resolution 1325

by the United Nations Security Council in 2000. Among others, the resolution aimed at improving the participation of women in peacebuilding, and the prevention of conflict through addressing conflict-related sexual violence. Despite this global attention and goodwill, and some successes, 17 years on, there are significant and persistent challenges in realizing the full and equal participation of women in matters of peace and security. The KAIPTC Women, Peace and Security Institute (WPSI), in 2017, thus continued its engagement with national and international stakeholders to provide opportunities for women to participate in peace and security processes. WPSI collaborated with the London School of Economics and Political Science Centre for Women Peace and Security and the Ministry of Gender, Children and Social Protection, Ghana, to build the capacity of senior professional leaders and to sensitize and review the Ghana National Action Plan (GHANAP I), respectively.



ABOVE: Training workshop for senior female security professionals held at KAIPTC.

The series of engagements resulted in a deeper appreciation of issues related to the Women, Peace and Security Agenda and how participants could use their positions to effect the changes needed to achieve this agenda.

KAIPTC supports AU's Rostering agenda

In support of the AU's efforts to standardize all PSO training on the continent for its rostering agenda, KAIPTC delivered the Civilian Peacekeepers Foundation Course to selected participants from ECOWAS, the Economic Community

of Central African States (ECCAS), the East African Standby Force (EASF) and the Southern African Development Community (SADC). KAIPTC is further supporting the ECOWAS Standby Force (ESF) to plan and execute a Command Post Exercise (CPX) nicknamed JIGUI IV, which is scheduled for June 2018.

Strategic Objective 2: To deepen Understanding of, and Discourse on, Critical Peace and Security Issues in Africa Through Research and Policy Engagements

In 2014, KAIPTC elaborated its vision and related objectives for the next five years in its Strategic Plan. These included, amongst others, contributing "towards reduced conflicts in ECOWAS and Africa and improved state and human security through education and research". Three years on, the Centre found this objective still relevant in the face of trends and threats to peace and security on the continent. Thus, KAIPTC through research, capacity-building and policy dialogues and inputs, worked on a plethora of issues related to West African, African and global peace and security. A comprehensive list of the Centre's contribution in this regard may be found in the appendices to this report. The following are key highlights;

Reflections on Security Series Contributes to Policy and Practice on Post-Conflict Election Violence and ECOWAS Expansion

In 2017, two seminars were organized as part of the Reflections on Security Series. The first addressed post-election

violence in Ghana, and was held under the theme "2016 Elections: Examining the Post-Election Environment in Ghana". The second was on Morocco's quest to join ECOWAS, "Should ECOWAS Expand? Mechanisms, Implications, Options and Challenges for Regional Integration". The seminars are usually attended by representatives of Ghana's government, the diplomatic corps, the media, security sector agencies, academia and institutions working on peace and security. In addition, a report on the second seminar, Morocco's integration into ECOWAS, was sent to the Government of Ghana for consideration on its position to this proposal for expanded regional integration. KAIPTC's outreach on African and global policy will further expand in 2018 through the launch of the KAIPTC Forum on Peace and Security, which will serve as a larger forum for the exchange of ideas between researchers and the policy community on the future of peacekeeping and other aspects of peace and security.



ABOVE: Speakers and a cross section of participants at the Reflections on Security series held at KAIPTC

Partnership to End Sexual Violence in Conflict Bears Fruit

KAIPTC and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict signed a Framework of Cooperation on Capacity Building Initiatives for the Prevention and Response to Conflict-related Sexual Violence in West Africa, which included the development and delivery of a course on Conflict Related Sexual Violence (CRSV). The course was piloted in Côte d'Ivoire in 2013, and KAIPTC became the first training centre to offer this Trainer of Trainers' course in the country. During a UN Security Council Meeting on 15 May 2017, the Ivorian representative noted that the "Secretary-General had removed Côte d'Ivoire from the list of countries where sexual violence was used in armed conflict...calling for the names of certain

non-State actors to be removed from the Secretary-General's report, which stated that those groups had not been in existence for the last six years"¹.

KAIPTC welcomes this development to have had the opportunity to have contributed to a multifaceted strategy to end CRSV in the country.

Furthermore in 2017, the Centre and the Office agreed on a new implementation plan (2017–2018) for the Framework of Cooperation. This has resulted in the production of a training manual on CRSV, the delivery of a training course on CRSV, and the conduct of research into sexual violence against boys and men in 2017. Research findings will be published in 2018.

¹ United Nations, 2017. Shame, Stigma Integral to Logic of Sexual Violence as War Tactic, Special Adviser Tells Security Council, as Speakers Demand Recognition for Survivors: Words, Laws, Resolutions Will Mean Nothing if Violations Go Unpunished in Practice, Deputy Secretary-General Stresses, Meeting Coverage, Security Council 7938th Meeting SC/12819, 15 May 2017.



ABOVE: UN Security Council in session (Photo credit: UN photos)

KAIPTC provides inputs into Peacekeeping Futures, in Partnership with the University of Dalhousie and the Roméo Dallaire Child Soldiers Initiative

The Centre partnered with the University of Dalhousie (Centre for the Study of Security and Development) and the Roméo Dallaire Child Soldiers Initiative to host a workshop/mini-conference on *Canada's Reengagement in Peace*

Operations in Africa: Challenges and Opportunities. The event was held on 23-24 October 2017 and brought together respected practitioners such as General Roméo Dallaire, and researchers in peacekeeping. The aim of this workshop/mini-conference was to feed into deliberations at the Vancouver Conference on UN peacekeeping held in the third week of November 2017 and hosted by the Government of Canada.



ABOVE: General Romeo Dallaire (top left) and key speakers and participants at workshop/mini-conference on “*Canada's Reengagement in Peace Operations in Africa: Challenges and Opportunities*”.

Staff Member Supports UN Peacebuilding Financing

The Director of the Faculty of Academic Affairs and Research (FAAR) continued to contribute to peacebuilding at a global level through the final year of his membership of the UN Secretary-General's Advisory Group on the Peacebuilding Fund; in other words, contributing to the enhancement of decision-making in financing sustainable peace.

KA IPTC Contributes to Peaceful, Credible and Inclusive 2017 Liberian Elections and Sustainable Peace and Security in Liberia

The Centre's contribution to the success of the Liberian elections were manifold; through its WPSI, a number of activities were held. These included an Election Observation Training for 25 Grassroots women; an Election Observation Training for staff of the Liberia Peace building Office; training for eminent women in conflict analysis, mediation and negotiation for the Women Situation Room; training for peace monitors on early warning and election observation. Further, WPSI observed elections under the umbrella of the Women Situation Room and engaged youth gang leaders on the need to maintain peace before, during and after the elections.

Additionally, in partnership with the Liberia Peacebuilding Office, KA IPTC organised an election colloquium in September 2017 for over 100 participants under the theme: "Ensuring Credible Elections and

Peaceful Political Transition in Liberia". In attendance were representatives of political parties, the National Elections Commission (NEC), the United Nations Mission in Liberia (UNMIL), independent state institutions, security agencies, civil society groups, academia, diplomatic corps, development partners, domestic and international election observers and the media. The colloquium produced a peace communiqué committing stakeholders to peaceful democratic process. As a follow-up to this colloquium, the Liberian Peacebuilding office has sent a request for training to KA IPTC. The Centre's support to election security in West Africa will continue in 2018 with a colloquium and election observation in Sierra Leone or Mali.

To further strengthen sustainable peace in Liberia, the Director of the Policy Support and Consultancy Directorate led the review process of the National Security Strategy of Liberia which commenced in 2016. In addition, the Centre with its partners, the Government of Japan and UNDP, completed the Strengthening Policing and Arms Control Capacities of the Government of Liberia in Meeting Operational Challenges Post United Nations Mission in Liberia Drawdown in partnership with the Government of Liberia represented by the Ministry of Justice. In 2017, it provided training to governance and security sector institutions, produced two (2) training manuals for senior police officers and County Security Council Members.



ABOVE: The Head of the ECOWAS Observation mission to Liberia visits the Women Situation Room put together in partnership with KAIPTC's Women, Peace and Security Institute



ABOVE: A group photograph of keynote speakers and special guests at the Election Colloquium held in Monrovia, Liberia

A national small arms baseline survey to guide the development of an arms database was also produced all with a view to improving the capacity of the Liberian security sector to prevent and address threats to peace and security.

These series of engagements with these critical stakeholders in Liberia contributed to strengthening Liberia's electoral processes, and deepening peace and security in the country.

Promoting Regional Cooperation on Peace and Security

The 2016 conflict barometer indicates that Africa continues to experience violent conflicts, though there has been a decrease in violence in the Central Africa Republic and Democratic Republic of Congo. A number of actors including ECOWAS and the AU have launched a number of initiatives to ensure a peaceful continent.



As part of efforts to reduce or prevent conflicts on the continent, KAIPTC collaborated and provided support to ECOWAS and the AU in implementing frameworks and mechanisms toward peace. KAIPTC continued to deepen its relationship with ECOWAS through a number of platforms. One such platform was the Commandants of ECOWAS TCEs meeting which was held in June 2017 in Abuja. The meeting was held to discuss modalities for enhancing technical and operational cooperation between the ECOWAS Commission and the TCEs.

One key outcome of the meeting was the signing of a reviewed Memorandum of Understanding (MoU) between the Commission and TCEs. The review aims at reflecting and harmonizing areas of course development, content delivery, research areas, as well as impact of the courses, and other components of the work of the Centre. The review of the MoU is in view of recent emerging changes as well as developments in the peace and security sector of the ECOWAS region and Africa as a whole.

The Centre also formalized its working relationship with the AU Commission through the signing of an MoU which establishes the Framework for Cooperation and collaboration between the Centre and the AU with respect to conflict prevention, management and peacebuilding in Africa.

Enhancing Partnerships and Stakeholder Engagement

One of the core values of the Centre is collaboration and partnership. The Centre believes the concepts of peacekeeping and peacebuilding have

international dimensions and this would be achieved through collaboration with other institutions. In this light, the Centre continued to engage with stakeholders and partners through a number of mechanisms.

The Centre utilized its regular Governing Board meetings and Partners' Forum as platforms to discuss issues of strategic and operational concern with partners. Feedback from these engagements provided the basis for key decisions to be taken for implementation by the Centre. This led to an increase in confidence in the operations of KAIPTC by partners and stakeholders.



ABOVE: Members of KAIPTC's Governing board in attendance at a meeting

The Centre also maintained its membership of regional and international associations as part of efforts to sustain its relevance and reputation on issues of peace and security at the international level. The Centre participated in meetings and conferences of the African Peace Support Trainers Association (APSTA) and the International Association of Peacekeeping Training Centres (IAPTC). Engagement with these bodies provided platforms for contributing to discussions on peace and security, showcasing the Centre's work as well as engaging with other stakeholders in the field of peace and security. This led to a number of stakeholders showing interest in partnering with the Centre.

Further, the Centre also held discussions with partners in a number of countries including Ethiopia, Sweden, Switzerland and Germany. The discussions were aimed at strengthening and deepening the future cooperation with existing and new partners within the context of the

upcoming strategic period of the Centre which run from 2019–2023. The partners expressed their appreciation and noted their high regard for the existing cooperation with the Centre.

The Centre's annual Kofi Annan–Dag Hammarskjöld Lecture and Seminar, organized in collaboration with the Dag Hammarskjöld Foundation (DHF) and streamed live on the internet also provided an avenue for engagement with stakeholders as well as for contributing to the deepening of knowledge on peace and security.

These engagements translated into continuous, and in some cases, increased technical and financial support to the Centre.



ABOVE: Air Vice Marshal Griffiths Evans, Commandant, KAIPTC, flanked by Mr. Henrik Hammargren, Executive Director, Dag Hammarskjöld Foundation, and Professor Isaac Olawale Albert, Director of the institute for Peace and Strategic Studies, University of Ibadan, Nigeria



ABOVE: Cross section of invited guests at the Kofi Annan–Dag Hammarskjöld Lecture and Seminar

KAIPTC Research informs ECOWAS' Policy on Farmer-Herder Conflicts in West Africa

ECOWAS and its three TCEs, KAIPTC, the National Defence College (NDC) and the Ecole de Maintien de la Paix Alioune Blondin Beye (EMP), embarked on a joint study of the causes, responses and resolution of the emerging violent clashes between farmers and nomadic herdsman across the region. KAIPTC produced reports on Ghana, Togo and Côte d'Ivoire, which were combined with those of the other TCEs. The composite report was adopted by the Summit of Heads of State and Government in December 2017.

KAIPTC partners ECOWAS to further progress ECOWAS's Infrastructure for Peace (I4P) Agenda in West Africa

The Centre organized a Regional Conference on “*Developing Infrastructures for Peace in ECOWAS Member States*” in collaboration with the ECOWAS Mediation Support Unit, and the Government of The Gambia. The aim of the conference was to create a platform to promote and support the realisation of the 2013 Accra Declaration of ECOWAS. The Accra Declaration called for the establishment of an Infrastructure for Peace (I4P) in each Member State.



ABOVE: ECOWAS Secretariat in Abuja, Nigeria (Photo credit: ECOWAS photos)

KAIPTC began its contribution to this campaign with a mapping study of sources of conflict and resilience in four countries within the Mano River Union and Sahel zones of West Africa, respectively. This study, amongst other findings, gave indications of the varying levels of development of each country's resilience and fragility factors. The reports formed the basis for the I4P conference where the varying levels of progress in the participating countries were unveiled. Thus, the regional conference served as a continuation and an expansion of the mapping study and brought together

representatives from the West Africa Network for Peacebuilding (WANEP), ECOWAS and eight ECOWAS Member States who shared the conceptualisations, structures, efforts, challenges and achievements of I4P in the sub-region; engaged in networking for further engagement and collaboration; and contributed to what will become additional I4P interventions by KAIPTC and partners including the development of a mediation in practice training programme and research outputs. The Conference was held in Banjul, The Gambia.



ABOVE: Regional workshop on *'Developing infrastructures for Peace in ECOWAS Member States'* held in Banjul, The Gambia

Launch of Goodwill Ambassadors

As part of efforts towards the long-term financial sustainability of the Centre, the Centre launched its Goodwill Ambassadors in December 2017. These are eminent Africans and global citizens renowned for their exemplary work and commitment to African peace and security. KAIPTC was honoured to have the President of Ghana, His Excellency Nana Addo Dankwa Akufo-Addo out-door the following as Goodwill Ambassadors of the Centre; Dr. (Mrs) Mary Chinery-Hesse, Former Member of the African Panel of the Wise / Former Chief Adviser to the

President of Ghana, H.E. Dr. Mohammed Ibn Chambas, Special Representative of the Secretary General and Head of UN Office for West Africa and the Sahel (UNOWAS), H.E. Ellen Margarethe Loej, former Special Representative of the Secretary General, UN Mission in Liberia (UNMIL) and UN Mission in South Sudan (UNMISS), His Eminence Cardinal Peter Kodwo Turkson, First Prefect of the Dicastery for Promoting Integral Human Development, The Holy See Vatican City, and Hon. Kenneth Ofori-Atta, Minister of Finance and Economic Planning, Ghana and Investment Banker.



ABOVE: KAIPTC's Goodwill Ambassadors from left to right: Hon. Kenneth Ofori-Atta, Minister of Finance and Economic Planning, Ghana and Investment Banker, Dr. (Mrs) Mary Chinery-Hesse, Former Member of the African Panel of the Wise / Former Chief Adviser to the President of Ghana, His Eminence Cardinal Peter Kodwo Turkson, First Prefect of the Dicastery for Promoting Integral Human Development, The Holy See Vatican City, H.E. Dr. Mohammed Ibn Chambas, Special Representative of the Secretary General and Head of UN Office for West Africa and the Sahel (UNOWAS), and H.E. Ellen Margarethe Loej, former Special Representative of the Secretary General, UN Mission in Liberia (UNMIL) and UN Mission in South Sudan (UNMISS)

Their role is to provide advice to the Centre on matters relating to positioning KAIPTC in continental policy dialogues and international discourses on conflict prevention, peacekeeping, peacebuilding and post-conflict reconstruction. They also have the primary function of assisting KAIPTC to leverage funds and strategic partnerships in fulfilment of its vision and mission.

Strategic Objective 3: To contribute to Knowledge Creation that informs Best Practice in Conflict Prevention, Management and Resolution in Africa

The challenges that confront our societies today require a deep appreciation of the interwoven character of conflicts and threats, and critical thinking and innovative skills in preventing and managing them. Any preventive and/or remedial efforts for peace would make little gains if an understanding of these intricacies are lacking. KAIPTC, over the years, has contributed to increasing the pool of practitioners and experts who are grounded in theory and thought on peace and security, and who have the requisite skills to manage the complexities in the sector. The Centre also continued to provide and contribute to spaces for practitioner exchange, discourses, and policy engagements.

Academic Excellence in Peace and Security

The Centre continued to advance its knowledge and practice in peace and security by increasing its student body with the enrolment of 112 new students through its seventh edition of the Master of Arts in Conflict, Peace and Security (MCPS), sixth edition of the Master of Arts in Gender, Peace and Security (MGPS), fourth edition of the Executive Master of Arts in Conflict, Peace and Security (EMCPS) and third edition of its PhD in International Conflict Management (PICM). The breakdown is as follows.

PROGRAMME	ENROLLED		
	MALE	FEMALE	TOTAL
MCPS VII	28	14	42
MGPS VI	19	14	33
EMCPS V	25	8	33
PICM III	3	1	4
TOTAL	75	37	112

The majority of students were from Ghana (100) with representation from Algeria (1), Austria (1), Cameroon (1), Chad (1), Côte d'Ivoire (1), Guinea (1), Liberia (1), Nigeria (2), Sierra Leone (2) and South Africa (1).

In addition, two members of staff completed their PhD programmes and thus, increased the number of internal faculty to eight. As a result there has been an enhanced quality in the delivery of KAIPTC's training courses and academic programmes with new

knowledge from PhD research, a decreased reliance on external lecturers, and in turn, decreased cost of the training courses and academic programmes.

Furthermore, a total of 78 students (39 males and 39 females), who enrolled in the previous year, graduated in a joint ceremony for MCPS 6, MGPS 5

and EMCPS 3 on 20 December 2017, demonstrating continued interest in KAIPTC’s academic programmes and the widening reach of KAIPTC in building capacities for sustainable peace in Africa and beyond. The breakdown is as follows.

PROGRAMME	GRADUATED		
	MALE	FEMALE	TOTAL
MCPS VI	16	12	28
MGPS V	10	15	25
EMCPS IV	13	12	25
TOTAL	39	39	78

The Graduation Ceremony was presided by the President of Ghana, a former President of Ghana, ministers of state, the Vice Chancellor of the University of Bedfordshire and other dignitaries.



Picture 22: HE Nana Addo Dankwa Akuffo-Addo, President of the Republic of Ghana, (fifth from right) flanked by HE Jerry John Rawlings (second from left), former President of Ghana and other distinguished invited guests in attendance at KAIPTC’s joint graduation ceremony held in December 2017.

The 2017 graduates are part of a total of 440 (264 males, 176 females) who have graduated from KAIPTC's post-graduate programmes since 2011. On 20 July 2017, the Centre held its first-ever Academic Alumni Homecoming event, which was a great platform for networking, to exchanging ideas, and sharing the impact of the academic programmes in their respective personal and professional lives.

The alumni have shared their experiences of the programme with KAIPTC in person and via email.

"I would consider my thoughts about KAIPTC from three perspectives:

1. Peace activist, Chairman, National Peace Council
2. Clergyman of high standing – immediate Past Presiding Bishop of the Methodist Church, Ghana
3. Lecturer in academia
 - As a Peace Activist – I found my capacities built to deal with the complexities involved.
 - As a Clergyman – Empowered to relate theology to concrete issues involving conflict, peace and security.
 - As a Lecturer in Social Ethics – Empowered to relate theory to practice in the areas of politics, peace, conflict and security issues".

- **Most Rev Prof Emmanuel Asante, Chairman, National Peace Council, Ghana , Alumnus, EMCPS 2015²**

"When I applied to a Master Course in KAIPTC in 2014, I was actually looking for a Ph.D. Course because I would like to continue my studies from my first Master Course. However, I had a gap of 16 years in between despite my confidence on my research field. Then, I really believed I needed to attend from Master Course first if I intended to do the Ph.D. course. Working for more than 20 years with education and arts, and in the last 9 years with arts and healing, I was looking for a consistent approach to conflict and security in a way to widen my work field from arts, healing and education into arts, healing, and education in conflict and security.

The course not only gave me the fundamentals I needed to relate my field to conflict and security as I wished but also showed me the wide picture of conflict and security in different realities. The KAIPTC I have experienced and committed myself for two years from the beginning of the course to the sign of my dissertation was open to encourage my challenging research in a supportive environment and qualified resources".

- **Elida Maria Matsumoto, MCPS 2015, Brazil**

“Studying at KAIPTC has been a very positive experience for me. I enrolled for the Gender, Peace and Security Master’s programme in 2014. The course was exactly what I was looking both from a personal and professional perspective.

KAIPTC is a good place to study at with friendly academic and non-academic staff, always ready to offer any support, which was very meaningful to me, especially as an international student. KAIPTC has cared for me in such a way to enrich and prepare me professionally and academically.

All the lecturers are very professional with deep experience in their field of teachings. They are precise and I am proud to be a KAIPTC alumna”.

- **Messi Rudasingwa, Rwanda, MGPS 2014**

“KAIPTC is producing giants in the area of peace building domestically, continentally and globally. Through the exposure gained from KAIPTC, I have been able to translate them into developmental resources that have shaped my personal, social and professional capabilities to the benefit of law enforcement and the maintenance of peace, law and order. I recommend the institution to all especially in the times we find ourselves where we need to be advocates of peace in the wake of global emerging security threats”.

- **ASP Elizabeth Effia Tenge, Ghana Police Service, Alumna MCPS 2016³**

“The level of professionalism exhibited at KAIPTC is top-notch. The context of study was extremely insightful as it has changed my perception on security complications and its effect on peace. An Executive Masters degree from KAIPTC, in my opinion, should be a requisite for every policy maker whose decisions affects the lives of the citizens of Ghana and the world at large”.

- **Hon Ursula Owusu-Ekuful, Minister for Communications, Ghana, Alumna EMCPS 2015⁴**

²Taken from the KAIPTC flyer on Alumni Testimonials.

³Taken from the KAIPTC flyer on Alumni Testimonials.

⁴Taken from the KAIPTC flyer on Alumni Testimonials.

Strategic Objective 4: To ensure an Efficient, Effective and Responsive Governance and Management System in the Centre

KAIPTC's governance and administrative systems remained robust and nimble at the same time, resulting in positive improvements, refined processes and new structures in 2017.

Mid-term Review of 2014 – 2018 Strategic Plan

A mid-term review of the 2014-2018 Strategic Plan was conducted to assess progress made so far towards the achievement of the strategic objectives set out in the Plan. The assessment led to some insights which is guiding the implementation of remaining activities and achievement of results in the plan. More importantly, findings and lessons learned from the implementation of the 2014 – 2018 Strategic Plan is guiding the development of the 2019-2023 Strategic Plan.



Enhanced Monitoring and Evaluation (M&E) Systems and Processes

Strengthening the M&E system continues to be a priority for the Centre. Having a robust M&E system and engaged employees in the process, is key to ensuring effective implementation of activities and tracking the achievement of results. The Centre continued with the management of its Web-based tracking and Monitoring Tool (WebMo). The timely and accurate entering of information in the system is critical to provide management with a snapshot on the Centre's progress towards achieving results. This enhances management oversight and provides the evidence for decision-making processes.

KAIPTC's improved M&E system has strengthened transparency, increased effectiveness in planning and enhanced the ability to report on results.

Internal controls strengthened

Compliance to auditing standards and procurement processes continued to be a key governance priority in 2017, leading to further strengthening of internal control and risks management systems.

Redesigned Website Enhances KAIPTC's Competitiveness

The Centre, in 2017, redesigned its website to reflect its strategic vision and direction. The new website has improved features that allow simple and easy navigation for users, enables visitors to read latest information on key activities at the Centre at a glance, and facilitates quick access to KAIPTC's resources. The new website has been customized to the specific informational needs of KAIPTC's stakeholders such as new and potential development and institutional partners, prospective course participants and students, experts and policymakers. Pertinent information about particular courses and academic programmes, research publications on African peace and security and information on critical policy developments related to the same are now readily available on the website. The redesigned site has strengthened KAIPTC's position in an increasingly competitive African peace and security arena. The added visual clips on KAIPTC's core pillars has increased the visibility and knowledge of the Centre's products, services, and unique offerings and highlights the Centre's positive impact on peace and security in Africa.

Reprographics Section Revamped

The former Reprographics Section under the Corporate Affairs Unit was in January 2017 separated from the Unit and revamped into a full-fledged Design and Production Unit (DPU). The new Unit serves to provide in-house design, photography and production

services that enhances KAIPTC's visibility, ensure professionalism and standards in conformity with the Centre's brand guidelines. The Unit thus provided support to the Centre's core business of training, education and research through the design and production of course certificates and materials, research publications, academic materials, course welcome booklets for participants and facilitators, graduation brochures, duplication of course materials, and photographic documentation, among others. General communication materials for the Centre as a whole including annual reports and mid-term reports, were all produced in-house. Currently, all design and most production related services of the Centre are now done internally, reducing the vending of these services to external companies. This has helped in reducing cost within the framework of the Centre's sustainability plan.

Sensitization on Sexual Harassment Policy

As part of efforts to continue the implementation of its Gender Policy, a Sexual Harassment Policy was instituted in 2017. A series of sensitization workshops were held to educate staff from all levels on the policy. These sessions have enhanced staff understanding on what constitutes sexual harassment, the channels for lodging complaints as well as empowering them to speak up and report incidents of sexual harassment. As a result, KAIPTC programmes, structures, policies and operations continues to stay gender-sensitive and in line with women's empowerment.



ABOVE: Sensitization workshop for KAIPTC staff on sexual harassment

New Performance-Based Salary Structure Implemented

A new salary structure linked to the performance management system has been developed and implemented. It aims to ensure great performance is rewarded and underperformance is sanctioned. The new structure also seeks to introduce a

more transparent and progressive system that accommodates career progression goals of the Centre's Strategic Plan. The new structure is promoting a performance driven culture at the Centre.

Promoting Environmental Sustainability

The Centre constructed an in-house sustainable water system in 2014. Since then, an average of 80,000 litres of ground and rain water is harvested on a daily basis for the Centre's operations. This represents 67 percent of the total 120,000 litres of water needed for daily general operations. The water system has saved the Centre several thousands of Ghana cedis and also helped KAIPTC to meet the UN Sustainable Goal six, which is to "Ensure availability and sustainable management of water and sanitation for all".



External Risks/Challenges for KA IPTC

A major challenge confronting the Centre is its dwindling funding support in recent times. A number of reprioritization policies from donor governments, and

the European immigration crises have resulted in the redirection of funding. The Centre in spite of its funding challenges was able to achieve key milestones within the year under review.

Forecast of Activities for 2018

For 2018, the Centre will continue the implementation of strategic activities aligned to its objectives. The Centre will:

- Broaden its portfolio of training courses with the addition of the Comprehensive Protection of Civilians and the Pilot Women’s Leadership Course;
- Complete the development of the 2019–2023 Strategic Plan for KAIPTC;
- Undertake impact assessments of selected training courses in selected countries;
- Roll out an in-house e-Learning module on ICIMIC;
- Develop distance learning modules for the Master of Arts in Conflict, Peace and Security;
- Launch the maiden edition of the KAIPTC Journal of African Peace and Security;
- Initiate the establishment of the KAIPTC Forum on Peace and Security Forum to provide a platform of exchange of ideas on future directions in continental and global peace
- Develop a manual on mediation in practice in Africa;
- Commence the project on *Improving Response Capacities to Terrorism in Peacekeeping Theatres in Africa* in partnership with the Government of Japan and UNDP and completion of the *Strengthening Border Control Capacities against Extremism and Terrorism in West Africa and the Sahel* project under the same partnership;
- Conduct cutting-edge research and host dialogues on policy and practice in peace support operations in Africa ;
- Roll out a series of seminars/workshops to increase knowledge in, and implementation of UNSCR 1325 and supporting resolutions;
- Strengthen M&E processes in the Centre;
- Continue to adhere to internal control systems and processes relating to procurement and financial management systems, and risk management to ensure operational effectiveness and efficiency;

Appendix 1: PUBLICATIONS

2017 KAIPTC Publications

Annual Review of Peace Support Operations in Africa 2017

Chapters

- Adeniyi, A. & Phillips, F., 2017. The African Peace and Security Architecture and Security Challenges in Africa. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Amedzrator, L. & Aning, K., 2017. Rethinking Regional Security Threats in Africa: Negotiating the Nexus between Domestic and Transnational Actors. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Albert, I.O. & Aubyn, F. K., 2017. Partners or Competitors? Enhancing AU–RECs/RMs’ Cooperation for Peace Support Operations in Africa. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Aning, K. & Okyere, F., 2017. The African Union and the Responsibility to Protect. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- de Coning, C., 2017. Can the AU finance its own Peace Operations, and if so, What would the Impact Be? In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Edu-Afful, F. & Annan, N. Overview of the Status, Challenges and Future of the African Standby Force and the African Capacity for Immediate Response to Crises. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Murithi, T., 2017. The African Peace and Security Architecture and the African Governance Architecture Nexus. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.

- Okeke, J. M., 2017. Beyond Political Declarations on Operational Readiness: the Relevance of the African Standby Force and the African Capacity for the Immediate Response to Crises. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Onuoha, F. & Lamptey, A., 2017. Combating Sexual Exploitation and Abuse in Peace Operations in Africa: Insights from the African Union Mission in Somalia. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.
- Rupesinghe, N., 2017. Operationalising Protection in Peace Enforcement Operations: The Civilian Casualty Tracking Analysis and Response Cell in the African Union Mission to Somalia. In: E. Birikorang, F. Okyere & Aning, K., eds. *Annual Review of Peace Support Operations in Africa 2017*. Accra: KAIPTC.

KAIPTC Occasional Paper Series

- Reef, Matthias. 2017. “Local Rules?! The Practices of Conflict Resolution by the United Nations in Liberia.” *KAIPTC Occasional Paper*, Issue 41.

KAIPTC Policy Briefs Series

- Akakpo, M.M., 2017. Beyond Enlightened Legislation: The Political Economy of the SALW Manufacture in Ghana. *KAIPTC Policy Brief March 2017/3*.
- Haruna, I., 2017. Human Security Concerns in the Western Region of Ghana: An Analysis of the Oil and Gas Industry. *KAIPTC Policy Brief March 2017/2*.
- Motiwala, A., 2017. Cyber Security in Ghana: Evaluating Readiness for the Future. *KAIPTC Policy Brief February 2017/1*.
- Nti, N.B., 2017. Love in a Time of Crisis? Terrorism, ‘Brides’ and the Implementation of UNSCR 2242. *KAIPTC Policy Brief March 2017/4*.
- Salihu, N., 2017. Human Transformation of the Armed Forces for Democratic Stability in Cote d’Ivoire. *KAIPTC Policy Brief November 2017/5*.
- Yekple, M., 2017. When Drones Become UN Peacekeeping Staple. *KAIPTC Policy Brief November 2017/6*.

KAIPTC Mission Watch Quarterly Reports

- Birikorang, E., Edu-Afful F., Aubyn, F. K., & Nelson, S., April-June 2017. Mission Watch Quarterly Brief, Volume VI.
- Birikorang, E., Edu-Afful, F., Nelson, S. & Aubyn, F. K., January-March 2017. *Mission Watch Quarterly Brief*, Volume V.
- Birikorang, E., Edu-Afful, F., Nelson, S., Annan, N. & Aubyn, F. K., October - December 2016. *Mission Watch Quarterly Brief*, Volume IV.
- Birikorang, E., Edu-Afful, F., Nelson, S., Annan, N. & Aubyn, F. K., July - September 2016. *Mission Watch Quarterly Brief*, Volume III.

External Publications by KAIPTC Staff

Book Chapter

- Abdallah, M., Aning, K., & Osei-Tutu, J., 2017. Evolving Security Threats in West Africa: Interrogating ECOWAS' Response Mechanism. In: F. Vreÿ & T. Mandrup, eds. *The African Standby Force. Quo Vadis?* Stellenbosch: Sun Press, pp. 157-169.

Journal Articles

- Aning, K., 2017. West Africa's Ebola Pandemic: Toward Effective Multilateral Responses to Health Crises. *Global Governance: A Review of Multilateralism and International Organizations*, XXIII(2), pp. 225-244 (with Ifediora, O. F).
- Aning, K. & Edu-Afful, F., 2017. Peacekeeping in a Francophone Space: Experiences of Ghanaian Peacekeepers in Cote d'Ivoire. *The Round Table*, CVI(4), pp. 1-17.
- Aning, K. & Pokoo, J., 2017. Between Conflict and Integration: Border Governance in Africa in Times of Migration. *International Reports*, Issue 1, pp. 54-65. <http://www.kas.de/wf/en/33.48641/>
- Osei-Hwedie, K., May 2017. Empowering Others: Motives and Strategies Successful Women Adopt. *Review of Social Studies*, 4(I), pp. 41-58.

Policy Brief

- Aubyn, F. K., 2017. Compromise Is Key to Ending Togo's Political Crisis. IPI Global Observatory, 13 September. [Online] Available at: <https://theglobalobservatory.org/2017/09/togo-ecowas-gnassingbe-faure-eyadema/>

Magazine Articles

- Kotia, E., 2016. Professionalism in Peacekeeping. *Defence Web*, 16 February 2016 [Online] Available at: http://www.defenceweb.co.za/index.php?option=com_content&view=article&id=42366:professionalism-in-peacekeeping-&catid=32:military-art-a-science
- Salihu, N., 2016. The Colonial Legacy of Civil-military Relations and Democratic Stability in West Africa. *Conflict Trends*, Issue 4, pp. 50-56 . <http://www.accord.org.za/conflict-trends/colonial-legacy-civil-military-relations-democratic-stability-west-africa/>

Manual

- Kotia, E., 2017. Introduction to Concepts and Key Issues in Conflict and Peacebuilding. In: A. S. Gadzekpo, ed. *Conflict-Sensitive Coverage: A Manual for Journalists Reporting Conflict in West Africa*. Accra: School of Information and Communication Studies, University of Ghana, Legon/African Peacebuilding Network (APN), pp. 10-21.

Published Conference Paper

- Lartey, E. & Aning, K., 2017. Balancing External Support with Domestic Imperatives in Security and Justice Sector Reform. In: *Sustaining Peace: What Works*, August, Stockholm Forum on Peace and Development. Stockholm: SIPRI, pp. 47-51.

Communiqué

- KAIPTC & Liberia Peacebuilding Office eds., 2017. Final Communiqué Issued at An Election Colloquium on the Theme “Ensuring Credible Elections and Peaceful Political Transition in Liberia”. *FrontPage*, Monday, 2 October, p. 9.

Appendix 2: Contributions to and Participation in Conferences, Policy Development and to Education in Peace and Security

- Presentation on the ‘Rise of Terrorism/Extremism and Piracy’ at the *India-West Africa Partnership for Enhancing Security, Development and Growth Conference*, Accra, 19-20 January 2017
- Delivery of key note address at the University of Ghana’s Department of Social Work’s *Workshop for Field Supervisors*, Accra, 22 February 2017
- Presentations on ‘Emerging Security Threats in West Africa’ and ‘Governance Crisis in West Africa’, respectively at the International Studies Association (ISA) Conference on *Understanding Change in World Politics*, United States, 22-24 February 2017
- Presentation on the ‘Security Situation in West Africa’, at the *Command Post Exercise* organized by ECOWAS and GIZ, Nigeria, 27 February-1 March 2017
- Participation in the Stanley Foundation *Policy Lab on Human Protection*, which focused on the need for global collective action to prevent, halt or help societies recover from mass violence and to identify initiatives where the Foundation can have the greatest impact, United States, 7-8 March 2017
- Participation in a *Ghana Institute of Management and Public Administration (GIMPA) Affiliates Workshop*. GIMPA is KAIPTC’s mentor institution for its academic programmes. The workshop was organized for the achievement of “academic excellence [and] standards to satisfy accreditation requirements”, Accra, 23 March 2017
- Attendance of lecture organised by the University of Ghana’s Legon Centre for International Affairs and Diplomacy (LECIAD), a member of the KAIPTC Governing Board, on *International Diplomacy: The Role of the Legislature by an experienced Ghanaian Member of Parliament*, by the Honourable Alban S.K. Bagbin, Accra, 28 March 2017
- Participation in the Stockholm Forum on Peace and Development on *Sustaining Peace: What Next?* hosted by the Stockholm International Peace Research Institute (SIPRI), which served as a platform for sharing knowledge across regions and fields on best practice and future developments, Sweden, 3-4 May 2017

- Participation in the *African Consortium for Law and Religion Studies 2017* Conference, Morocco, 14-16 May 2017
- Participation in a dialogue organised by Ghana's Ministry of Foreign Affairs and Regional Integration, *United Nations Peacekeeping: Investing in Peace Around the World*, KAIPTC, 24 May 2017
- Presentation on 'WPS in the Global Arena: The Case of Chibok' at the London School of Economics and Political Science/ Centre for Women, Peace and Security Public Event on *Women, Peace and Security in the Global Arena: How are Scholars and Researchers Worldwide holding Governments to Account for their Local and International, Women, Peace and Security Commitments?*, United Kingdom, 5 June 2017
- Presentation on 'Political Party Vigilantism in Ghana's Electoral Politics' at a *Roundtable Discussion on Political Party Vigilante Groups* organized by the Coalition of Domestic Observers (CODEO), Accra, 23 August 2017
- Presentation of 'New approaches to SSR' for the special edition of *Stability: International Journal of Security and Development* on 'New Approaches to Security Sector Reform in Africa', The Netherlands, 7 September 2017
- Panellist on the 'Challenges and Opportunities in Security Sector Cooperation' panel at a symposium on *US-African Partnerships and Advancing Common Interests*, co-sponsored by United States Institute of Peace (USIP), Africa Center for Strategic Studies (ACSS), National Intelligence University, Institute for Defense Analyses and the Office of the Director of the National Intelligence with the support of others, United States, 13 September 2017
- Presentation on 'Negotiating and Responding to the Challenges of the Division of Labour under APSA: ECOWAS and the AU' at a conference organized by Stellenbosch University, Ethiopia, 28-30 September 2017
- Panellist on the 'Current African Governance, Peace and Security Mechanisms and Structures Fit for Purpose' panel at the *High-Level Policy Dialogue on the Future of Governance in Africa: Is a New Concept of Governance the Key to Accelerating the Prosperity Agenda* organized by the International IDEA (Institute for Democracy and Electoral Assistance) and UNDP, Accra, 29-30 September 2017
- Participation in a Stakeholders Meeting (Ghana Institute of Management and Public Administration (GIMPA) affiliates), Accra, 2 October 2017

- Presentation on ‘What Could We do better if Research could tell us more? – Policy and Practitioner Perspectives’ at the *Protracted Conflict, Aid and Development: Research, Policy and Practice Conference*, United Kingdom, 2-3 October 2017
- Participation in a *Roundtable Discussion on ‘Democracy and Development: Trends and Paths’* organized by the Center for Democratic Development (CDD), Accra, 3 October 2017
- Panellists with presentations on ‘Elections in West Africa: Experiences from Burkina Faso, Gambia and Liberia’ and ‘The African Union and Togo’, respectively, at the *University of South Africa Conference on Elections*, Accra, 5-7 October 2017
- Presentation of keynote paper on ‘Culture and Social Welfare’ at the *International Social Work Conference*, South Africa, 9-13 October 2017
- Presentation on ‘Understanding the Strategic Impact of Civilian Harm’ at Wilton Park’s *Protecting Civilians in Conflict: Working with Partner Militaries* conference, United Kingdom, 30 October –1 November 2017
- Presentation on ‘Curbing Youth Vigilantism in Ghana – a Panacea for Sustainable Democracy’ at the NORSAAC [Northern Sector Action on Awareness Centre] 15th Anniversary Lecture on the theme *15 Years of Empowering Women and Young People*, Tamale, 16 November 2017
- Panellist at the 1st Edition of the Sahel-Sahara Dialogue on *How to engage and with whom towards Collective Security in the Sahelo-Sahara region and in West Africa?* The panel discussed ‘What are the Realistic Conditions, Criteria and Objectives for Conflict Management and an Effective Response to Current Security Threats in the Sahelo-Saharan Regional and West Africa?’, Senegal, 4-5 December 2017
- Participant at a *Workshop on Peacekeeping, Civilian Protection and the Responsibility to Protect*, United States, 5-6 December 2017
- Panellist at the *Missing Peace Symposium*, the panel discussed ‘Military Cultures and the Prevention of Conflict-Related Sexual Violence’, Norway, 7-8 December 2017

Technical Assistance

Government of Ghana

- Sharing insights on the Voluntary Principles on Human Rights and Security in the Corporate Social Responsibility Forum on Aligning the Voluntary Principles to Mining Operations in Ghana: Challenges, Lessons and Opportunities for the Future organized by the Canadian High Commission, which organised a panel of a Canadian expert on the voluntary principles, the Ghanaian Chief Director of the Ministry of Lands and Natural Resources, representatives from Newmont Ghana Limited—a mining company—and the Artisanal Small Scale Mining Africa Network, Accra, 21 February 2017
- Representation on the Committee on Drafting a National Counter-Terrorism Framework for Ghana 6 April – 18 August 2017 and participation in the National Workshop for the Development of Counter Terrorism Framework for Ghana, KAIPTC, 6 April 2017
- Contribution to the development of a proposal to the European Union Trust Fund, July-September 2017
- Chairing of a meeting of the Technical Working Group on Gender and Social Protection established by Ghana’s Ministry of Gender and Social Protection, and which is tasked to develop a background paper towards a law for the regulation of welfare workers in Ghana, Accra, 12 July 2017
- Membership of the Working Group for the Amendment of the Security and Intelligence Agencies Act [Ghana]. A national security conference was held for the Working Group to present its proposed amendments to the Act. Feedback was provided by participants, who included government officials, Members of Parliament and of the Military High Command, KAIPTC, 13 July 2017
- Support to development of Presidential speech on ‘Economic Integration and Regional Security in Africa: An Assessment’, Accra, 22-29 July 2017
- Membership of a three-person Government delegation to the *Regional Conference on the Security Situation in the Sahel and West Africa* organised by ECOWAS and the Government of Mali. The purpose of the meeting was to adopt a declaration on coordinated approaches to fighting terrorism in the Sahel and West Africa. The staff member made inputs into technical deliberations from which the declaration

was developed as well as co-drafted the statement that was read by the Head of Ghana's delegation. ECOWAS will put together an implementation committee that would oversee the implementation of the provisions of the declaration, Mali, 12-14 October 2017

- Chairing of sessions on the first day of the *National Cybersecurity Week*, Accra, 23 October 2017
- Contribution to the development of briefs for the 4th Edition of the Dakar Forum on International Peace and Security in Africa, Senegal, November 2017

Government of Liberia

- Contribution to the Review of the National Security Strategy of Liberia, Liberia, 9-18 March 2017

British Government

- Participation in the *Round Table Discussion on UN and Peacekeeping Reform* with Lord Ahmad of Wimbledon, the Prime Minister of Britain's Special Representative on Preventing Sexual Violence in Conflict and Minister of State for the Commonwealth and United Nations, and other participants including Ministers, Deans, Ambassadors, Military Generals and Heads of Institutions, KAIPTC, 17 July 2017

Economic Community of West African States

- Presentations on organized criminality focusing on terrorism, cybercrime, drug trafficking and illegal migration at the *ECOWAS Experts Workshop on Organised Criminality in West Africa*. The aim of the workshop was to develop early warning indicators for organized criminality, Senegal, 28-30 June 2017

African Union

- Panellist on 'The Future of APSA: Implications for Training and Capacity Building' panel at the *High-Level Workshop on Partnership for Peace and Security in Africa: The APSA Roadmap and the TICAD VI Nairobi Declaration*, organised by the Cairo Centre for Conflict Resolution and Peacekeeping in Africa (CCCPA), in conjunction with the AU Commission, the Japanese Embassies in Cairo and Addis Ababa, and the Egyptian Embassy in Addis Ababa. The meeting explored the future of African Peace and Security Architecture, its 2016-2020 Roadmap, with a special focus on

partnerships, training and capacity building, African Union Commission, Ethiopia, 3 March, 2017

- Presentation on ‘Gender Mainstreaming in Early Warning Training’ for the workshop on *Civil Society Engagement in AU Continental Early Warning Systems*, Ethiopia, 18 May 2017
- Contribution to the vulnerability assessment of Ghana including a briefing on ‘Ghana’s Structure and Vulnerability Assessment’ for representatives of the AU (Peace and Security Department), Africa Peer Review (South Africa) and the Ethiopian Embassy in Ghana, KAIPTC, 14 June 2017 and participation with presentations in national and regional meetings, Accra, 24-27 October 2017, Tamale, 30-31 October 2017, and Kumasi, 1-2 November 2017

United Nations

- Membership (from previous years) of and participation in a meeting of the UN Secretary-General’s Advisory Group on the Peacebuilding Fund 7-8 June 2017

Other Organisations/Institutions

- Participation in the *Global Action Against Mass Atrocity Crimes (GAAMAC): Africa Working Group Steering Committee Meeting*, which brought together 16 experts and practitioners to deliberate on the proposed outline and contents of the manual on best practices in strengthening national mechanisms for the prevention of genocide and mass atrocity crimes, and to draw on the network to support the production of the manual. The Africa Working Group committed to develop this manual at the *Second International Meeting of the Global Action Against Mass Atrocity Crimes (GAAMAC II)* held on 2–4 February 2016 in the Philippines. The manual will serve as reference tool to governments, policy makers, civil society groups and practitioners working in the field of human protection. Production of the manual is expected to be completed by November 2017, in time for the next GAAMAC meeting scheduled for February 2018. The Africa Working Group Steering Committee meeting was organised by the Uganda National Committee for the Prevention and Punishment of Genocide and Atrocity Crimes (UNCH - GMA) as lead implementation and co-ordinating partner, to implement the decision of the GAAMAC II Meeting by translating the ideas presented by participants from Africa about strengthening National Mechanisms for Atrocity Crimes Prevention into a project, Uganda, 16-17 January 2017. Another meeting was held to validate the draft Manual of Best Practices on the Establishment and Management of National Mechanisms for Mass Atrocity Prevention, Philippines, 17-21 July 2017

- Participation in academic and non-academic consultations on sexual violence and peacekeeping, including academic consultations for the development of a research agenda and guidelines towards the establishment of a Sexual Violence and Peacekeeping Network organised by the University of Reading and the Arts and the Humanities Research Council, United Kingdom, 13-16 February 2017
- Presentation on 'Broadening Conflict Management in West Africa' and inputs at the *Workshop on a Proposed Merian International Centre for Advanced Studies on 'Sustainable Governance'* to be established at the University of Ghana, Accra 15 February 2017
- Participation in the Regional Evaluation Expert Review Meeting on Terrorism and Counter Terrorism Efforts in the Sahel organized by CDD, which examined the implementation of the ECOWAS Counter Terrorism Strategy at both regional and national levels and provided recommendations in that regard, Accra, 15-16 March 2017
- Presentation on 'Towards an Improved Election Security in Ghana – Addressing the Phenomenon of Political Party Vigilante Groups: Challenges and Opportunities' at the *Post-election Stakeholders Review Workshop* on the 2016 Presidential and General Elections organised by CODEO. The workshop ended with a communiqué to the Ghanaian public on “key lessons and recommendations” and all the inputs of the workshop were to feed into the organizers final report, which in turn would be a source book on the 2016 elections, and “advocacy for electoral reforms to help improve the conduct of subsequent elections in the country”, Ada, 27-29 March 2017
- Chairing of a session and provision of expert inputs at a workshop to develop a control list for the Arms Trade Treaty organized by Ghana's National Small Arms Commission, Ho, 16-18 August 2017
- Presentation on 'External Threats to Ghana's Peace and Security' and chairing of a session at the *National Peace and Security Forum* organized by the University of Cape Coast (Department of Sociology and Anthropology), the Foundation for Security and Development in Africa (FOSDA) and the National Peace Council, Cape Coast, 12 to 13 July 2017
- Inputs and review of findings at the 'End-of-Project International Conference of the Hybrid Security Governance in Africa Project' organized by the African Security Sector Network supported by the International Development Research Centre (IDRC), Accra, 21-22 July 2017

Lectures for Other Institutions

- Lecture on 'Gender, Conflict Resolution and Peacekeeping in Africa' for students of Webster University, Ghana Campus, KAIPTC, 7 February 2017
- Lectures on the 'Potentialities of Chinese Role in Peacekeeping in Africa', and on 'Africa and the Global War on Terrorism' to undergraduate students of Tsinghua University-China, KAIPTC, 15 February 2017
- Lecture on 'The Role and Limitations of International Organizations in Conflict Prevention and Peacebuilding in Ghana: Lessons from the Activities of a Specific International Agency' to students of the University of Bradford-United Kingdom, KAIPTC, 22 February, 2017
- Public lecture on 'The Security Situation in the Sahel Region – Perspectives and Challenges', Ghana Armed Forces Command and Staff College (GAFSC), 30 March 2017
- Lecture on the 'Aftermath of the Conflict in Mali: Impact and Future Implications for the Sub-Region', GAFSC, Accra, 5 April 2017
- Lectures for GAFSC's Peace Operations Module for Senior Course 38, namely— :
Security Sector Reform (SSR)—Principles, Perspectives and Challenges in Africa', 24 May 2017

'UN Conflict Transformation Capabilities: Peace Building in Africa', 26 May 2017
'The AU Peace and Security Architecture/ECOWAS Framework for Peace Operations', 29 May 2017

'Role and Challenges of the African Standby Force/ECOWAS Standby Force', 30 May 2017
- Lecture on 'Security Sector: Elements, Perspectives, Linkages and Challenges' for GAFSC's Defence Management Course, 27 June 2017
- Lecture on 'Conflict Resolution in a Multicultural Environment for Better Project Management' at the Association of African Universities Staff Retreat, Akosombo, 19-20 July 2017
- Lecture on 'Emerging and Contemporary Security Issues in Africa: with a Focus on West Africa, Rhodes University, South Africa, 18-22 September 2017

- Lecture on ‘Strategies of Mediation and Negotiation Pertaining to Personal, National and International Conflict Resolution Efforts’ to year six pupils of the Al-Rayan International School, KAIPTC, 30 October 2017

Partner Countries and Institutional Partners

