

ANNUAL REPORT

2013



KAIPTC - Where Peace Begins

KOFI ANNAN
INTERNATIONAL PEACEKEEPING
TRAINING CENTRE

Table of Contents

List of Acronyms	i
Message from the Chair of the KAIPTC Governing Board	iii
Message from the Commandant	iv
Strategic Priorities for the KAIPTC for the next five years	vi
Core Functions of the Centre, Development Partners and Institutional Partners	vii
Departmental Reports	1
<i>a. Office of the Commandant</i>	1
<i>b. Training Department</i>	8
<i>c. Faculty of Academic Affairs and Research (FAAR)</i>	22
<i>d. Department of Administration</i>	30
Financial Report	33
Annexes	56

LIST OF ACRONYMS

ACPST	African Centre for Peace and Security Training
AFDEM	African Civilian Response Capacity for Peace Support Operations
AFRICOM	Africa Command
AGM	Annual General Meeting
APSTA	African Peace Support Trainers Association
ARDTC	Africa Regional Diplomacy Training Course
ASF	African Standby Force
ASPR	Austrian Study Centre for Peace and Conflict Resolution
ASSET	Association for Security Sector Reform Education and Training
ASSN	African Security Sector Network
AU	African Union
AWANICH	African Women's Active Non Violence Initiatives for Social Change
AWEPA	Association of European Parliamentarians with Africa
BBC	British Broadcasting Corporation
BTC	Bundase Training Camp
CFI	Civic Forum Initiative
CIM	Crisis Information Management
CIMIC	Civil Military Coordination
CMI	Crisis Management Initiative
CPSP	Conflict, Peace and Security Programme
CRSV	Conflict-Related Sexual Violence
CSP	Conflict and Security programme
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DDPS	Development, Diplomacy, Peace and Security
DDR	Disarmament, Demobilization and Re-integration
ECOWAS	Economic Community of West African States
ELQ	Evaluation Learning Questionnaire
FAAR	Faculty of Academic Affairs and Research
FES	Friedrich-Ebert-Stiftung Foundation
GIZ	German Agency for International Cooperation
GNACSA	Ghana National Commission for Small Arms
GPS	Gender, Peace and Security
GSP	Geneva Centre for Security Policy
HSE	Health, Safety and Environment
ICIMIC	Integrated Civilian-Military Coordination
ICT	Information Communication and Technology
IPSO	Integrated Peace Support Operations
IPSTC	International Peace Support Training Centre
ISA	International Studies Association
ISS	Institute for Security Studies
IWD	International Women's Day

KAIPTC	Kofi Annan International Peacekeeping Training Centre
KSU	Kennesaw State University
LECIAD	Legon Centre for International Affairs and Diplomacy
LMS	Learning Management System
MATS	Military Academy and Training School
M&E	Monitoring and Evaluation
MCPS	Master of Arts in Conflict, Peace and Security
MGPS	Master of Arts in Gender, Peace and Security
MOD	Ministry of Defence
MOU	Memorandum of Understanding
MTT	Mobile Training Team
NAB	National Accreditation Board
NUPI	Norwegian Institute of International Affairs
NUST	National University of Science and Technology
OOC	Office of the Commandant
OPAC	Online Public Access Catalogue
PKSOI	US Army Peacekeeping and Stability Operations Institute
PoC	Protection of Civilians
POLICIVEX	Police Civilian Exercise
POTI	Peace Operations Training Institute
PSO	Peace Support Operation
RADDHO	Recontre Africaine pour la Défence des Droits de l'Homme
REPPS	Regional Partnership for Peace and Security
RFI	Radio France International
RPTC	Regional Peacekeeping Training Centre
SADC	Southern African Development Community
SALW	Small Arms and Light Weapons/Regional Training Programme on Small Arms and Light Weapon (Government of Japan)
SEA	Sexual Exploitation and Abuse
SOAS	School of Oriental and African Studies
SRSG	Special Representative of the Secretary-General
SSR	Security Sector Reform
STAR Ghana	Strengthening Transparency, Accountability and Responsiveness, Ghana
TfP	Training for Peace (Government of Norway)
UN	United Nations
UN-CIMIC	United Nations Civil-Military Coordination
UNDP	United Nations Development Programme
UNMIL	United Nations Mission in Liberia
UNOCI	United Nations Mission in Cote d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNPoL	United Nations Police
UNSCR	United Nations Security Council Resolution
UNV	United Nations Volunteers
WACD	West Africa Commission on Drugs (Kofi Annan Foundation)

MESSAGE FROM CHAIR OF KAIPTC GOVERNING BOARD



Hon Mark Owen Woyongo
Minister for Defence / Chair of the
KAIPTC Governing Board

It is barely a year since I took over the mantle as Chair of the Kofi Annan International Peacekeeping Training Centre (KAIPTC) Governing Board. I have enjoyed my role in this capacity having to work with a range of partners and institutions that value the role of Ghana in general and the KAIPTC in particular in global peace support operations.

The KAIPTC in 2013 achieved a remarkable milestone. It celebrated 10 years in its unique capacity as an Economic Community of West African States (ECOWAS) Training Centre of Excellence for Peace Support Operations (PSO). The Government of Ghana has over the years considered the Centre as one key agency for rallying global support for PSOs and the KAIPTC will continue to play this role in the global arena on behalf of the country.

As Chair of the Governing Board and Minister of Ghana's Ministry of Defence, I would like, on behalf of the Government of Ghana, to express our appreciation and gratitude to all the development partners, donor countries, institutions, and individuals who played various roles in the establishment and development of the Centre. It is obvious that the valued contributions have nurtured the Centre to become the icon of peace training on the continent. The Centre will continue to collaborate

and seek your partnership as it begins a new phase in its operations. Peacekeeping is a global issue and it would continue to be addressed through global partnership and collaboration. The Centre will therefore continue to draw consensus from expertise in its field of operation, share its experiences with other institutions in the region and contribute its quota to the building of a peaceful Africa.

The Centre will also pursue innovative approaches to its work to ensure its reputation in the international space is maintained. The Government of Ghana, through its Ministry of Defence and Ministry of Foreign Affairs and Regional Integration will continue to provide the manpower and expertise as well as the required technical and financial support for the operations of the Centre.

On behalf of all the members of the Governing Board, I express my sincere thanks to the management and staff for their contribution to ensuring the KAIPTC remains a true Centre of Excellence.



Maj Gen Obed Boamah Akwa
Commandant, KAIPTC

MESSAGE FROM THE COMMANDANT

The year 2013 was a very busy one for the KAIPTC as it was the year the Centre celebrated the 10th Anniversary of the commencement of its training activities. The theme for the celebration was: “A Decade of Building Capacity for Regional Peace and Security through Research, Training and Education.”

A number of activities were undertaken, key among which was the inaugural Kofi Annan-Dag Hammarskjöld lecture. This lecture has now come to stay and will be organized annually as the Centre continues to focus its activities on pertinent issues related to its core functions. We hope to use the annual Kofi Annan-Dag Hammarskjöld lecture to build and strengthen existing relationships and raise awareness about critical issues related to peacekeeping and peace support operations.

We also organized the maiden Partners’ Forum in 2013 as part of the 10th Anniversary. This Forum has opened an avenue to discuss technical issues with our partners and we hope to generate positive feedback on our operations and thereby build consensus. This forum has also come to stay and will feature in the annual calendar of the Centre.

Another important project we undertook in 2013 was the development of a new Strategic Plan. Work on this plan started in 2012 and was completed and approved by the Governing Board in December 2013. It defines our new strategic objectives and focus from 2014 to 2018 and provides opportunities for us to carve a new path for our operations. It also provides new opportunities for us to address emerging issues in conflict, peace and security and provide solutions to some of Africa's security challenges.

I took over as Commandant of the Centre in 2013 and it has been a unique opportunity for me to follow in the footsteps of my predecessors to contribute to the lofty goals of regional peace, and security. In this regard, I thank the Governing Board for the strategic direction it continues to provide to the Centre, which has made it a true Centre of Excellence. I also want to use this opportunity to thank all our development partners (past and present) for the support given to the Centre over the decade of its operations. Finally, I thank all Staff for the hard work in ensuring the Centre remains the internationally preferred Centre of Excellence for training in regional peace support operations.

The year 2014 is a promising one and we shall continue to rally the consensus of all stakeholders to achieve our new mission to provide globally-recognized capacity for international actors on African Peace and Security through training, education and research to foster peace and stability in Africa.

INTRODUCTION

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) in 2013 celebrated a decade of building regional capacity for conflict, peace and security through research, training and education. The Centre has made notable strides since it started running courses in 2003 and has over the years gained an international reputation and recognition in its field. Among other significant achievements, the Centre has, between 2003 and 2013:

1. Built the capacity of over 11,000 military, police and civilian personnel working in multi-dimensional peace support operations. KAIPTC Alumni are impacting the work of ECOWAS, African Union / United Nations missions globally;
2. Contributed to the management of contemporary and emerging peace and security challenges from an intellectual and practical perspective as a result of the introduction of two post-graduate programmes: Master of Arts in Conflict, Peace and Security (MCPS) and the Master of Arts in Gender, Peace and Security (MGPS);
3. Established a strong and vibrant research unit whose work informs the development of training and academic programmes and regional policy on security-related issues;
4. Deepened strategic and operational collaboration with various stakeholders - national, regional and international - in the pursuit of peace and security; and
5. Emerged as one of the preferred hubs for international conferences and meetings on conflict, peace and security.

These achievements contributed to the Centre's ranking as 60th among the top 70 Security and International Affairs Think Tanks in 2012 and 51st among the 65 top global Foreign Policy and International Affairs Think Tanks in 2013. The KAIPTC also won the 2012 West Africa Peace Ambassadors Award in recognition of its contribution to peace and security in West Africa.

After ten years of operation, the Centre projects to enhance its responsiveness to new and emerging trends in peace and security in Africa and the world.

The focus of the Centre over the next five years is outlined in its new Strategic Plan (2014– 2018) and will be based on the following strategic objectives:

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;
2. To deepen understanding of and discourses on critical peace and security issues in Africa through research and policy engagements;
3. To contribute to knowledge creation that informs best practice in conflict prevention, management and resolution in Africa; and
4. To ensure an efficient, effective and responsive governance and management system in the Centre.

CORE FUNCTIONS OF THE CENTRE

1. **Peace Support Operations:** encompasses multi-dimensional and integrated peacekeeping, peace building and post-conflict reconstruction
2. **Conflict management:** covers conflict prevention, mediation and resolution, including support for regional institutions
3. **Peace and security studies and research:** covers state and human security issues, as well as emerging security threats

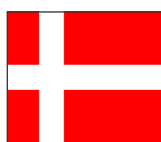
DEVELOPMENT PARTNERS



Austria



Australia



Denmark



Finland



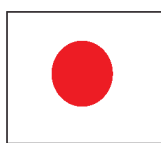
France



Germany



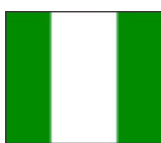
Italy



Japan



Mali



Nigeria



Norway



Spain



Sweden



Switzerland



United States of America



United Nations



African Union



ECOWAS

INSTITUTIONAL PARTNERS



EXECUTIVE MANAGEMENT TEAM - KAIPTC



Maj Gen Obed Boamah Akwa
Commandant



Air Cdre Julius Dzamefe
Deputy Commandant



Dr Kwesi Aning
Director, Faculty of Academic
Affairs & Research



Col Edwin Adjei (Rtd)
Director, Training



Mr Kodjo Menka
Director, Administration



Mrs Levinia Addae-Mensah
Director, Policy, Plans,
Monitoring & Evaluation

DEPARTMENTAL REPORTS

A: OFFICE OF THE COMMANDANT

Following the development of a new Strategic Plan towards the end of 2013, the Office of the Commandant (OOC) is currently made up of the Secretariat of the Commandant and the Deputy Commandant, the Chief Instructor, the Office of the Chief Coordinator, the Women Peace and Security Institute, the Library, Internal Audit and the Department of Policy, Plans, Monitoring & Evaluation comprising the Legal, Corporate Affairs and Monitoring and Evaluation Units.

During the year under review, the OOC consolidated its mandate by leading in liaison and networking efforts with partners and stakeholders, consolidating strategic engagements, ensuring the provision of comprehensive access to information resources, effective and efficient governance, accountability and transparency in the management of and reporting on the use of the Centre's resources and efficiency in the coordination of the planning, programming monitoring and evaluation of the Centre's operations. The Office through the Women Peace and Security Institute (WPSI), also continued its efforts of supporting the implementation of United Nations Security Council Resolution (UNSCR) 1325 by focusing on gender specific initiatives and ensuring effective mainstreaming of gender in the Centre's operations.

HIGHLIGHTS OF 2013 ACTIVITIES

The following were major activities undertaken in 2013.

a. Commemoration of 10th Anniversary

The Centre launched the commemoration of the 10th anniversary on 20 February 2013. The following activities formed part of the year long celebrations.

i. The Kofi Annan-Dag Hammarskjöld Annual Lecture

This was an inaugural lecture instituted in honour of two former Secretary-Generals of the United Nations and was used to discuss thematic issues in conflict, peace and security. The inaugural lecture provided the platform for engaging with other partners, increased the visibility



Dignitaries that attended the inaugural Kofi Annan-Dag Hammarskjöld Annual Lecture

of the activities of the Centre and has strengthened the relationship between the KAIPTC and the Dag Hammarskjöld Foundation. The lecture was delivered by Ambassador Ellen Margrethe Loj, a former Special Representative of the Secretary-General (SRSG), United Nations Mission In Liberia (UNMIL). It was chaired by Dr Mohammed Ibn Chambas, the Joint AU/UN Representative for Darfur. Hon Mark Woyongo, Ghana's Minister of Defence and Chair of the KAIPTC Governing Board launched the commencement of activities marking the 10th anniversary celebrations of KAIPTC.

ii. Association For Security Sector Reform Education and Training (ASSET) Annual General Meeting (AGM)

The Association for Security Sector Reform Education and Training (ASSET) is one of the international associations of which the Centre is a member. In line with the Centre's commitment and responsibility to this association, the Centre successfully hosted the Association's 5th Annual General Meeting (AGM). The AGM was organized by the Centre in collaboration with the African Security Sector Network (ASSN) and the Geneva Centre for Democratic Control of Armed Forces (DCAF). The meeting was held under the theme "Supporting the Implementation of Security Sector Reform Strategies within Regional and Sub-regional organizations". The AGM discussed support for the development and delivery of high-quality security reform training and teaching materials in order to meet the increasing demand for qualified Security Sector Reform (SSR) practitioners, policy makers and trainers.

iii. Women's Day Celebration

This event was organized to highlight the achievements of women in the areas of political, economic and social developments. The event enhanced the image of the Centre and increased understanding of its activities as it showcased what the Centre is doing in the area of women peace and security. The Women's Day was attended by the Minister of Gender, Children and Social Protection, Ghana, a representative of the UNDP Resident Coordinator, women's organizations and heads of security services. The programme included a panel discussion and photo exhibition.



Exhibition of distinguished women during the Women's Day

iv. Partners' Forum

The KAIPTC institutionalised a Partners Forum aimed at providing a platform for both the Centre and its Partners to discuss issues of mutual interest at a technical level. This forum seeks to enhance and optimize the relationship between the KAIPTC and its Partners. The maiden meeting sought inputs into the first draft of the Centre's new Strategic Plan 2014 – 2018.

v. Staff Teambuilding Activities

As part of the Centre's Health and well being programme managed by the Human Resource Unit, the KAIPTC organized a seven kilometre walk foster team spirit among staff of KAIPTC.

The Centre also organized a sea trip and a cooking competition as part of the anniversary celebrations. This promoted better relationships between civilian and military staff and provided the opportunity for staff to showcase their culinary skills. Four teams representing each department at the Centre took part in the cooking competition. The team from the Department of Administration emerged winners of the competition.



Staff embark on a health walk to promote healthy lifestyles..

vi. Thanksgiving Service

To crown the year long 10th anniversary, the Centre organised a thanksgiving service on the theme “Give Thanks to God in All Things”. The service was officiated by Wg Cdre Temadonku, Senior Chaplain of the Military Academy and Training School (MATS) and Haruna Ocloo, MATS Imam.

b. Institutional Development

To reflect changing and emerging trends in conflict, peace and security as well as to take advantage of opportunities for growth, expansion and efficiency, the KAIPTC initiated strategies for developing and sustaining the Centre. In this regard, the Centre embarked on the development of the following:

i. Strategic Plan 2014 – 2018

The Centre through an extensive stakeholder consultation process developed its new strategic plan to better articulate its priorities, vision and mission for the next four years. The Strategic plan, developed with support from the German Agency for International Cooperation (GIZ), had inputs from both internal and external stakeholders and was approved by the Governing Board on 10 December 2013.

ii. Environmental Assessment

The KAIPTC with support from GIZ commissioned a survey to assess its work in the last decade in the field of PSO with a view to improve its services. The initial report from the assessment provided key lessons and insights on how the Centre has been performing within that field. The report further provided recommendations on how the Centre could further engage with the AU Commission and ECOWAS Commission.

iii. Communication and Marketing Strategy

The Centre contracted a consultant to;

- Assist in assessing its current communication needs, focusing on existing communication orientation, priorities, activities capacities and structures;
- Provide a comprehensive overview of its current communication activities; and
- Identify strengths, weaknesses, challenges and opportunities.

This process is still in progress and expected to end in the first quarter of 2014.

c. Annual Planning, Monitoring & Evaluation

The Centre coordinated the development of the 2014 results based centre-wide work plans. This has led to an improved budgeting process. In the area of monitoring and evaluation (M&E), the Centre continued to strengthen its M&E system through periodic M&E reporting sessions. These sessions provided a forum for M&E focal persons to report on results-based planned inputs put in place to attain desired goals. The year 2013 also saw:

- The recruitment of a substantive Head of the Monitoring and Evaluation Unit,
- The running of three capacity building trainings for M&E focal persons across the Centre,
- Three monitoring visits to the Gambia, Mali and Guinea. These visits were aimed at assessing and the impact of KAIPTC courses.

d. Engagement With Stakeholders

The Centre undertook the following engagement activities with its Partners.

i. Governing Board Meetings

In spite of the change in leadership at the KAIPTC and the Ministry of Defence (MOD), the Centre successfully organized two Governing Board Meetings in the year. The continuous organization of these meetings increased the confidence of partners in the Centre.



A section of Members of Governing Board in a meeting

ii. New Partnership Agreements

During the period under review, the Centre built and strengthened its relationship with national, regional and international institutions and development partners through the formalization of Memorandum of Understanding (MoU) / Cooperation and Letters of Agreements among others. Twenty two (22) MoUs and other agreements have been signed. Details are attached as Annex 3.

iii. Resource Mobilization

During the year under review, the Centre secured an additional four years of core funding from the governments of Sweden and Denmark.

iv. Programme Review

In line with modalities for Danish support to the Centre, the Embassy of Denmark, in Addis Ababa, commissioned a review of the Danish support to the KAIPTC. The review assessed the Centre's commitment to its vision and mission statements and determined best options for Denmark's continued support to the Centre. The review provided the Centre with key learning points to help ensure its sustainability.

v. Key Visits

Relationships with partner institutions, development partners, regional organizations and individuals were strengthened through visits to the Centre. These visits continue to showcase the Centre to stakeholders and contribute to the enhancement of knowledge on the work of the Centre and its contribution to regional peace and security. A detailed list of such visits is attached as Annex 4.



Rear Admiral Matthew J. Kohler, Deputy Director of Naval Intelligence,
Director Intelligence Operations, AFRICOM visits KAIPTC

e. Strategic Collaboration

In 2013, the Centre undertook a number of strategic collaborations including:

i. The Launch of the West African Commission on the impact of Drugs on Governance, Security and Development (WACD)

The KAIPTC provided support to the Kofi Annan Foundation during the launch of the West Africa Commission on the impact of Drugs on Governance, Security and Development (WACD). The Commission was formed in response to the dramatic surge in drug trafficking in West Africa over the last decade.

ii. Rule of Law, Governance and Conflict Prevention Course

The KAIPTC in collaboration with the UNDP Togo organized a training course on Rule of Law, Governance and Conflict Prevention in the Republic of Togo. This was part of an agreement between the Centre and UNDP Togo. The course which had participants from Non Governmental Organizations(NGOs), Togolese ministries, human rights institutions and national security agencies built capacity for regional participants and increased the visibility of the Centre in the provision of training in PSO.

iii. Review and Development of APSTA Strategic Plan

The Centre in collaboration with the African Peace Support Trainers Association (APSTA) organized a workshop for the members aimed at reviewing the association's strategic plan. The Centre provided financial and technical support for that review and for the development of a new strategic plan for APSTA.

f. Internal Control

The Centre through its internal audit system continued to manage risks related to its operations during the period under review. To this end, it carried out a number of audits across selected units and departments to ensure accuracy, timeliness and reliability of technical/financial reports and effectiveness and efficiency of implementation of work plans by units. This led to the reduction of risk.

g. Library

The Library continued to provide comprehensive access to information resources particularly to the Centre's training and academic programmes. Between January and December 2013, book stock increased from 1,183 to 2,623. Additionally, the Library has a total of 100 journal titles and 793 reports, magazines, policy briefs and course materials. Electronic databases available to the patrons have also increased from 20 to 29 as at the end of 2013. The United States Army Peacekeeping and Stability Operations Institute (PKSOI) gave KAIPTC patrons free access to its educative online database: SOLLIMS.

The Library has also set up the EZ-PROXY software which enables patrons to access all the online databases outside the Centre without using passwords and usernames. So far, 100 patrons have registered to access the electronic resources. Bibliographic records in the web-based Online Public Access Catalogue, (OPAC) have also increased from 119 to 764 as at the end of 2013. The number patrons who visited the Library and used its services and resources increased from 2,466 to 9,420 in 2013.

B: TRAINING DEPARTMENT

The Training Department continued to deliver within the broader strategic mandate of the Centre as an ECOWAS Training Centre of Excellence. The courses conducted by the department are divided into individual and collective training programmes. The collective Training Programme concentrates on pre-deployment training of Ghanaian troops. This aspect of the Centre's training is conducted by a Force Training Team at Bundase for the Army and in Takoradi for the Air Force.

HIGHLIGHTS OF 2013 ACTIVITIES

a. Individual Training

In 2013, the Centre continued to build capacity for regional actors in global multi-dimensional PSO's. The capacity building activities for military, police and civilian personnel led to the organisation of 42 Individual Training courses. In all 1,442 participants were trained and this exceeded the 1,020 participants trained in 2012 within the same stipulated period. The Sahel Project, sponsored by the Government of Japan and aimed at enhancing the capacity of operational level practitioners to handle peace and security issues in Mali, Nigeria, Niger, Burkina Faso and Senegal, resulted in the increased numbers in 2013. The subsequent tables and charts provide the details of courses depicting the gender component and regional backgrounds of participants.



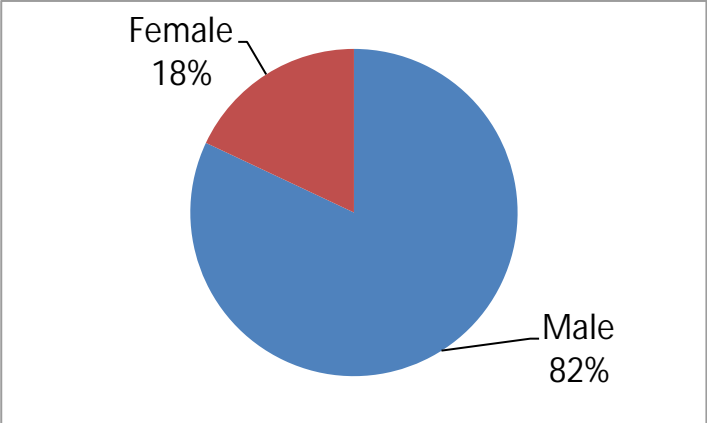
KAIPTC course participants

Table 1. Programmed Courses

SRL	COURSE	PERIOD RUN	TOTAL	MALE	FEMALE
(a)	(b)	(c)	(d)	(e)	(f)
1.	ELECTION OBSERVATION	21/01/13-30/01/13	20	15	5
2.	PEACEKEEPING LOGISTICS	28/01/13-15/02/13	34	30	4
3.	DISARMAMENT, DEMOBILIZATION & REINTEGRATION (FOUNDATION)	11/02/13-22/02/13	19	16	3
4.	POLICE PRE-DEPLOYMENT TRAINING (Mobile Training-BURKINA FASO)	18/02/13-01/03/13	77	71	6
5.	SECURITY SECTOR REFORM (POLICE)	11/03/13-22/03/13	31	25	6
6.	JOINT CAMPAIGN PLANNING	13/05/13-24/05/13	16	16	0
7.	SMALL ARMS & LIGHT WEAPONS (SALW) FOUNDATION COURSE (BORDER SECURITY MANAGEMENT)	03/06/13-14/06/13	27	24	3
8.	CAPACITY STRENGTH OF WOMEN IN PEACE BUILDING	03/06/13-07/06/13	19	0	19
9.	CONFLICT ANALYSIS AND MEDIATION	10/06/13-21/06/13	15	11	4
10.	INTEGRATED PEACE SUPPORT OPERATIONS	17/06/13-28/06/13	20	15	5
11.	DISARMAMENT, DEMOBILIZATION & RE-INTEGRATION (ADVANCED)	01/07/13-12/07/13	12	12	0
12.	ELECTION MANAGEMENT	08/07/13-19/07/13	17	9	8
13.	SALW (BORDER SECURITY MANAGEMENT(BURKINA FASO)	08/07/13-19/07/13	48	48	0
14.	SALW (BORDER SECURITY MANAGEMENT-NIGER)	08/07/13-19/07/13	60	58	2
15.	SALW (BORDER SECURITY MANAGEMENT-SENEGAL)	08/07/13-19/07/13	59	59	0
16.	CONFLICT PREVENTION	15/07/13-26/07/13	30	18	12
17.	SALW (PIRACY AND TRANSNATIONAL ORGANIZED CRIME (SENEGAL)	15/07/13-19/07/13	25	22	3
18.	SALW FOUNDATION COURSE	15/07/13-19/07/13	33	33	0
19.	SALW (SECURITY SECTOR GOVERNANCE-BURKINA FASO)	15/07/13-19/07/13	18	16	2
20.	POLICE MIDDLE MANAGEMENT	19/08/13-30/08/13	30	19	11
21.	DEVELOPMENT DIPLOMACY FOR PEACE & SECURITY	16/08/13-27/09/13	20	12	8

SRL	COURSE	PERIOD RUN	TOTAL	MALE	FEMALE
(a)	(b)	(c)	(d)	(e)	(f)
22.	SALW(BORDER SECURITY MANAGEMENT-NIGERIA)	26/08/13-06/09/13	48	42	6
23.	WEST AFRICA PEACEBUILDING INSTITUTE	02/09/13-20/09/13	28	20	8
24.	SALW (BORDER SECURITY MANAGEMENT- MALI)	09/09/13-20/09/13	56	45	11
25.	SALW (SECURITY SECTOR GOVERNANCE-MALI)	09/09/13-13/09/13	38	32	6
26.	SALW (COLLABORATIVE POLICING-NIGERIA)	09/09/13-13/09/13	30	28	2
27.	POLICE PRE-DEPLOYMENT TRAINING	30/09/13-11/10/13	57	51	6
28.	JOINT CAMPAIGN PLANNING	14/10/13-25/10/13	19	19	0
29.	SALW (BORDER SECURITY MANAGEMENT)	14/10/13-26/10/13	14	13	1
30.	SALW FOUNDATION	14/10/13-26/10/13	26	22	4
31.	SALW (PIRACY AND TRANSNATIONAL CRIME)	14/10/13-26/10/13	24	23	1
32.	AMISOM POLICE PRE-DEPLOYMENT TRAINING	14/10/13-25/10/13	88	75	13
33.	CRISIS INFORMATION MANAGEMENT	28/10/13-08/11/13	30	20	10
34.	RULE OF LAW	04/11/13-15/11/13	31	14	17
35.	SALW (SECURITY SECTOR GOVERNANCE)	04/11/13-15/11/13	26	22	4
36.	SALW (COLLABORATIVE POLICING)	04/11/13-15/11/13	24	20	4
37.	POLICE MIDDLE MANAGEMENT COURSE-SEXUAL EXPLOITATION AND ABUSE.(MTT-MALI)	04/11/13-15/11/13	48	22	26
38.	SALW FOUNDATION	18/11/13-29/11/13	28	23	5
39.	INTEGRATED CIVIL-MILITARY CORDINATION	18/11/13-29/11/13	24	20	4
40.	COUNTER PIRACY TRANSNATIONAL ORGANIZED CRIME	18/11/13-29/11/13	20	16	4
41.	POLICE PRE-DEPLOYMENT TRAINING (MTT - BURKINA FASO)	25/11/13-06/12/13	126	115	11
42.	PROTECTION OF CIVILIANS IN AFRICA	02/12/13-11/12/13	27	15	12
	TOTAL		1442	1186	256

Chart 1. The Gender Representation

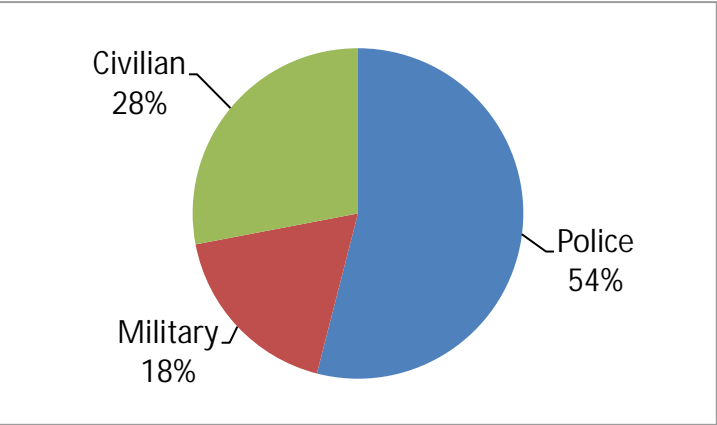


The statistics below show representation by components and regional divisions of the above programmed courses:

Table 2. Representation by Component

SRL	COMPONENT		
(a)	(b)		
1.	Military	Police	Civilians
2.	262	780	400

Chart 2. Representation by Component

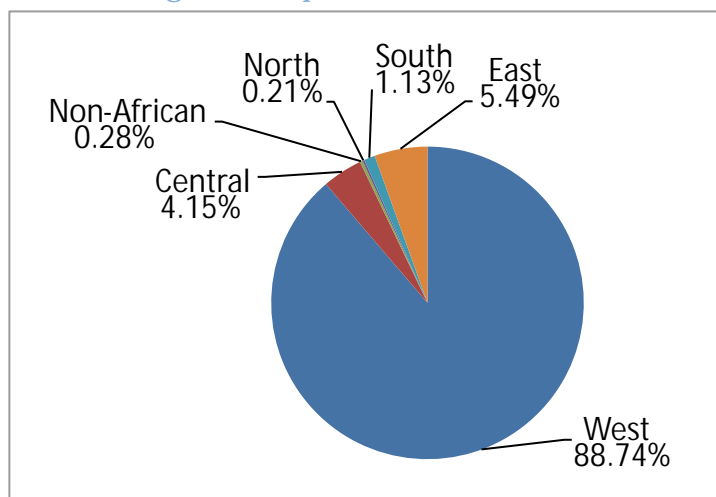


Participants of a police pre-deployment training course from the Ghana Police Service

Table 3. Regional Representation

REGIONAL					
North	South	East	West	Central	Non-African
(a)	(b)	(c)	(d)	(e)	(f)
3	16	78	1,282	59	4

Chart 3. Regional Representation



The Centre also collaborated with regional and global institutions to host some courses. The table below indicates that nine (9) of such courses were run during the period.

Table 4. External Courses

SRL (a)	COURSE (b)	PERIOD – 2013 (c)
1.	Counter-Proliferation Awareness Course in collaboration with the Government of the United States (US)	14 - 18 January
2.	Border Security Investigations Course 1 in collaboration with the Government of the United States (US)	15 - 19 April
3.	United Nations Corrections Pre-Deployment Training Course (in collaboration with the Ghana Prisons Service)	15 - 26 April
4.	Capacity-Strengthening of Women on Peace Building & Conflict Resolution In South Sudan	3 - 7 June
5.	Border Security Investigations Course 2 in collaboration with the Government of the United States (US)	23 - 27 June
6.	Managing Defence in a Wider Security Context Course in collaboration with the Government of the United Kingdom (UK)	9 - 20 September
7.	Border Security and Interdiction Course in collaboration with the Government of the United States (US)	23- 27 September
8.	Africa Regional Diplomacy Training Course (ARDTC) – UNIQUEST	18 - 29 November
9.	Proliferation Pathways Course in collaboration with the Government of the United States (US)	9 - 13 December

A number of other events were organised to enhance both the delivery of courses and capacity of staff. These are indicated in the subsequent table

Table 5. Other Events

SRL	EVENT	NUMBER
(a)	(b)	(C)
1.	Conferences	7
2.	Symposia/Seminars	1
3.	Workshops	5
4.	Retreats	3
5.	Learning, Development & Design (LDD) workshops	7
6.	Reviews	12
7	Trainer of Trainers Course	1
	Total	36

The strategic goal of the Centre to become the preferred Centre of Excellence in the region is on course. Participants from 39 countries took part in KAIPTC courses and the details are as shown in Table 6 below and on the next page

Table 6. Country Representation

SRL	COUNTRY	NUMBER OF PARTICIPANTS
(a)	(b)	(c)
1	Algeria	1
2	Benin	12
3	Burkina Faso	330
4	Burundi	7
5	Cameroon	20
6	Cape Verde	1
7	Central African Republic	2
8	Congo Brazzaville	3
9	Cote d'Ivoire	36
10	DR Congo	21
11	Egypt	1
12	Ethiopia	1
13	France	1
14	Ghana	184
15	Guinea	8

SRL	COUNTRY	NUMBER OF PARTICIPANTS
(a)	(b)	(c)
16	Guinea-Bissau	5
17	Liberia	37
18	Libya	1
19	Malawi	1
20	Mali	171
21	Mozambique	5
22	Namibia	1
23	Niger	122
24	Nigeria	224
25	Portugal	1
26	Rwanda	6
27	Senegal	112
28	Sierra Leone	15
29	Somalia	3
30	South Africa	1
31	South Sudan	22
32	Spain	1
33	Sudan	41
34	The Gambia	4
35	Togo	21
36	Uganda	7
37	United States of America	1
38	Zambia	4
39	Zimbabwe	4
TOTAL		1442

b. E-Learning

The Centre, through an MoU with the Peace Operations Training Institute (POTI), started offering e-courses in 2013. This has widened access to KAIPTC's courses and ensured participants can acquire knowledge from the Centre at reduced costs. E-learning also prepares participants adequately prior to enrolment on KAIPTC courses.

Table 7 on the next page depicts KAIPTC E-Learning courses and rate of enrolment for potential KAIPTC course participants.

Table 7. Rate of enrolment on e-learning platform

SRL	COURSE	POTI COURSE	SUCCESS
	(b)	(c)	RATE (d)
1.	Disarmament, Demobilization and Reintegration (DDR) Foundation	Disarmament, Demobilization and Reintegration (DDR)	26%
2.	Integrated Peace Support Operations (IPSO)	Ethics in Peacekeeping	75%
3.	Conflict Prevention	Peacekeeping and International Conflict Resolution	100%
4.	Crisis Information Management (CIM)	Peacekeeping and International Conflict Resolution	82%
5.	Rule of Law	Human Rights	68%
6.	Integrated Civilian-Military Coordination (ICIMIC)	United Nations Civil-Military Coordination	100%
7.	Protection of Civilians	Protection of Civilians	Ongoing
8.	Security Sector Reform (SSR) Course	Introduction to SSR (UNITAR)	50%

The KAIPTC has plans to adapt some of the POTI courses to the West African context and the courses to be adapted are under review by a select team of subject matter experts from the Centre. The adaptation and review process is set to span over a period of 6 months (January to June 2014). The following are the recommended POTI Courses to be adapted:

- i. Gender Perspectives;
- ii. Implementation of Security Council Resolution 1325 (2000) in Africa;
- iii. Protection of Civilians;
- iv. Disarmament, Demobilization and Reintegration (DDR);
- v. United Nations Civil-Military Coordination (UN-CIMIC); and
- vi. Peacekeeping and International Conflict Resolution.

c. Learning Management System (LMS) Project

Two consultants were contracted by GIZ in 2013 to investigate the exact need and the conditions for introducing a Learning Management System (LMS) to address an overall integrated management system for online Database, Alumni Portal and E-Learning. A meeting held in September 2013 discussed the findings and recommendations of the consultants and the way-forward. Subsequently, a three day working group was held in December 2013 to finalize the requirements for the smooth take-off of the LMS project. The project, set to span over a year, will lead to the development and running of an LMS for the KAIPTC.

d. Training & Evaluation

There have been improvements in evaluation and feedback from training courses within the period. Daily feedback from participants, generated from the Evaluation Learning Questionnaire (ELQ) 1 have been helpful in accessing views of participants about modules of courses. Feedback from ELQ 1 is high and table 8 below indicates that, out of 1442 ELQ1 administered, 1435 were received representing 99.5% receipts. Table 8 highlights the courses and the total number of ELQ1 administered/received.

Table 8. EVALUATION LEARNING QUESTIONNAIRE (ELQ) 1 RATE OF RESPONSE

SRL	COURSE	PERIOD RUN	ADMINISTERED	RECEIVED	PERCENTAGE (%)
(a)	(b)	(c)	(d)	(e)	(f)
1.	ELECTION OBSERVATION	21/01/13 30/01/13	20	19	95
2.	PEACEKEEPING LOGISTICS	28/01/13 15/02/13	34	34	100
3.	DISARMAMENT, DEMOBILIZATION & REINTEGRATION (FOUNDATION)	11/02/13 22/02/13	19	19	100
4.	POLICE PRE-DEPLOYMENT TRAINING (MTT - BURKINA FASO)	18/02/13 01/03/13	77	77	100
5.	SECURITY SECTOR REFORM	11/03/13 22/03/13	31	31	100
6.	JOINT CAMPAIGN PLANNING	13/05/13 24/05/13	16	16	100
7.	SALW FOUND ATION COURSE (BORDER SECURITY MANAGEMENT)	03/06/13 -14/06/13	27	27	100
8.	CAPACITY STRENGTHENING OF WOMEN IN PEACE BUILDING	03/06/13 -07/06/13	19	19	100
9.	CONFLICT ANALYSIS & MEDIATION	10/06/13- 21/06/13	15	15	100
10.	INTEGRATED PEACE SUPPORT OPERATIONS	17/06/13- 28/06/13	20	20	100
11.	ADVANCED DISARMAMENT DEMOBILIZATION AND RE- INTEGRATION	01/07/13- 12/07/13	12	12	100
12.	ELECTION MANAGEMENT	08/07/13- 19/07/13	17	17	100
13.	SALW (BORDER SECURITY MANAGEMENT) - BURKINA FASO)	08/07/13- 19/07/13	48	48	100
14.	SALW (BORDER SECURITY MANAGEMENT- NIGER)	08/07/13- 19/07/13	60	60	100
15.	SALW (BORDER SECURITY MANAGEMENT- SENEGAL)	08/07/13- 19/07/13	59	59	100
16.	CONFLICT PREVENTION	15/07/13- 26/07/13	30	29	96.6
17.	SALW (PIRACY AND TRANSNTIONAL CRIME- SENEGAL)	15/07/13- 19/07/13	25	25	100
18.	SALW FOUNDATION COURSE	15/07/13- 19/07/13	33	31	93.9

SRL	COURSE	PERIOD RUN	ADMINISTERED	RECEIVED	PERCENTAGE (%)
(a)	(b)	(c)	(d)	(e)	(f)
19.	SALW (SECURITY SECTOR GOV-BURKINA FASO)	15/07/13- 19/07/13	18	18	100
20.	POLICE MIDDLE MANAGEMENT	19/08/13- 30/08/13	30	30	100
21.	DEVELOPMENT DIPLOMACY FOR PEACE AND SECURITY	16/08/13- 27/09/13	20	20	100
22.	SALW (BORDER SECURITY MANAGEMENT-NIGERIA)	26/08/13- 06/09/13	48	47	97.9
23.	WEST AFRICA PEACEBUILDING INSTITUTE	02/09/13- 20/09/13	28	28	100
24.	SALW (BORDER SECURITY MANAGEMENT - MALI)	09/09/13- 20/09/13	56	56	100
25.	SALW (SECURITY SECTOR GOVERNANCE-MALI)	09/09/13- 13/09/13	38	37	97.3
26.	SALW (COLLABORATIVE POLICING -NIGERIA)	09/09/13- 13/09/13	30	30	100
27.	POLICE PRE-DEPLOYMENT TRAINING	30/09/13- 11/10/13	57	57	100
28.	JOINT CAMPAIGN PLANNING	14/10/13- 25/10/13	19	19	100
29.	SALW (BORDER SECURITY MANAGEMENT)	14/10/13- 26/10/13	14	14	100
30.	SALW FOUNDATION	14/10/13- 26/10/13	26	26	100
31.	SALW (PIRACY AND TRANSNATIONAL CRIME)	14/10/13- 26/10/13	24	24	100
32.	AMISOM POLICE PRE- DEPLOYMENT TRAINING	14/10/13- 25/10/13	88	88	100
33.	CRISIS INFORMATION MANAGEMENT	28/10/13- 08/11/13	30	29	96.6
34.	RULE OF LAW	04/11/13- 15/11/13	31	31	100
35.	SALW (SECURITY SECTOR GOVERNANCE)	04/11/13- 15/11/13	26	26	100
36.	SALW (COLLABORATIVE POLICING)	04/11/13- 15/11/13	24	24	100
37.	POLICE MIDDLE MANAGEMENT COURSE-SEXUAL EXPLOITATION AND ABUSE (MTT-MALI)	04/11/13- 15/11/13	48	48	100
38.	SALW FOUNDATION COURSE	18/11/13- 29/11/13	28	28	100

SRL	COURSE	PERIOD RUN	ADMINISTERED	RECEIVED	PERCENTAGE (%)
(a)	(b)	(c)	(d)	(e)	(f)
39.	INTEGRATED CIVIL-MILITARY CORDINATION	18/11/13- 29/11/13	24	24	100
40.	COUNTER PIRACY TRANSNATIONAL ORGANIZED CRIME	18/11/13- 29/11/13	20	20	100
41.	POLICE PRE-DEPLOYMENT TRAINING(MTT-BURKINA FASO)	25/11/13- 06/12/13	126	126	100
42.	PROTECTION OF CIVILIANS IN AFRICA	02/12/13- 11/12/13	27	27	100
	TOTAL		1442	1435	99.5%

Feedback from Post Course Impact Evaluation, assessed through the Evaluation Learning Questionnaires (ELQ) 2 improved from 10% in 2012 to 39% in 2013. Table 9 and the graph highlight the statistics of feedback generated from the administration of ELQ2.

Table 9. EVALUATION LEARNING QUESTIONNAIRE (ELQ) 2

SRL	COURSE	ADMINISTERED	RECEIVED	PERCENTAGES (%)
(a)	(b)	(c)	(d)	(e)
1.	PROTECTION OF CIVILIANS - 2012	22	5	23
2.	POLICE PRE - DEPLOYMENT TRAINING - (2) 2012	60	10	17
3.	JOINT CAMPAIGN PLANNING - (2) 2012	25	10	40.0
4.	PARTNERING INTEGRATED LOGISTICS OPERATIONAL TACTICS COURSE - 2012	30	15	50.0
5.	CRISIS INFORMATION MANAGEMENT - 2012	20	10	50.0
6.	RULE OF LAW - 2012	28	6	21.4
7.	DISARMAMENT, DEMOBLIZATION & REINTEGRATION COURSE (ADVANCE) - 2012	23	8	34.8
8.	SECURITY SECTOR REFORM- 2012	28	15	53.6
9.	ELECTION OBSERVATION - 2013	20	12	60.0
10.	PEACEKEEPING LOGISTICS - (1) 2013	31	9	29.0
11.	DISARMAMENT, DEMOBILIZATION & REINTEGRATION COURSE (FOUNDATION) - 2013	18	10	55.6
12.	SECURITY SECTOR REFORM- 2013	30	14	46.7
13.	JOINT CAMPAIGN PLANNING (1) - 2013	15	10	66.7

SRL	COURSE	ADMINISTERED	RECEIVED	PERCENTAGES (%)
(a)	(b)	(c)	(d)	(e)
14.	SALW- BORDER SECURITY MANAGEMENT- 2013	27	9	33.3
15.	CONFLICT ANALYSIS & MEDIATION - 2013	13	11	84.6
16.	INTEGRATED PEACE SUPPORT OPERATIONS - 2013	19	9	47.4
17.	DISARMAMENT, DEMOBILIZATION & REINTEGRATION COURSE (ADVANCE) - 2013	10	4	40.0
18.	ELECTION MANAGEMENT- 2013	16	4	25.0
19.	CONFLICT PREVENTION- 2013	30	12	40.0
	TOTAL	465	173	39%

e. Collective Training

The Centre has over the years supported the Ghana Armed Forces to conduct pre-deployment training at the BTC and Takoradi. A total of 7,385 (all ranks) were trained by the FTT team in 2013.

C: FACULTY OF ACADEMIC AFFAIRS AND RESEARCH (FAAR)

The Faculty of Academic Affairs and Research (FAAR) continued to consolidate efforts towards the improvement of the quality and scope of research-led training and education on peace and security at the KAIPTC. FAAR focused on the following three key objectives in 2013:

- a. Implementation and lecture on the first two academic programmes at the KAIPTC;
- b. Undertake research into the traditional areas of peacekeeping and on UNSCR 1325, while contributing to the development and implementation of policy, academic research and discourse on new and emerging security threats in Africa including piracy and transnational organised crime and the crisis in the Sahel; and
- c. In collaboration with the Training Department, develop, pilot and facilitate training programmes at the KAIPTC.

At the beginning of the year, there was one significant restructuring to the programmatic functions of FAAR. Three programmes, namely: Conflict and Security programme (CSP), Gender, Peace and Security (GPS) and Regional Partnerships for Peace and Security (REPPS) were merged to form the Conflict, Peace and Security Programme (CPSP).

Based on the objectives set above, FAAR's main deliverables related to the four key areas were as follows:

1. Research and publications;
2. Delivery of academic programmes;
3. Development, piloting and facilitation of operational training courses in collaboration with the Training Department; and
4. Policy development and support.

HIGHLIGHTS OF 2013 ACTIVITIES

a. Research and Publications

Spearheaded by FAAR, the Centre published a total of fifty-three (53) papers: ten (10) book chapters, twelve (12) journal articles, fifteen (15) policy briefs, one (1) occasional paper, seven (7) magazine articles, five (5) reports, one (1) book review, two (2) articles and one (1) newsletter article.¹ Six (6) course manuals and three (3) M&E reports were produced in addition to these publications.

Members of the Faculty also undertook a special two-year research project in collaboration with the University of Queensland and funded by AusAID, entitled: "Understanding and Working with Local Sources of Peace, Security and Justice in West Africa", focusing on Ghana and Liberia.

The Centre also engaged in research on piracy and transnational organised crime with a view to developing a training manual and piloting a course and on UNSCR 1325 related issues.

¹ The list of publications are found in Annex 1.

These publications continue to contribute to the development of policy on regional conflict, peace and security issues and international discourses on issues related to conflict, peace and security. The publications also inform the development and design of training programmes organized at the Centre.

b. Support to Training (Research for Training)

Led by the Faculty and in close collaboration with the Training Department, a number of courses were piloted in 2013. The modules of the courses piloted were informed by research undertaken on conflict analysis and mediation; counter piracy and transnational organised crime; sexual exploitation and abuse; and small arms and light weapons. The research highlighted the needs, the scope of various issues that needed to be addressed and the countries affected. Specific courses piloted are highlighted below:

- i. The Conflict Analysis and Mediation course was piloted in June 2013 in collaboration with the Crisis Management Initiative (CMI), Finland. Fifteen (15) African personnel were successfully trained in track 1 and 2 mediation in the pilot course.
- ii. The Counter Piracy and Transnational Organized Crimes was piloted in November 2013 in collaboration with the German Foreign Ministry. Participants were made up of 20 officers from security agencies that deal with piracy and transnational organised crime. Feedback from the course participants during the course review workshop in December 2013 indicated the course was relevant and should be continued with more focus on in-country training.



Participants at the Counter Piracy and Transnational Organized Crimes Course

- iii. The second course piloted on Sexual Exploitation and Abuse (SEA) in Fragile, Conflict and Post-Conflict Situations was held in Bamako, Mali in November 2013. The course was funded and run by the Training for Peace (TfP) Programme. Forty-six participants from the police, gendarmarie and United Nations Police (UNPoL) from Mali were successfully trained.
- iv. As a result of a needs assessment undertaken in Cote d'Ivoire and through consultations with the UN Office of the Special Representative of the Secretary General on Sexual Violence in Conflict, a CRSV training of trainers course was piloted in Cote d'Ivoire in September 2013. A total of 80 officials from national security forces, civil society and the UN Mission in Cote d'Ivoire (UNOCI) peacekeepers were trained to be trainers on Prevention and Response to (CRSV) in Cote d'Ivoire. The training was undertaken in two phases (in Grand Bassam and Bouaké) and some new trainers were selected to train officials in the second phase, under supervision.
- v. The annual SALW control and Border Security Management courses under the Regional Small Arms and Light Weapons Training Programme trained 56 practitioners in 2013. The programme is supported by the Government of Japan and the United Nations Development Programme (UNDP) and implemented in collaboration with the ECOWAS Commission. Monitoring and evaluation of participants' work after the course showed that the countries are taking the issue of small arms seriously. For example, Cape Verde has built an arms forensic bureau to facilitate the tracing of weapons at crime scenes to their users. Additionally, some of the police officers in Praia who enrolled on the course as mid-career officers are now heading the national police operations and the police detachment at the Praia airport. Cote d'Ivoire is also embarking upon a nation-wide tracing exercise beginning with weapons in the possession of security officials. The team that does the marking is led by a former trainee of the KAIPTC SALW courses. Related to the SALW, the Sahel Project was launched as a follow-up to the successes of the Regional Small Arms and Light Weapons Training Programme. The project on 'Promoting Dialogue and Strengthening Operational Level Competencies', seeks to build emergency human capacity development needs in Nigeria, Senegal, Mali, Burkina Faso and Niger using training, research, policy dialogue and advocacy as its main tools of implementation. By December 2013, the Sahel project had supported the capacity of about 538 personnel who are at mid-high level professional ranks in their respective fields of endeavour. Five out of the six courses scheduled under the programme were developed and successfully conducted. The courses are Border Security Management, Small Arms and Light Weapons Proliferation Dynamics in the Sahel, Security Sector Governance, Collaborative Policing and Maritime Piracy and Transnational Crime. The Faculty is creatively using the Sahel Project to step up inter-programme and inter-departmental collaboration at the Centre.



Field trip organised for trainees of the Sahel Project

- vii. In the same vein, the Tfp Programme conducted two police pre-deployment MTT courses in Burkina Faso to train a 77 member Burkinabe police contingent slated for the United Nations Mission in Dafur (UNAMID) only and 126 Burkinabe police contingent for UNAMID, United Nations Stabilization Mission in Mali (MINUSMA) and United Nations Operation in Côte d'Ivoire (UNOCI). Tfp also organized an orientation workshop on Peace Support Operations for Members of parliamentary select committees on defence, interior and security from five African countries in December 2013.
- viii. Led by the Faculty and with support from the Training Department, the Global Centre for the Responsibility to Protect in 2013 begun a process of developing a two-week course on the Responsibility to Protect. This course will be piloted at the KAIPTC in March 2014.



Participants at meeting of Global Network of National R2P Focal Points

- ix. The linkage between theory and practice was further strengthened in 2013. Members of FAAR facilitated modules for nine courses: Advanced Alumni Diplomacy Training; Conflict Prevention; CIMIC; DDPS; DDR; IPSO; PMMC; Protection of Civilians and SSR. FAAR staff also supported the delivery of a course on Trans-Atlantic Maritime Criminal Justice in West Africa organised at the KAIPTC by the African Center for Strategic Studies of the National Defense University (Washington DC). Staff also facilitated in APSTA's training and research colloquium held in Malawi. FAAR staff participated in internal course and external ones organized by the APSTA and the Institute for Security Studies (ISS).

c. Policy Engagements/International Conferences/Meetings/Programmes

Led by FAAR, the Centre continued to provide support to activities geared towards the development of policy in the following areas:

1. Civilian and police peacekeeping;
2. Peacekeeping economies;
3. UNSCR 1325;
4. The crisis in the Sahel region (including specific country consultations: Guinea Bissau and Mali);
5. Geo-politics and geo-economics of natural resources;
6. China-Africa relations and security;
7. Liberian history;
8. Human security in West Africa;
9. Maritime security;
10. Cyber security;
11. Elections security; and
12. West African security challenges.²

Members of the Faculty organized and/or participated in a total of 11 policy and course development/review workshops. This included a Policy Forum on the Inter-Linkages of Security Sector Reform and the Protection of Civilians in Africa held in August 2013 in collaboration with the Government of Australia and the UN Security Sector Reform Unit. Staff also honoured invitations from partners to 19 other policy-related engagements. There were also a further 17 requests particularly from governments for direct technical support. In general, policy development support was provided to national governments and parliaments, the UN, the AU, think tanks, academic institutions, civil society organisations and the media.

² Details of these engagements may be found in Annex 2.

d. Academic Affairs

- i. The Centre consolidated gains made to its academic programmes in 2013. 36 students comprising 22 females and 14 males were admitted into the Master of Arts in Gender, Peace and Security (MGPS) II and 37 students comprising nine females and 28 males were admitted into Master of Arts in Conflict, Peace and Security (MCPS III). 50 applicants comprising of 33 males and 17 females have been admitted into MCPS IV, which is scheduled to begin in January 2014.



HE Kwesi Amissah-Arthur, Vice President of Ghana (in suit) and other dignitaries attend Joint Graduation of MCPS & MGPS

- ii. To improve teaching and delivery of the academic programmes, teaching methods of KAIPTC lecturers, teaching assistants and course directors were enhanced through training in case study methodologies organised in collaboration with the Kennesaw State University and GIZ. MGPS II lecturers also participated in an Orientation and a Gender Concepts and Theories workshop supported by DCAF.
- iii. To prepare for the renewal of the accreditation certificates of the current academic programmes in 2014, a Curriculum Review Workshop was held to improve the standard of current courses. This workshop was supported by DCAF. A National Accreditation Board (NAB) of Ghana's review of academic curriculum, instructional materials and facilities in March 2013 concluded that the programmes were in compliance with the NAB regulations and requirements. Further assessment of institutional re-accreditation for MCPS and MGPS, as well as programme accreditation for the Postgraduate Diploma in Development Diplomacy, and the Postgraduate Certificate in Peace Support Operations were undertaken by the NAB in the last quarter of 2013.

- iv. The highlight of the 2013 academic programmes was on 5 July 2013 when a Joint Graduation Ceremony was held for MCPS II and MGPS I within the commemorative ceremony for the 10th Anniversary of the KAIPTC. It marked another significant milestone in the Centre's strategic quest to provide more access to quality education at the tertiary level, in a specialised field of peace and security studies.



MGPS Graduates

e. Other FAAR Activities

i. Mentorship

In 2012, the Centre's Internship Programme was expanded to include PhD Scholars from visiting universities. In 2013, the programme was renamed the Internship and External Scholars Programme and expanded to include military personnel from the United States. In 2013, the programme admitted one PhD Scholar from the Radboud University in the Netherlands, two United States military personnel from AFRICOM researching on maritime security, and five interns:– one from Nigeria, one from Germany and three from Ghana. The interns have been working on various topics relating to conflicts in Nigeria, small arms, Sahel security, alternative conflict disputes mechanisms and gender, peace and security related issues.

ii. Capacity Building

In February 2013, a member of the Faculty became the first serving officer of the Ghana Armed Forces to be awarded with a PhD. Five other faculty members who are being trained to lecture on the Academic Programmes continued their PhD programmes at Kennesaw State University, Cranfield University, School of Oriental and African Studies (SOAS University of London) and the University of Ibadan.

Four other faculty members completed various studies and were granted Bachelors' and Masters' degrees, respectively. It is anticipated that these capacity building programmes will directly impact the output of the faculty towards the attainment of broader strategic goals of the Centre.

The Faculty's efforts in 2014 will continue to be focused on the following six key areas:

1. Integrated (multi-dimensional) Peace Support Operations;
2. ECOWAS capacity building;
3. UNSCR 1325 and related research;
4. Regional emerging security threats and West African conflict systems;
5. The Sahel crises; and
6. Expansion of KAIPTC's academic programme by adding the Certificate in Gender, Peace and Security to the two postgraduate programmes currently being offered at the Centre.



Group picture of participants trained in Niger for the Sahel Project

D: DEPARTMENT OF ADMINISTRATION

The Department continued to provide support to the Centre's core business of training, research and academic programmes. As the Centre strives to become sustainable in the coming years, the Department of Administration also directed efforts to improve internally generated funds. Related to this, a number of events were organised and coordinated by the Centre in 2013.

HIGHLIGHTS OF 2013 ACTIVITIES

Major activities implemented by the units within the department are detailed below.

a. Hospitality Operations

Aiming to remain an internationally preferred Centre of Excellence in training, research and academic programmes, this unit was set up in 2013 to strategically facilitate the provision of top notch services to all stakeholders (course participants, students, visitors, staff, etc). It provided services to accommodation and conferencing, for training programmes, academic courses, business or social events. Key events supported in 2013 included the Kofi Annan-Dag Hammarskjöld Foundation inaugural lecture, Government of Ghana Ministerial and Presidential Retreats for 200 participants, Western Accord 13-Command Post Exercise, ECOWAS Chief of Defence Staff Conference, ECOWAS Regional Air Chief's Symposium, etc.



Group picture of participants in Exercise Western Accord 2013

b. Information, Communication and Technology

The Information Communication and Technology (ICT) Unit continued to provide support to ensure the core functions of the Centre were seamlessly undertaken. The unit improved and enhanced ICT network through regular maintenance, enhanced the Centre-wide wireless internet access, replaced hardware, refurbished audio visual equipment and improved audio visual systems.

c. Facilities

As a result of increased number of participants and high profile visitors to the Centre, a key focus in 2013 was to upgrade and enhance the Centre's facilities. One major area of focus was to secure the Centre and ensure facilities improve health, safety and environment (HSE). Water supply was also augmented through the identification and development of an underground water system and this has reduced the cost of accessing this service from suppliers.

d. Human Resources

The Human Resource Unit continued to provide support and advisory services to the KAIPTC over the period. The total staff strength as at December 2013 was 331. The Breakdown of staff is illustrated in the table below.

To rationalise and optimise use of the Centre's Human Resources, a Workforce Analyses and Human Resource Audit was started in 2013 with support from GIZ. The processes will provide a basis for the development of the Strategic Human Resource/Workforce Plan and lead to the establishment of an efficient staffing structure with optimal staff size, qualifications, competencies and skills.

Table 4 – STAFF STRENGTH AS AT 11th DECEMBER, 2013

Srl (a)	Staff (b)	Number (c)
1.	MoD Military Officers	8
2.	MoD other Ranks	21
3.	MoD Civilian Staff	134
4.	Contract (Foreign)	3
5.	Contract (Local)	121
6.	Ghana Police	2
7.	Expatriate Military Staff	4
Established Numbers		293
8.	GIZ Staff	2
9.	Attachment	7
10.	Interns	3
11.	National Service Persons	23
12.	Kofi Annan Foundation	3
Non Established Numbers		38
Total		331

The Centre embarked on various staff capacity training and development programs to improve efficiency and optimise delivery of the Centre's mandate. A total of 156 staff benefitted from various capacity building programs and these included 25 individual training programmes, 22 academic programmes and 109 generic training programmes. Related to this, four health and wellness programmes were organized for staff and residents of the Teshie community.



Periodic health screening held for staff

e. Sustainability Measures

As part of measures to ensure the Centre remains sustainable, the Finance Unit provided prudent financial management, budgeting, budgetary control, financial accounting and financial reporting in 2013. The unit also led a number of cost cutting and sustainability initiatives during the period.

Also related to the issue of sustainability, the Centre streamlined its procurement processes to ensure value for money as well as reduce waste. Specific activities undertaken include an improvement in the management of inventory using up-to-date software and an improvement in fleet management through the use of vehicle management gadget.



Staff undertake a sea trip on the Ghana Naval Ship (GNS) Blika

FINANCIAL REPORT



KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE (KAIPTC)

Financial Statements for the Year Ended

December 31

2013

*Adom -Boafo & Associates
Chartered Accountants, Mango
Street Avenue, Asylum Down
P. O. Box CT3959, Cantonments,
Accra*

INDEX OF ENCLOSURES

	PAGE
Corporate Information	35
Report of the KAIPTC Directors	36
Independent Auditor's Report	37 – 38
Operating Statement	39
Statement of Financial Position	40
Cash Flow Statement	41
Notes to the Financial Statements	42 – 55

CORPORATE INFORMATION

EXECUTIVE DIRECTORATE

- | | |
|----------------------------|----------------------------|
| - Maj Gen OB Akwa | Commandant |
| - Air Cdre JSK Dzamefe | Deputy Commandant |
| - Mr Kodjo Menka | Director of Administration |
| - Col EA Adjei (Rtd) | Director of Training |
| - Dr Kwesi Aning | Director, FAAR |
| - Mrs Levinia Addae-Mensah | Director, PPMED |

REGISTERED OFFICE

- The Kofi Annan International Peacekeeping
Training Centre
PMB CT210
Cantonments
Accra–Ghana

AUDITORS

- Adom Boafo & Associates
P.O. Box CT3960
Cantonments
Accra, Ghana

BANKERS

- Barclays Bank, Zenith Bank, Ecobank Gh. Limited, and
UBA

REPORT OF THE KAIPTC DIRECTORS

The Directors have the pleasure in submitting their report and financial statements for the year ended 31 December 2013.

Nature of Activities

The Centre was established to develop a Regional Centre of Excellence where Education, Training and Research concerning peace operations are to be delivered to the highest academic and professional standards.

Results for the Year

The results for the year ended 31 December 2013 show a net operating deficit of GH¢1,166,417 which has been transferred to the Accumulated Fund resulting in a reduction of the fund from 21,522,670 to GH¢20,356,253 at 31st December 2013.

State of Affairs of the Centre

The Directors consider the state of affairs of the Centre to be satisfactory.

Going Concern

The Governing Board has made an assessment of the Centre's ability to continue as a going concern and have no reason to believe the Centre will not be a going concern in the foreseeable future.

Approval of the Financial Statement

The financial statements were approved by the directors on the 15th April 2014, and signed on their behalf by:



Commandant/Executive Director



Director of Administration

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE

Report of the financial statements

We have audited the financial statements of Kofi Annan International Peacekeeping Training Centre, which comprise the statement of financial position at 31 December 2013, the operating statement, accumulated fund and statement of cash flows for the year then ended, and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes.

Directors' Responsibility for the Financial Statements

The Centre's directors are responsible for the preparation and fair presentation of these financial statements in accordance with International financial reporting standards, and in the manner required by the Companies Code, 1963 (Code 179) and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the Centre has kept proper accounting records and the financial statements are in agreement with the records in all material respects and give in the prescribed manner, information required by the Companies Act 1963, (Act 179).

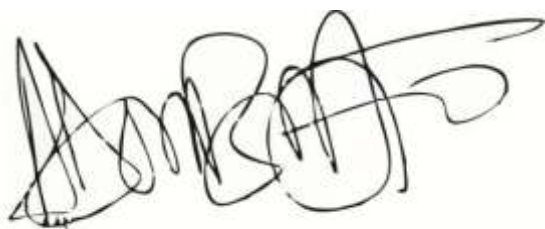
The financial statements give a true and fair view of the financial position of the Centre as at 31 December 2013, and of its financial performance and cash flow for the year then ended and are drawn up in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Ghana Company's Act, 1963 (Act 179) requires that in carrying out our audit work we consider and report on the following matters. We confirm that:

- i. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- ii. In our opinion proper books of accounts have been kept by the company, so far as appears from our examination of those books; and
- ii. The statement of financial position and income statement of the company are in agreement with the books of accounts.

Adom-Boafo & Associates
Chartered Accountants
Accra, Ghana
License No. ICAG/F/2014/041

.....15th April 2014.....



Prof. Kwame Adom-Frimpong
Practicing Certificate: License No. ICAG/P/1109

OPERATING STATEMENT

For the year ending December 31, 2013

	Note	2013 GHC	2012 GHC	2013 \$	2012 \$
Operating Income	2	26,531,753	22,262,312	13,700,440	11,900,525
Direct Costs	3	<u>(17,098,516)</u>	<u>(14,418,801)</u>	<u>(8,740,046)</u>	<u>(7,707,703)</u>
Gross Income		9,433,237	7,843,511	4,960,394	4,192,822
Administrative and General Expenses	4	<u>(6,212,547)</u>	<u>(5,064,490)</u>	<u>(3,175,594)</u>	<u>(2,889,773)</u>
Administrative Staff Costs	5	<u>(5,193,268)</u>	<u>(4,374,752)</u>	<u>(2,654,581)</u>	<u>(2,156,062)</u>
Net Operating Surplus/(Deficit)		<u>(1,972,578)</u>	<u>(1,595,731)</u>	<u>(869,781)</u>	<u>(853,013)</u>

Comprehensive Income Statement

For The Year Ending December 31, 2013

Operating Income transferred from Income Statement		(1,972,578)	(1,595,731)	(869,781)	(853,013)
Investment Income	6	582,923	689,492	297,966	368,574
Other Income /Exchange Difference	7	<u>223,238</u>	<u>9,800</u>	<u>(1,767,393)</u>	<u>5,239</u>
Net Operating Surplus/(Deficit)		<u>(1,166,417)</u>	<u>(896,439)</u>	<u>(2,339,208)</u>	<u>(479,200)</u>

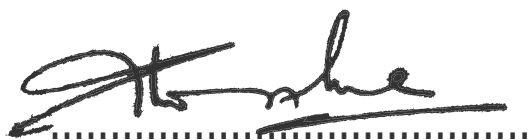
Accumulated Fund Account

Balance 1/1		21,522,670	22,419,109	14,958,452	15,437,652
Net Operating Surplus / (Deficit)		<u>(1,166,417)</u>	<u>(896,439)</u>	<u>(2,339,208)</u>	<u>(479,200)</u>
Balance 31/12		<u>20,356,253</u>	<u>21,522,670</u>	<u>12,619,244</u>	<u>14,958,452</u>


KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Statement of Financial Position
As at 31st December 2013

	Notes	2013 GHC	2012 GHC	2013 \$	2012 \$
NON - CURRENT ASSETS					
Property, Plant & Equipment	8	13,470,331	14,069,608	9,324,859	9,631,185
CURRENT ASSETS					
Investments	9	2,119,855	4,311,659	1,014,188	3,298,628
Accounts Receivables	10	934,204	1,629,092	446,945	1,093,035
Inventory	11	225,424	225,170	107,848	150,716
Cash and Bank Balances	12	<u>5,085,761</u>	<u>1,424,301</u>	<u>2,433,146</u>	<u>1,394,371</u>
TOTAL CURRENT ASSETS		<u>8,365,244</u>	<u>7,590,222</u>	<u>4,002,127</u>	<u>5,936,750</u>
TOTAL ASSETS		<u>21,835,575</u>	<u>21,659,831</u>	<u>13,326,986</u>	<u>15,567,935</u>
LIABILITIES					
Accounts Payables	13	1,479,322	826,252	707,742	609,483
ACCUMULATED FUND					
Accumulated Fund	14	<u>20,356,253</u>	<u>21,522,670</u>	<u>12,619,244</u>	<u>14,958,452</u>
TOTAL LIABILITIES AND ACCUMULATED FUND		<u>21,835,575</u>	<u>22,348,921</u>	<u>13,326,986</u>	<u>15,567,935</u>



Commandant/Executive Director



Director of Administration

CASH FLOW STATEMENT

For the year ended 31st December 2013

	2013 GHC	2012 GHC	2013 \$	2012 \$
Excess/Shortfall of income over expenditure	(1,166,417)	(896,439)	(2,339,208)	(479,200)
Add Depreciation	987,763	1,553,014	504,903	753,156
Increase/(Decrease in Account Payables	653,070	(883,306)	98,259	(472,180)
(Increase)/Decrease in Account Receivables	1,383,979	608,384	646,090	325,217
(Increase)/Decrease in Inventory	(254)	(22,663)	42,869	(12,115)
Net Inflow/(Outflow) from Operating Activities	1,858,141	358,990	(1,047,087)	114,878
Investing Activities				
Purchase of Fixed Assets	(388,486)	(2,913,123)	(198,577)	(1,480,215)
Investment in Fixed Deposits	2,191,804	2,147,023	2,284,440	1,147,711
	1,803,318	(766,100)	2,085,863	(332,504)
Increase in cash and cash equivalent	<u>3,661,459</u>	<u>(407,110)</u>	<u>1,038,776</u>	<u>(217,626)</u>
Note A <i>Cash & Cash Equivalents</i>				
Opening Balance	1,424,302	1,831,412	1,394,370	1,611,996
Net cash inflow/(Outflow)	<u>3,661,459</u>	<u>(407,110)</u>	<u>1,038,776</u>	<u>(217,626)</u>
	<u>5,085,761</u>	<u>1,424,302</u>	<u>2,433,146</u>	<u>1,394,370</u>

Notes to the financial statements for the year ended 31st December 2013

Significant accounting policies

1. Corporate information

Kofi Annan International Peacekeeping Training Centre is a unit of the Ghana Armed Forces. The Organisation was established by MOD promulgation on 10th November 1998 and was officially opened on 24th January 2004. It is located in Ghana with registered office address of, P.O. Box CT 210, Cantonments, Accra.

2. Basis of preparation

a. Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and the Companies Act, 1963 (Act 179) of Ghana.

b. Functional and presentation currency

The financial statements are presented in Ghana Cedi, which is the Organisation's functional currency. Except as indicated, financial information has been presented in Ghana Cedi has been rounded to the nearest Ghana Cedi.

c. Basis of measurement

- The financial statements are prepared on the historical cost basis except for the following:
- Financial assets and liabilities initially are recognized at fair value.
- Investment property is initially measured at fair value.

3.1 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by Organisation entities.

Certain comparative amounts have been reclassified to conform to the current year's presentation.

a. Foreign currency

Foreign currency transactions and balances

Transactions in foreign currencies are translated into the functional currency at the exchange rate at the date of the transaction. At each reporting date, assets and liabilities denominated in currencies different from the functional currency are translated into the functional currency at the rate at that date. Foreign exchange gains and losses are recognized in the income statement.

b. Property and equipment

Property and equipment is initially recorded at cost. Cost prices include costs directly attributable to the acquisition of property and equipment as well as any subsequent expenditure when it is probable that future economic benefits associated with the item will flow to the Organisation and the expenditure can be measured reliably. All other expenditure is recognized in the income statement when incurred.

(iii) Depreciation

Depreciation is recognized in the income statement on a straight-line basis, over the estimated useful lives of each part of property and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. Land is not depreciated.

Asset Category	Estimated Useful Life
Buildings	25 Years
Furniture, Fixtures and Fittings	5 Years
Plant, Machinery and Equipments	5 Years
Motor Vehicles	5 Years
IT Equipments	3 Years

Depreciation methods, useful lives and residual values are reassessed at the reporting date.

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 2 Operating Income (Actual & Notional)

	2013	2012	2013	2012
	<u>GHC</u>	<u>GHC</u>	<u>\$</u>	<u>\$</u>
AUSAID	257,057		133,132	
Canada (Grants)	-	870,877	-	337,567
Canada (Others)	-	631,487	-	-
Core Funds (Note 2a)	4,609,013	4,355,292	2,346,472	2,429,876
France	631,539	637,217	327,079	340,630
Japan	4,637,923	588,350	2,402,019	314,508
Germany	4,505,737	3,716,232	2,333,558	1,986,546
Finland	281,483	214,853	145,782	114,852
Ghana	1,969,906	1,659,998	1,020,231	887,367
Kofi Annan Foundation	663,829		343,803	
Nigeria	163,000	194,553	84,419	104,000
Internally Generated	1,159,829	3,581,712	600,685	2,280,352
Norway - TFP	1,322,514	1,247,038	684,941	666,616
Switzerland	2,129,738	969,023	1,103,009	518,000
USA	1,904,793	899,383	986,508	480,774
WPSI	270,185	496,950	139,931	265,649
Other Operating Income (Private Events)	<u>2,025,207</u>	<u>2,195,806</u>	<u>1,048,871</u>	<u>1,173,788</u>
Total	<u>26,531,753</u>	<u>22,262,312</u>	<u>13,700,440</u>	<u>11,900,525</u>

Note 2a CORE FUNDS - AS FOLLOWS

Denmark	1,801,856	2,082,516	929,990	1,271,797
Sweden	2,158,497	1,362,215	1,062,880	754,650
Norway	<u>648,660</u>	<u>913,802</u>	<u>353,602</u>	<u>403,429</u>
	<u>4,609,013</u>	<u>4,358,533</u>	<u>2,346,472</u>	<u>2,429,876</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 2b INTERNALLY GENERATED FUNDS

	2013	2012	2013	2012
	GHC	GHC	\$	\$
Election Observation/ Mgt - Commitment Fees	9,504	40,108	4,922	25,464
DDR - Course Fees	-	7,023	-	4,459
Notional Income	-	1,406,291	-	899,231
Income-Master's programme	812,854	1,320,015	420,984	838,045
Conflict Prevention - Commitment Fees	9,009	-	4,666	-
Rule of Law - Commitment Fees	2,015	-	1,044	-
DDPS Course - Commitment Fees	5,330	14,922	2,760	9,474
Receipt for Courses/Meetings	298,736	65,090	154,718	41,324
Use of KAIPTC Facilities	11,814	727,793	6,119	462,058
Sale of KAIPTC Souvenirs	<u>10,567</u>	<u>470</u>	<u>5,473</u>	<u>298</u>
TOTAL	<u>1,159,829</u>	<u>3,581,712</u>	<u>600,685</u>	<u>2,280,352</u>

Note 2c PRIVATE EVENTS

	2013	2012	2013	2012
	GHC	GHC	\$	\$
Receipt for Courses-Ghana Government	131,387	-	62,858	-
Receipt for Courses-Others	<u>1,893,820</u>	<u>2,195,806</u>	<u>986,013</u>	<u>1,173,788</u>
TOTAL	<u>2,025,207</u>	<u>2,195,806</u>	<u>1,048,871</u>	<u>1,173,788</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
 FINANCIAL STATEMENTS
 FOR THE YEAR ENDED 31 DECEMBER 2013

Note 3 Direct Costs

	Training Department GHC	FAAR GHC	Total 2013 GHC	Total 2012 GHC
Accommodation	1,594,068	1,895,102	3,489,170	2,254,409
Administration Charges	567,536	735,868	1,303,404	716,930
External Contract Consultancy	253,385	929,165	1,182,550	1,102,191
Facility Usage	147,270	-	147,270	210,403
Feeding	147,454	211,092	358,546	1,613,381
Fuel & Lubricants		-	-	-
Functions & Social Events	152,810	14,897	167,707	290,596
KAIPTC Transport (Repairs & Maintenance)	23,954	-	23,954	-
Stationery & Resource materials	30,170	37,907	68,077	53,427
Rent	36,591	-	36,591	55,578
Staffing Cost	3,785,896	1,560,108	5,346,004	5,212,481
Translation	164,869	518,169	683,038	47,331
Transport External Hire	219,545	378,283	597,828	1,484,273
Travel	<u>1,563,434</u>	<u>2,130,943</u>	<u>3,694,377</u>	<u>1,377,800</u>
Total	<u>8,686,982</u>	<u>8,411,534</u>	<u>17,098,516</u>	<u>14,418,800</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
 FINANCIAL STATEMENTS
 FOR THE YEAR ENDED 31 DECEMBER 2013

	Training Department	FAAR	Total 2013	Total 2012
	\$	\$	\$	\$
Accommodation	814,821	968,697	1,783,518	1,205,115
Administration Charges	290,101	376,145	666,246	383,241
External Contract Consultancy	129,520	474,950	604,470	589,186
Facility Usage	75,278	-	75,278	112,473
Feeding	75,372	107,901	183,274	862,448
Fuel & Lubricants	-	-	-	
Functions & Social Events	78,110	7,615	85,725	155,341
KAIPTC Transport (Repairs & Maintenance)	12,244	-	12,244	
Stationery & Resource materials	15,422	19,376	34,798	28,560
Rent	18,704	-	18,704	29,710
Staffing Cost	1,935,192	797,462	2,732,654	2,786,380
Interpretation	84,274	264,866	349,140	25,301
Transport External Hire	112,222	193,362	305,585	793,432
Travel	<u>799,162</u>	<u>1,089,249</u>	<u>1,888,411</u>	<u>736,516</u>
Total	<u>4,440,422</u>	<u>4,299,624</u>	<u>8,740,046</u>	<u>7,707,703</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 4. Administrative & General Expenses

	Admin Department. GHC	Office of Commandant GHC	Total 2013 GHC	Total 2012 GHC
Telephone & Communication	304,167	2,445	306,612	253,624
Bank Charges	101,921	-	101,921	-
Internet Services	68,659	7,144	75,803	95,703
Repair & Maintenance (ICT Equipment)	1,475,045	15,094	1,490,139	95,016
Office Administration	400,912	374,290	775,202	391,854
Electricity	267,840	-	267,840	216,000
Clothing Services	532	-	532	-
Cleaning Services	-	-	-	26,203
Subscription and Professional Fees	57,792	-	57,792	65,377
Travel & Transport	153,682	288,150	441,832	879,608
Maintenance of Vehicle	397,774	107,783	505,557	327,853
Canteen services	469,798	-	469,798	362,390
Repair & Maintenance-Building & Properties	394,788	1,999	396,787	394,067
Insurances	63,606	-	63,606	52,884
Books & Journals	120,996	-	120,996	87,776
Staff Training and Capacity Building	125,484	24,883	150,367	263,121
Depreciation	<u>987,763</u>	<u>-</u>	<u>987,763</u>	<u>1,553,014</u>
Total	<u>5,390,759</u>	<u>821,788</u>	<u>6,212,547</u>	<u>5,064,490</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

	Admin Department. \$	Office of Commandant \$	Total 2013 \$	Total 2012 \$
Telephone & Communication	155,477	1,250	156,727	135,577
Bank Charges	52,098	-	52,098	
Internet Services	35,096	3,652	38,747	51,159
Repair & Maintenance (ICT Equipment)	753,981	7,715	761,697	50,792
Office Administration	204,929	191,321	396,251	209,469
Electricity	136,909	-	136,909	115,465
Clothing Services	272	-	272	
Cleaning Services	-	-	-	14,007
Subscription and Professional Fees	29,541	-	29,541	34,948
Travel & Transport	78,556	147,290	225,846	652,705
Maintenance of Vehicle	203,325	55,094	258,420	175,257
Canteen services	240,141	-	240,141	193,719
Repair & Maintenance-Building & Properties	201,799	1,022	202,821	210,652
Insurances	32,513	-	32,513	28,269
Books & Journals	61,848	-	61,848	46,921
Staff Training and Capacity Building	64,142	12,719	76,861	140,654
Depreciation	<u>504,903</u>	-	<u>504,903</u>	<u>830,178</u>
Total	<u>2,755,530</u>	<u>420,064</u>	<u>3,175,594</u>	<u>2,889,773</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 5. Staff Cost - Administrative (Actual & Notional)

	Total 2013 GHC	Total 2012 GHC	Total 2013 \$	Total 2012 \$
Notional Staff Salaries	2,657,108	2,208,137	1,358,202	1,088,263
Actual Staff Salaries	<u>2,536,160</u>	2,166,615	<u>1,296,379</u>	1,067,799
Total	<u>5,193,268</u>	<u>4,374,752</u>	<u>2,654,581</u>	<u>2,156,062</u>

Note 6 Investment Income

	2013 GHC	2012 GHC	2013 \$	2012 \$
Interest Income	<u>582,923</u>	<u>689,492</u>	<u>297,966</u>	<u>368,574</u>
	<u>582,923</u>	<u>689,492</u>	<u>297,966</u>	<u>368,574</u>

Note 7 Other Income

10th Anniversary	11,051	-	-	-
Exchange gain/(loss)	<u>212,187</u>	<u>9,800</u>	<u>(1,767,398)</u>	<u>5,239</u>
	<u>223,238</u>	<u>9,800</u>	<u>(1,767,398)</u>	<u>5,239</u>

Note 8 Properties, Plant & Equipment (Ghana Cedis)

	Bal. 1/1 GHC	Additions GHC	Balance 31/12 GHC
Cost			
ICT Equipment	2,019,705	139,474	2,159,179
Land & Building	15,519,252	118,613	15,637,865
Plant, Machinery & Equipment	2,109,149	113,224	2,222,373
Motor Vehicles	1,034,586	-	1,034,586
Furniture, Fixtures & Fittings	<u>590,042</u>	<u>17,175</u>	<u>607,217</u>
Total	21,272,734	388,486	21,661,220
Accumulated Depreciation		Charge for the year	
ICT Equipment	1,737,258	141,200	1,878,458
Land & Building	2,340,556	618,453	2,959,009
Plant, Machinery & Equipment	1,875,289	119,495	1,994,784
Motor Vehicles	821,782	63,010	884,792
Furniture, Fixtures & Fittings	<u>428,241</u>	<u>45,605</u>	<u>473,846</u>
Total	7,203,126	987,763	8,190,889
Net Book Value	<u>14,069,608</u>	=	<u>13,470,331</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
 FINANCIAL STATEMENTS
 FOR THE YEAR ENDED 31 DECEMBER 2013

Property, Plant & Equipment (US Dollars)

	Bal. 1/1 \$	Additions \$	Balance 31/12 \$
Cost			
ICT Equipment	1,342,951	71,293	1,414,244
Land & Building	10,272,530	60,630	10,333,160
Plant, Machinery & Equipment	1,413,326	57,876	1,471,201
Motor Vehicles	731,816	-	731,816
Furniture, Fixtures & Fittings	383,770	8,779	392,549
Work In Progress	<u>172,195</u>	<u>-</u>	<u>172,195</u>
Total	14,316,588	198,578	14,515,166
Accumulated Depreciation			
ICT Equipment			
Land & Building	1,147,596	72,176	1,219,772
Plant, Machinery & Equipment	1,517,024	316,127	1,833,151
Motor Vehicles	1,206,097	61,081	1,267,178
Furniture, Fixtures & Fittings	543,622	32,208	575,830
Total	<u>271,065</u>	<u>23,311</u>	<u>294,376</u>
	4,685,404	504,903	5,190,307
Net Book Value	<u>9,631,184</u>	<u><u> </u></u>	<u>9,324,859</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 9 Investment

	2013 GHC	2012 GHC	2013 \$	2012 \$
Fixed Deposit	-	4,311,659	-	3,298,628
Treasury Bills	<u>2,119,855</u>	-	<u>1,014,188</u>	-
Total Investments	<u>2,119,855</u>	<u>4,311,659</u>	<u>1,014,188</u>	<u>3,298,628</u>

Note 10 Account Receivables

Trade Debtors	76,008	1,283,404	36,364	755,315
Staff Debtors	287,114	239,956	137,362	128,271
Accrued Income	34,687	55,732	16,595	29,792
Other Debtors	<u>536,395</u>	<u>50,000</u>	<u>256,624</u>	<u>179,657</u>
Total	<u>934,204</u>	<u>1,629,092</u>	<u>446,945</u>	<u>1,093,035</u>

Note 11 Inventory

Stationery Stock	64,306	54,423	30,766	39,092
Cleaning Material Consumable	25,082	29,019	12,000	25,513
Electrical Consumables	9,880	15,958	4,727	8,531
Plumbing Consumables	7,373	2,219	3,527	1,535
IT Consumables	82,339	74,270	39,393	39,701
Kitchen Consumable	33,785	45,578	16,164	34,364
Carpentry Consumable	<u>2,658</u>	<u>3,704</u>	<u>1,272</u>	<u>1,980</u>
	<u>225,423</u>	<u>225,171</u>	<u>107,848</u>	<u>150,716</u>

KOFI ANNAN INTERNATIONAL PEACEKEEPING TRAINING CENTRE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2013

Note 12 Cash & Bank Balance

	2013 Total Gh GHC	2012 Total GHC	2013 \$	2012 \$
US Dollars	3,771,594	860,546	1,804,158	842,463
Ghana Cedis	877,636	533,168	419,663	521,964
Euros	378,408	30,587	181,039	29,944
CFA	<u>58,123</u>	<u>-</u>	<u>28,286</u>	<u>-</u>
Total	<u>5,085,761</u>	<u>1,424,301</u>	<u>2,433,146</u>	<u>1,394,371</u>

Note 13 ACCOUNT PAYABLES

	2013 <u>GHC</u>	2012 <u>GHC</u>	2013 <u>\$</u>	2012 <u>\$</u>
PAYE Payable	32,708	42,162	15,648	33,060
Withholding Taxes Payable (5%)	36,284	16,539	17,359	12,969
SSNIT Payable (1st Tier)	37,325	24,391	17,857	19,125
SSNIT Payable (2nd Tier)	-	7,746	-	6,074
Deferred Income	972,585	509,538	465,308	361,140
Staff Welfare Dues	-	89	-	70
Staff Welfare Loan Deductions	-	2,205	-	1,729
Prepayment	303,992	-	145,437	-
Sundry Creditors Control A/c Cedi	77,106	186,871	36,889	146,530
Sundry Creditors Control A/c Dollars	-	36,711	-	28,786
Professional fees consultancy	3,000	-	1,435	-
Net Salaries Payable	<u>16,320</u>	<u>-</u>	<u>7,808</u>	<u>-</u>
Total Accounts Payables	<u>1,479,321</u>	<u>826,252</u>	<u>707,742.00</u>	<u>609,483.00</u>

Note 14 - Accumulated Fund

The Net Operating Surplus/Deficit arising in FY2013 together with the opening balance gives the revised Accumulated Fund closing balance.

Note 15 Number of Employees by Category at the Year End

	<u>2013</u>	<u>2012</u>
Service officers	8	10
Service other ranks	21	18
Police	2	2
Civilians	<u>300</u>	<u>299</u>
Total	<u>331</u>	<u>329</u>

Annexes



ANNEX 1: Publications by KAIPTC Staff - 2013

The funding for the post of the researchers and the underlisted publications was provided by the Government of Denmark, the Government of Sweden, the Government of Norway through the KAIPTC Joint Financing Agreement as well as the Training for Peace Programme, and the Government of Japan.

1. Chapters in Books

1. Aning, Kwesi, 2013. 'Forward' in Mikael Eriksson & Roland Kosti , Eds., *Mediation and liberal peacebuilding peace from the ashes of war?* (London: Routledge)
2. Aning, Kwesi and Annan, Nancy, 2013. 'Ghana' in Andreas Mehler, Henning Melber, Klaas van Walraven and Rolf Hofmeier (eds) *Africa Yearbook: Politics, economy and society South of the Sahara in 2012* (Volume 9). Boston: Leiden, Amsterdam: Koninklijke Brill NV
3. Aning, Kwesi and Aubyn, Festus, 2013. 'Negotiating the pitfalls of peace and security in Africa and a new American grand strategy: African Union Peace and Security Architecture and the U.S. Africa Command' in Volker C. Franke and Robert H. Dorff (eds) *Conflict management and peacebuilding: pillars of a new American grand strategy*. Pennsylvania: United States Army College Press
4. Aning, Kwesi and Aubyn, Festus, 2013. 'UN peacekeeping and prospects for conflict resolution in Africa' in Ruchita Beri (ed), *India and Africa: enhancing mutual engagement* (New Delhi: Pentagon Press)
5. Aning, Kwesi and Aubyn, Festus, 2013. 'Bridging the capacity gaps to meet West Africa's security challenges. Options for Austria's engagement' in Johann Frank and Walter Matyas (Hg.) *Strategie und Sicherheit 2013: Chancen und Grenzen europäischer militärischer integration* (Wien K?ln Weimar: B?hlau Verlag Ges.m.b.H & Co. KG)
6. Aning, Kwesi and Aubyn, Festus, 2013. 'All quiet in the West? Understanding the complexity of West Africa's security challenges', in *Africa South of the Sahara* (London: Routledge)
7. Aning, Kwesi and Aubyn, Festus, 2013. 'Ghana' in Alex Bellamy & Paul Williams, (eds), *Providing peacekeepers: the politics, challenges and future of United Nations contributions* (Oxford: Oxford University Press)
8. Aning Kwesi, Birikorang Emma and Lartey Ernest, 2013. 'Ghana' in Philip H. J. Davies & Kristian C. Gustafson, (eds), *Intelligence elsewhere: spies and espionage outside the Anglosphere* (Washington, D.C.: Georgetown Univ. Press)
9. Aning, Kwesi and Pokoo, John Mark, 2013. 'A case study of Ghana' in Camino Kavanagh (ed), *Getting smart and scaling up: responding to the impact of organized crime of governance in developing countries* Annex II 97-134 (New York: New York University-Center on International Cooperation) (with Sampson B. Kwarkye)
10. Birikorang, Emma, 2013. 'Lessons learned and best practice from a troubled Region: ECOWAS and the development of the ECOWAS Standby Force' in J.G. Porto & and U. Engel, Eds., *Towards an African peace and security regime; continental embeddedness, transnational linkages, strategic relevance*, (Surrey: Ashgate Publishing)

2. Journal Articles

1. Aning, Kwesi and Amedzrator, Lydia, 2013. 'L'instabilità passa dal salava : il fattora tuareg' in *Aspenia* 60 21 March 2013 221-225 ('The continuing and changing transitions in North Africa: examining the impact on the role of sub-Saharan Africa states')
2. Aning, Emmanuel Kwesi and Amedzrator, Lydia Mawuenya, 2013. 'Mali: insecurity hotspot in the Sahel' in *Digital Development Debates* Issue 12 Power October 2013
3. Aning, Kwesi and Abdallah, Mustapha, 2013. 'Islamic radicalization and violence in Ghana' in *Conflict, Security and Development Journal* Vol 13, No. 1 March 2013
4. Aning, Kwesi and Aubyn, Festus, 2013. 'Challenges in Mali: Historic duty to ensure peace', in *New Routes*, Vol 18 2/2013 24-26
5. Aning, Kwesi and Edu-Afful, Fiifi, 2013. 'Unintended impacts and the gendered consequences of peacekeeping economies in Liberia', in *International Peacekeeping*, Vol 20, No.1
6. Aning, Kwesi and Edu-Afful, Fiifi, 2013. *Legal and Policy Frameworks Regulating the Behavior of Politicians and Political Parties in Ghana: Interrogating Institutional Mechanisms* (Stockholm: International IDEA)
7. Aning, Kwesi and Edu-Afful, Fiifi, 2013. *Examining the Legal and Policy Frameworks Regulating the Behavior of Politicians and Political Parties in Sierra Leone* (Stockholm: International IDEA)
8. Aning, Kwesi and Lartey, Ernest Ansah, 2013. 'The role of the security sector in Ghana's democracy: a case study of the December 2012 elections' in *Kujenga Amani SSRC Forums* (New York: SSRC) <http://forums.ssrc.org/kujenga-amani/2013/07/11/the-role-of-the-security-sector-in-ghanas-democracy-a-case-study-of-the-december-2012-elections/>
9. Aning, Kwesi and Okyere, Frank, 2013. 'The challenge and usefulness of R2P in the Syrian context' in *Open Democracy* <http://www.opendemocracy.net/openglobalrights/kwesi-aning-frank-okyere/challenge-and-usefulness-of-r2p-in-syrian-context> \ *Open Democracy* <http://www.opendemocracy.net> 12 September 2013
10. Aubyn, Festus, 2013. China's foray into African security and the question of non-interference, *African East-Asian Affairs*, Issue 3 September 2013 9-30
11. Aubyn, Festus and Abdallah, Mustapha, 2013. 'Sustaining peace and stability in Ghana: appraising the role of the National Election Security Task Force in the 2012 elections', *Journal of African Elections Special Issue Ghana's 2012 Elections* Vol 12 No 2 October 2013 132-153
12. Jaye, Thomas, 2013. 'Islamic radicalization and violence in Liberia' in *Conflict, Security and Development Journal* Vol 13, No. 1 March 2013 (with Abiodun Alao)
13. Jaye, Thomas, 2013. 'HIV/AIDS dimensions of disarmament, demobilization (DDR) and security sector reform (SSR) processes in post-conflict reconstruction,' *International Peacekeeping*, 20:4, 507-520
14. Nti, Nana Bemba, 2013. 'Lessons from the death of a Tunisian salesman', *African Security Review* 22:2 78-84

3. Policy Briefs

1. Aning, Kwesi, Aubyn, Festus, Annan Nancy and Edu-Afful Fiifi, 2013. 'Africa's resistance to peacekeeping's normative change' *Normative changes in peacekeeping operations: How much are current norms and practices challenged?* (Zurich and Geneva: CSS at ETH Zurich and GCSP) April 2013
2. Annan, Nancy, 2013. 'Ghana: the land question in El Dorado' in *ECOWAS Peace and Security Report* Issue 6 August 2013 (Dakar: Institute for Security Studies) (with Emmanuela Kabran and Ato Onoma)
3. Nti, Nana Bemba, 2013. 'Reconstructing her finest Hour: recommendations for strengthening the feminist military legacy of Yaa Asantewaa', *KAIPTC Policy Brief* 2013/1
4. Okyere, Frank, 2013. 'Gaddafi's war and the legacy of UN Intervention in Libya', *KAIPTC Policy Brief* 2013/2
5. Birikorang, Emma, 2013. 'Regime change in Africa: a thing of the past?', *KAIPTC Policy Brief* 2013/3
6. Abdallah, Mustapha, 2013. 'Ghana's 2012 elections: lessons learnt towards sustaining peace and democratic stability', *KAIPTC Policy Brief* 2013/4
7. Brewoo, Serwaa, 2013. 'Taking a place at the table: analyzing the importance of UNSCR 1325 to the Women, Peace and Security agenda', *KAIPTC Policy Brief* 2013/5
8. Aubyn, Festus, 2013. 'Towards a lasting peace in Mali: reflections on some post-election challenges', *KAIPTC Policy Brief* 2013/6
9. Annan, Nancy, 2013. 'Providing peace, security and justice in Ghana: the role of non-state actors', *KAIPTC Policy Brief* 2013/7
10. Edu-Afful, Fiifi, 2013. 'Implementation of UNSCR 1325 in West Africa: interrogating the Sierra Leone case', *KAIPTC Policy Brief* 2013/8
11. Danso, Sarah, 2013. 'The human as a commodity: responding to the trafficking and trading of persons in West Africa', *KAIPTC Policy Brief* 2013/9
12. Salihu, Naila, 2013. 'Do institutions matter? managing institutional diversity and change in Ghana's Fourth Republic', *KAIPTC Policy Brief* 2013/10
13. Osei-Tutu, Joana, 2013. 'Lowering the anchor on maritime insecurity along the Gulf of Guinea: lessons from Operation Prosperity', *KAIPTC Policy Brief* 2013/11
14. Sosuh, Margaret, 2013. 'Managing national commissions for SALW control in West Africa', *KAIPTC Policy Brief* 2013/12
15. Amedzrator, Lydia, 2013. 'Curbing the uproar in Syria: negotiating urgent and concerted international response', *KAIPTC Policy Brief* 2013/13

4. Occasional Papers

- 1) Kotia, Emmanuel, 2013. 'Understanding the geo-politics of the war in southern Lebanon' *KAIPTC Occasional Paper* 35 (Accra: KAIPTC)

5. Magazine Articles

1. Aning, Emmanuel Kwesi, 2013. 'African armies consistently provide peacekeepers' *The Africa Report* No. 49, April 2013 26
2. Aning, Kwesi and Aubyn, Festus, 2013. 'Unconstitutional changes of government: Confronting Africa's democratic paradox' *The AU Herald Africa: A new dawn?* Volume 3 January-December 2013 (Addis Ababa: African Union)
3. Aning, Kwesi and Aubyn, Festus, 2013. 'Challenges in Mali: Historic duty to ensure peace', in *New Routes*, Vol 18 2/2013 24-26
4. Aubyn, Festus, 2013. 'Key factors shaping the interest of China in Africa security issues' in *Africa Conflict Monthly Monitor* July 2-13
5. Annan, Nancy and Danso, Sarah Okaebea, 2013. 'Religion and ethnicity in Africa: an obstacle to development?', *The AU Herald Africa: A new dawn?* Volume 3 January-December 2013 (Addis Ababa: African Union)
6. Edu-Afful, Fiifi, 2013. 'Teaching peacekeeping: an interview with Fiifi Edu-Afful, Kofi Annan International Peacekeeping Training Centre (KAIPTC)' Interview conducted by James Hall in *African Conflict Monthly Monitor* July 2013 21-23
7. Aubyn, Festus 2013. 'Managing Complex Political Dilemmas in West Africa: ECOWAS and the 2012 Crisis in Guinea-Bissau', *Conflict Trends*, Issue 4/2013

6. Reports

1. Aning, Kwesi and Aubyn, Festus, 2013. 'Contributor Profile: Ghana' *Providing for Peacekeeping Project* (New York: International Peace Institute) http://www.ipacademy.org/images/pdfs/ghana_aning-aubyn-130227.pdf
2. Aning, Kwesi and Lartey, Ernest Ansah, 2013. UNDP Western Region Human Development Report 2013. August 2013 Accra: UNDP Working Papers (with Samuel Aning)
3. Aubyn, Festus and Edu-Afful, Fiifi, 2013. *Report: Policy Forum on inter-linkages of security sector reforms and protection of civilians* (Accra: KAIPTC) (with Miriam Imesch)
4. Annan, Nancy and Aubyn, Festus, 2013. *Report: Expert-level seminar on regional perspectives and experiences on security sector reforms and protection of civilians* (Accra: KAIPTC) (with Miriam Imesch)
5. Jaye, Thomas, 2013. 'Liberia' *West Africa Governance Monitoring Project* (Dakar: CODESRIA & OSIWA) (with Alfred K. Tarway -Twalla and Geegbae A. Geegbae)

7. Book Reviews

1. Aning, Kwesi, 2013. 'Review: Africa and the war on drugs', *Book Review Forum Neil Carrier and Klantsching Gernot 'Africa war on drugs'* (Massachusetts: World Peace Foundation Tufts University) <http://sites.tufts.edu/reinventingpeace/2013/02/05/review-african-and-the-war-on-drugs/>

8. Newsletter Articles

1. Osei-Tutu, Joana Ama, 2013. 'Jane's moment of shame: a call to stop human trafficking', *Ewha-KOICA Alumni Newsletter* Fall 2013. Seoul: Ewha Woman's University

Annex 2

1. Liaison and Networking

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1.	KAIPTC Crisis Management Initiatives (CMI) Project Review and Planning Meeting	KAIPTC & CMI	28 January 2013	KAIPTC	The meeting was held to review the 2012 activities under the KAIPTC CMI mediation project as well as plan for 2013.	KAIPTC and CMI will continue their partnership on the project on mediation.
2.	Police Civilian Exercise (POLICIVEX) Lessons Learnt Workshop (as part of Training for Peace TFP work plan)	African Union	19-21 February 2013	Gaborone, Botswana	The workshop was convened to discuss challenges prospects and gaps arising out of the POLICIVEX held in November 2013.	AMANI Africa is to test the full operational capacity of the African Standby Force (ASF).
3.	Small Arms and Light Weapons (SALW) Meeting with Japanese Embassy officials from Ghana and Ethiopia	Embassy of Japan Ghana, Ethiopia & Nigeria	3 April 2013	Accra, Ghana (Embassy of Japan and KAIPTC)	The meeting was held to learn from the KAIPTC/SALW experience for similar Japanese interventions in Nigeria and Ethiopia.	There was recognition of KAIPTC/SALW's success story; increased leverage with Japan; and a deepening Japan KAIPTC partnership.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
4.	APSTA Training and Research Colloquium	APSTA	10-16 March 2013	Lilongwe, Malawi	The colloquium was used to Identify research topics and case studies for APSTA.	Case studies were selected for 2014 APSTA agenda.
5.	Orientation Meeting of the Steering Committee for the Sub Regional Conference on Peace, Human Security and the Dynamics of Reconciliation	The <i>Recontre Africaine pour la Défense des Droits de l'Homme</i> (RADDHO) in collaboration with the <i>Coordination de la Société Civile de la Côte d'Ivoire</i> (COSOPCI), the West African Civil Society Forum (WACSOFF), the West African Network for Security and Democratic Governance (WANSET), the <i>Institut Panafricain de Stratégies</i> (IPS), the West African Network for Peace (WANEP) and the Friedrich Ebert Foundation	13-14 March 2013	Dakar, Senegal	The meeting was organised to discuss themes for and contribute to preparatons for a regional conference on human security, peace and national reconciliation scheduled for June 2013 in Côte d'Ivoire.	It was expected that the regional conference in June 2013 would serve as an opportunity for civil society to dialogue with decisbn-makers on issues of human security in West Africa.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
6.	Meeting at WestPoint	WestPoint	18 March 2013	New York, USA		
7.	Meetings at the African Peacebuilding Network of Social Science Research Council (SSRC) and the Office of the SRSG on Sexual Violence in Conflict	Social Science Research Council	19-20 March 2013	New York, USA		
8.	TfP Annual General Meeting (AGM)	TfP	19-20 March 2013	New York, USA	The AGM provides programme management direction for the new year and reviews the progress report of the preceding year.	Programme direction was provided for all TfP partner institutions for 2013 and the 2012 annual reports of those institutions were discussed.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
9.	Kennesaw State University's Year of Ghana Conference (with OOC)	Kennesaw State University	21-26 March 2013	Georgia, USA	Papers were presented including one on women, peace and security in Ghana in retrospective analysing policies that affected women during times of insecurity in Ghana's history and if democracy benefitted women the best in terms of security.	KAIPTC participated in this programme as part of its ongoing partnership to Kennesaw State University.
10.	Discussions on KAIPTC's research activities with representatives from the US Embassy	United States Embassy	12 April 2013	KAIPTC	The meeting was requested by the United States Embassy as a followup to the presentation on gender programmes at the KAIPTC made during an International Women's Day event organised by the Australian High Commission on 8 March 2013.	The United States Embassy's officials were provided with a better understanding of KAIPTC programmes for potential future collaboration.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
11.	Gulf of Guinea Maritime Security Workshop	Australian Government Department of Defence; The Australian National Center for Ocean Resources & Security (ANCORS) and the Embassy of Switzerland in Ghana	8-12 April 2013	Accra, Ghana	A workshop bringing together nominees from various stakeholders to discuss the maritime insecurity along the Gulf of Guinea.	Based on discussions held, ANCORS will hold a workshop at KAIPTC in April 2014. One of the facilitators from this workshop was engaged to develop a module for KAIPTC's Counter Piracy and Transnational Organised Crimes course.
12.	Meeting with the Kofi Annan Foundation	Kofi Annan Foundation	21-26 April 2013	Berne, Switzerland		
13.	KAIPTC-Crisis Management Initiatives Steering Committee Meeting (with the OOC and Training Department)	Crisis Management Initiatives	30 April-3 May 2013	New York, USA	A meeting to discuss the piloting of the Conflict Analysis and Mediation course for track 1 and 2 actors.	The successful piloting of the Conflict Analysis Mediation course at the KAIPTC in June 2013.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
14.	Visit of the Norwegian Minister of Foreign Affairs and other Norwegian Officials to KAIPTC	Embassy of Norway	2 May 2013	KAIPTC	The Norwegian delegation visited the KAIPTC and requested a briefing on the Sahel crises and on the status of the KAIPTC/TfP programme.	There were follow-up visits to the Centre by other members of the Government of Norway.
15.	Meeting with the Dag Hammarskjöld Foundation	Dag Hammarskjöld Foundation	6 May 2013	Stockholm, Sweden		
16.	SALW Steering Committee Meeting	KAIPTC, Embassy of Japan, UNDP, ECOWAS	9 May 2013	KAIPTC	The meeting was convened to review and authorise the disbursement of project resources.	The project work plan was approved and preparations for the next crucial meeting in 2014 are underway.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
17.	TfP Research Network Meeting	TfP	29 May 2013	Oslo, Norway	This meeting was convened for TfP partners to develop a framework for joint research on policing in peacekeeping. The KAIPTC also provided a briefing on the Sahel crises at the request of the Norwegian Ministry of Foreign Affairs.	A framework is being completed to guide the conduct for the joint research among TfP partners.
18.	Association of Security Sector Reform Education and Training (ASSET) Annual General Meeting with Office Of the Commandant	ASSET	29-31 May 2013	KAIPTC	Annual meeting to discuss SSR-related activities by ASSET members.	Conference report on ASSET produced on experience sharing on SSR

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
19.	TfP Communication Packaging Meeting	TfP	18-19 June 2013	Durban, South Africa	This meeting was to develop and implement a communications strategy for TfP partners.	TfP partners are to follow through with the communication strategy agreed at the meeting.
20.	Lectures and meetings	Rhodes University	19-23 June 2013	South Africa		
21.	The African Civilian Response Capacity for Peace Support Operations (AFDEM) Strategic Planning Workshop (with TfP partners)	AFDEM	20-21 June 2013	Durban, South Africa	AFDEM convened a meeting of TfP partners and stakeholders to review and develop their 2014 strategy towards making them the key agency for rostering and recruitment under the TfP programme.	A 2014 strategy was developed and shared amongst TfP partners.
22.	High Level Retreat of Special Envoys and Mediators	African Union	29-30 October 2013	Abidjan, Côte d'Ivoire	The meeting convened practitioners and researchers in the area of conflict mediation to discuss the use of mediation as a critical tool for conflict prevention in Africa.	A meeting report was developed, which indicates the way forward with respect to the AU's approach to conflict prevention. The next meeting will be held in 2014.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
23.	KAIPTC/TfP Meetings with African Union representatives	African Union	1-2 November 2013	Addis Ababa, Ethiopia	Discussions were held on areas of collaboration in policy support and engagement and research for the 2014 work plan as requested by the Norwegian Ministry of Foreign Affairs for the TfP Programme.	Collaborative activities will be implemented under the KAIPTC/TfP 2014 work plan.
24.	Institute for Security Studies (ISS) African Centre for Peace and Security Training (ACPST) Curriculum Meeting	ISS	18 November 2013	Addis Ababa, Ethiopia	ISS convened a meeting with its partners to review ACPST courses and plan its curriculum for 2013.	Partners worked with the ISS to produce preliminary outlines for the development of new courses for 2014.
25.	TfP Manager Visit to KAIPTC	TfP	20-21 November 2013	KAIPTC	The TfP Manager visited the KAIPTC to hold discussions on the TfP Programme at KAIPTC and review its activities.	The TfP offered direction on the way forward to improve the impact of KAIPTC/TfP's work including closer collaboration with the ECOWAS, AU and the UN.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
26.	KAIPTC-CMI Partners Meeting	KAIPTC & CMI	27 November 2013	KAIPTC	The meeting was held evaluate and review the mediation project.	The way forward for Phase II of the mediation project was discussed.
27.	APSTA Civilian Foundation Course Review	APSTA	2-6 December 2013	Nairobi, Kenya	Provided input into the development of the Civilian Foundation Course	A semi-draft version of the Course package is ready and APSTA will share with stakeholders shortly.
28.	TfP Workshop for Members of the Defence, Interior and Security Committee of the Ghana Parliament and some selected African countries	TfP	15-17 December 2013	Elmina, Ghana	The workshop was organised to build the knowledge management capacity of Parliament and Select Committees on Defence and Interior from selected African countries.	The Members of Parliament found the orientation helpful to their work and thus, requested further capacity building.

SRL	Theme	Organization	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-Up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
29.	APSTA Researchers Forum	APSTA	9-10 December 2013	Nairobi, Kenya	The meeting was to discuss 2014 APSTA research agenda.	Conflict Case study topics and countries selected for APSTA training and research.
30.	UNDP Governance Partners Retreat	UNDP	10-12 December 2013	Akosombo, Ghana	UNDP-Ghana's Governance Unit convened a meeting of its partners on its 2014 work plan.	Partners were duly briefed on the UNDP strategic plan for 2014 as well as informed of the required reporting style.

2. Policy Engagements

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1.	Briefing of Danish Foreign Ministry on the Sahel as an input into an enhanced Danish Engagement in the Sahel Region	Danish Foreign Ministry	2-4 January 2013	Copenhagen, Denmark	A KAIPTC staff member provided inputs into the new enhanced engagement project by the Government of Denmark.	
2.	Interview on Mali and the French Intervention	Radio France International (RFI)	11 January 2013	Paris, France	A KAIPTC staff member offered insights into the Malian crisis and the French intervention to the French Government-owned RFI.	
3.	Interview on the widening crises in the Sahel and the implications of the French intervention for stability in West Africa	British Broadcasting Corporation (BBC)	14 January 2013	London, United Kingdom	A KAIPTC staff provided analysis on the Sahel crisis on British Government owned radio station's 'Focus on Africa' programme.	

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/ Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
4.	Interview on the Sahel crisis	Reuters	January 2013	United Kingdom	A KAIPTC staff member provided insights on the widening crisis in the Sahel to a private international media corporation.	
5.	Interview on the Sahel crises	Financial Times	January 2013	United Kingdom	A KAIPTC staff member provided insights on the widening crisis in the Sahel to a private British newspaper with global circulation.	
6.	Interview on the Sahel crises	The Guardian (London)	January 2013	United Kingdom	A KAIPTC staff member provided insight on the widening crisis in the Sahel to a private British newspaper with global circulation.	

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
7.	Marrakesh Security Conference on Repercussions and Prospects of the Sahel's Crises on Regional and International Security	Moroccan Centre for Strategic Studies	25-26 January 2013	Marrakesh, Morocco	A KAIPTC staff member delivered a presentation "Implications of the Geo-Political situation in the Sahel Region on the West African Subregion".	
8.	Symposium on the Armed Forces Day	Ministry of Defence, Liberia	4-15 February	Monrovia, Liberia	The symposium was held to address challenges in the security sector reform process with specific reference to defence reforms.	There were calls from the soldiers, donors and the Government of Liberia that some measures needed to be put in place to address attrition and service conditions.
9.	Strengthening, Transparency, Accountability(S TAR) Ghana	STAR-Ghana	26 February	Accra, Ghana	Assessment of election 2012 and the way forward after election petition	
10.	TfP meeting on Local Perspectives in the Work of UN Peacekeeping Operations	TfP/Norwegian Institute of International Affairs (NUPI)	26-28 February	Munyonyo, Uganda	NUPI 14rganized the meeting in collaboration with UNDPKO for TfP partners to discuss African perspectives on UN peacekeeping.	TfP partners were able to share with UNDPKO their ideas regarding UN peacekeeping in Africa.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
11.	Kennesaw State University Visit to the KAIPTC: Year of Ghana	Kennesaw State University	5 March 2013	KAIPTC	Kennesaw State University came on a familiarisation tour of KAIPTC and discuss the Year of Ghana programme to be held at their University, to which KAIPTC is invited.	This visit was part of KAIPTC-Kennesaw State University on-going partnership activities.
12.	Ghana Police Service Cyber security Launch	Ghana Police Service	5 March 2013	Accra, Ghana		
13.	Australian High Commission to Ghana's International Women's Day (IWD) Event	Australian High Commission	8 March 2013	Accra, Ghana	This is an annual event organised by the Australian High Commission to celebrate IWD and share information on the gender programmes of the High Commission and its collaborators. The event is also used to assess the progress of gender issues in Ghana and Africa with other members of the diplomatic corps in Ghana and the High Commission's other partners. A KAIPTC staff member presented paper on KAIPTC's Gender Programme	The 2013 programme celebrated and raised awareness on the efforts of women and discussed women's empowerment and challenges faced by women.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
14.	Chatham House Maritime Security Workshop	Chatham House	8-12 April 2013	Accra, Ghana	A half-day roundtable to bring together regional actors to discuss country and organizational policies to address the different challenges faced off the coast of West Africa and to develop and harness opportunities in the maritime space. A KAIPTC staff member gave a presentation on 'Current and Coming Security Challenges off the Coast of West Africa'.	
15.	Geopolitics and Geo-economics of Natural Resources in Africa		9-10 April 2013	Manama, Bahrain		
16.	International Security Forum		21-26 April 2013	Berne, Switzerland		

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
17.	Human Security in West Africa and the Sahel: Long-Term Perspectives on Conflict Prevention Workshop	Friedrich-Ebert-Stiftung (FES)	23-24 April 2013	Berlin, Germany	The meeting was a follow-up to earlier discussions with FES and its partners on the security situation in West Africa. This meeting focused on the Sahel crises.	The recommendations from this meeting and a parallel one that was held in Niger will be consolidated and used by the FES with respect to the security situation in the Sahel-Sahara region.
18.	Briefings on Transnational Organized Crime in Western African to the Swiss Foreign and Defence Ministries (with Col Gertsch)	Government of Switzerland	25 April 2013	Berne, Switzerland		

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
19.	International Conference on Managing Security and Risk in China-Africa Relations	University of Stellenbosch	25-26 April 2013	Stellenbosch, South Africa	The conference was organised to discuss how China-Africa relations could be improved. A KAIPTC staff member presented a paper on China's policy on African security and the question of non-interference.	All the papers presented were published in the African East-Asian Affairs Journal; a journal of the University which is circulated to all agencies interested in China-Africa relations.
20.	West African Commission on Drugs Meeting	Kofi Annan Foundation	30 April 2013	KAIPTC		
21.	Workshop on Keeping the Peace on Track: Security Challenges and Third Party Management in Civil War Peace Processes	University of Uppsala	2-3 May 2013	Uppsala, Sweden		

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
22.	Meetings with the Sub-Saharan African Section of the Swedish Ministry of Foreign Affairs	Government of Sweden	7 May 2013	Stockholm, Sweden		
23.	Lecture	London School of Economic and Political Science	8 May 2013	London, United Kingdom		
24.	Speech on Mali at the invitation of the Henry Jackson Society of the British House of Commons	British Parliament: House of Commons Henry Jackson Society	9 May 2013	London, United Kingdoms		
25.	Maiden Meeting of the Liberia History Project Commission and its Advisory Team	Liberia History Project Commission	12-17 May 2013	Monrovia, Liberia	The meeting was called to plan the history project.	Themes for each volume were identified and people were assigned to write chapters and a follow-up meeting was agreed.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
26.	Policy Forum on Inter-Linkages of Security Sector Reform (SSR) and Protection of Civilians (PoC) in Africa	KAIPTC, Government of Australia & the UN SSR Unit	26-27 August 2013	Busua, Ghana	The meeting was organised: to share the recommendations of the expert-level seminar held in December 2012 with policymakers and civil society representatives from countries with UN peacekeeping missions; and to strategize on integrating the two concepts into national agendas and UN missions.	The role of civil society in pushing the interlinkage of the two concepts into national agendas was highlighted. The organising partners will continue to work towards the promotion of the framework of interlinking SSR and PoC in post conflict societies and at the UN.
27.	The Retreat of Security Forces in Liberia	Swedish Embassy-Liberia, Government of Liberia & UNMIL	17 to 18 September 2013	Monrovia, Liberia	The retreat was organized to review the National Security Strategy as well as identify the roles and responsibilities of the various agencies that make up the security sector, and discuss management and accountability issues.	A report to this effect is being prepared and the event was organized by the Swedish Embassy, UNMIL and the Government of Liberia.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
28.	Briefings to the Japanese Cabinet Office, the Ministry of Foreign Affairs and the Ministry of Defence (with the Commandant and a representative from UNDP-Ghana)	Government of Japan	21-29 September 2013	Tokyo, Japan	The briefings were held to share experiences, assess Japanese expectations from KAIPTC and explore the way forward.	Japanese funding to peacekeeping centres are to be revived and an additional US\$500,000 would be granted to the KAIPTC in 2014.
29.	The Blue Helmet Austria Forum 2013	Austrian Defence Academy and the Austria Blue Helmet Forum	9-11 October 2013	Vienna, Austria	The forum convened experts to discuss how Austria could support UN peacekeeping in Africa. A KAIPTC staff member presented a paper on 'Managing West Africa's Security Predicaments: ECOWAS and Regional Peacekeeping Interventions.	This programme is part of the collaboration between KAIPTC and the Austrian Study Centre for Peace and Conflict Resolution (ASPR). The proceedings will be published in a book.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
30.	Civilian African Standby Force Regional Retreat (with OOC)		10-12 October 2013	Nairobi, Kenya	There were discussions on researching into civilian Peace Support Operations.	
31.	ECOWAS/The Association of European Parliamentarians with Africa (AWEPA) Conference on Political Stability, Human Security and Development in West Africa	ECOWAS & AWEPA	29-31 October 2013	Dakar, Senegal	The meeting was held to resource the ECOWAS parliamentarians on issues of political stability, human security and development.	The meeting developed a draft declaration on issues discussed that was to be presented to the next ECOWAS Summit of Heads of States.
32.	Common Security Challenges for the Next Decade: Perspectives from India and Africa	Institute of Defence Studies and Analysis, India	18-19 November 2013	New Delhi, India	The purpose of the conference was to discuss India-Africa relations and how to overcome common security challenges. A paper on Managing West Africa's Security Predicaments: ECOWAS and Regional Peacekeeping Interventions' was presented, which is yet to be published.	The meeting was sponsored by the Government of India. The proceedings of the meeting will be published in a book, which will be disseminated widely.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
33.	Briefing on the Sahel crises to officials at the Embassy of Denmark, Ethiopia	Embassy of Denmark, Ethiopia	November 2013	Addis Ababa, Ethiopia	The Embassy of Denmark in Ethiopia requested a briefing on the Sahel crises.	An analysis of the crises and its possible progression was provided.
34.	TfP International Advisory Board Meeting (IAB) (with the Commandant)	TfP	4-6 November 2013	Addis Ababa, Ethiopia	The TfP organises an annual IAB for the provision of policy direction for all its partners for the coming year. The 2013 meeting included panel discussions on the Africa Futures project and sideline meetings between the Norwegian Ministry of Foreign Affairs and individual TfP partners.	Policy direction was provided for TfP partners regarding 2014 activities.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
35.	African Union Second High Level Consultation on Governance and Democracy in Africa	African Union	25-27 November 2013	Dakar, Senegal	These were follow-up consultations to the first meeting on African governance issues held in 2012.	This year's discussions centered on constitutionalism, the rule of law and as in the previous year, recommendations from panel and group discussions were compiled into a report for the African Union. The draft of the report was presented to participants on the final day and to which participants could send in amendments and additional recommendations.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
36.	Assisting Host Country Militaries; Assessing Lessons from NATO, EU and Member States Experiences	Wilton Park	4-6 December 2013	West Sussex, United Kingdom	The meeting convened current heads of NATO and representatives from EU Missions in Africa and Afghanistan, AFRICOM and other stakeholders. KAIPTC made a presentation on the perspectives of recipient nations to foreign military assistance; the positive and negative factors and recommendations to improve that type of assistance.	Wilton Park works with the British Foreign and Commonwealth Office. It is expected that recommendations from the meeting on improvising military assistance in terms of culture, logistics and so on will be taken into account by the donor institutions represented at that meeting.

3. International Conferences/Meetings/Programmes

SRL (a)	Theme (b)	Organization (c)	Date (d)	Venue (e)	Key Facts/ Highlights (f)	Key Outcome/ Impact/Follow- up (g)
1.	54 th Annual Convention of the International Studies Association (ISA) on "The Politics of International Diffusion: Regional and Global Dimensions"	FAFO Institute for Applied International studies	3-6 April 2013	California, USA	This convention forms part of a broader project on "Peacekeeping, Poverty and Development: Towards an Understanding of the Gendered Peacekeeping Economies in the Democratic Republic of Congo, Sudan and Liberia." A KAIPTC staff member presented a paper on 'Peacekeeping Economies in a Sub- regional Context: The Case of the Mano River Union'.	The conference proceedings were published.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
2.	National Integrated Programme (NIP) for the Republic of Ghana To Fight Transnational Organized Crime and to Strengthen the Criminal Justice System 2012-2016	United Nations Office on Drugs and Crime (UNODC)	3 May 2013	Accra, Ghana	Following a Memorandum of Understanding (MoU) in June 2012 between the Government of Ghana and UNODC, nation-wide consultations were held with all stakeholders implicate in the fight against organised crime in the country, to develop a consolidated approach to the problem that would include the strengthening of the Criminal Justice System.	

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
3.	Conference on African Voices in the New International Theory	Rhodes University	27-28 May 2013	Graham's Town, South Africa	The conference was held as it was recognized that there was a lack of African voices in international relations and the role Africans play in the international environment. The meeting brought together practitioners and academics from across Africa. A KAIPTC staff member presented a paper on 'Internationalising Africa: Security, War on Terror in Mali'.	An edited book is to be published by Routledge comprising papers presented at the conference.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
4.	National Summit: "Justice, Peace and Reform will Strengthen Ghana"	The National Peace Council, Manhyia Palace and Civic Forum Initiative (CFI) in collaboration with Institute for Democratic Governance (IDEG)	19 July 2013	Accra, Ghana	The summit formed part of efforts by different organisation towards a peaceful 2012 elections in Ghana. The meeting brought together different stakeholders including but not limited to traditional and religious leaders politicians, members of the diplomatic corps media, and musicians.	There were presentations by representatives of peace and security institutions in Ghana and performances by musicians. The general public given chance to ask questions and make comments on electoral issues.
5.	International Seminar on Peace and Conflict Resolution	National University of Science and Technology (NUST), Pakistan	20-26 October 2013	Islamabad, Pakistan	The seminar was on Two Decades of Peacekeeping in Africa: The ECOWAS Experience.	Plans are far advanced in the collaboration between NUST and KAIPTC on possible areas of interest.

SRL	Theme	Objective	Date	Venue	Key Facts/Highlights	Key Outcome/ Impact/Follow-up
(a)	(b)	(c)	(d)	(e)	(f)	(g)
6.	KAIPTC/TfP Reflections on Security Series	KAIPTC & TfP	3 October 2013	KAIPTC	KAIPTC o30organized these special seminars on security as a forum for sharing ideas between different security sector practitioners and researchers as well as educating the general public on African peace and security issues.	This special seminar was 30organized under the TfP Programme and a lecture was delivered on the 'Experiences of a Ghanaian Police Commissioner in Darfur'.
7.	Atlantic Dialogues 2013	The German Marshall Fund of the United States, in partnership with the OCP Foundation and the OCP Policy Center of Morocco	25-27 October	Rabat, Morocco	An annual forum for decision makers to discuss global issues and partnerships, with an emphasis on the Southern Atlantic and transatlantic relations beyond traditional north- north lines.	A presentation was given on <i>"Modern Approaches to the Age Old Problem of Piracy"</i> . The Commandant was a panelist during a session captioned <i>"Regional Stability in Africa"</i> .

Annex 3: List of Agreements, Memoranda of Understanding / Cooperation

Srl	Agreement	Partner Institution	Purpose Of Agreement
(a)	(b)	(c)	(d)
1.	Memorandum of Understanding	The University of Queensland, Australia on the AUSAID Development Research Awards Scheme grants Agreement 66422	To carry out research on “Understanding and working with the local sources of peace, security and justice in West Africa (Ghana, Liberia)”
2.	Memorandum of Understanding	Ghana National Commission for Small Arms (GNACSA)	To conduct small arms related research and training in Ghana to develop its technical capacity in the areas of small arms control -related research, technical capacity development of both GNACSA and its partner agencies and also prudent financial administration
3.	Memorandum of Cooperation	Ghana National Commission for Small Arms (GNACSA)	The conduct of a National Comprehensive Baseline survey on Small Arms.
4.	Memorandum of Understanding	Geneva Centre for Democratic Control of Armed Forces (DCAF)	Collaborate on new areas of work in research and training jointly
5.	Memorandum of Understanding	The Geneva Centre for Security Policy (GSSP, Geneva, Switzerland)	To cooperate in a number of areas related to the field of international peace and security, including on training, research and policy dialogue
6.	Memorandum of Understanding	UN Women, Sudan	Training to strengthen the capacity of women on Peace building and Conflict Resolution in South Sudan

Srl	Agreement	Partner Institution	Purpose Of Agreement
(a)	(b)	(c)	(d)
7.	Memorandum of Understanding	POTI (Peace Operations Training Institute)	E-learning between KAIPTC and POTI, USA
8.	Memorandum of Understanding	Peace Operation Training Institute (POTI)	To develop e - learning on the core pre-deployment training courses
9.	Agreement	The University of Queensland, Australia	To collaborate with KAIPTC to perform research on 'Understanding and working with local sources of peace, security and justice in West Africa (Ghana, Liberia)
10.	Memorandum of Understanding	Austrian Development Cooperation	Supporting Sustainable Natural Resource management, peace and security in the ECOWAS Region.
11.	Agreement	African Women's Active Non Violence Initiatives for Social Change (AWANICH)	To sub-contract the Women's participation in Ghana National Peace Council Program
12.	Memorandum of Understanding	Australian High Commission Accra.	To fund "The Policy Forum on Inter-linkages of Security Sector Reform and the Protection of Civilians Workshop"
13.	Memorandum of Understanding	Australian Agency for International Development (AusAid) Australia	Understanding and working with local sources of peace, security and justice in West Africa (Ghana and Liberia)
14.	Memorandum of Understanding	Geneva Centre for Democratic Control of Armed Forces (DCAF)	To organize lectures orientation and Gender Concepts and Theories Workshop in Ghana

Srl	Agreement	Partner Institution	Purpose Of Agreement
(a)	(b)	(c)	(d)
15.	Memoranda of Understanding	GIZ, GERMANY	To support KAIPTC to develop and implement Civilian Training Programs
16.	Memorandum of Understanding	Swedish International Development Agency (SIDA) , Joint Financial Agreement	Implementation of KAIPTC's core programme in fiscal years 2013 - 2016
17	Agreement	Embassy of Switzerland in Ghana	To contribute to the Women Peace and Security Institute (WPSI) Women Peace and Security Day event
18	Agreement	Geneva Centre for the Democratic Control of Armed Forces (DCAF)	To support review curriculum for Masters Degree Courses
19	Agreement	French Embassy, Ghana	Joint Campaign Planning Courses(French)
20	Memorandum of Understanding	United Nations Office of the Special Representative of the Secretary General	Conflict-related sexual violence in West Africa
21	Agreement	Thinking Africa Abidjan – Cote D'ivore, Institute De Recherche & D'enseignement Sur la paix En Afrique	To facilitate a training course (Rule of law, Governance & Conflict Prevention Course), initiated by UNDP, to be held in Togo.
22	Memorandum of Cooperation	The Africa Peace Support Trainers Association (APSTA) Legon Centre for International Affairs and Diplomacy (LECIAD) Institute For Security Studies (ISS) and the Nigerian Army Peacekeeping Training Centre	Standby Force (ASF)To identify the training needs for military, police and civilian personnel for the Africa
23 .	Memorandum of Understanding	Geneva Centre for Democratic Control of Armed Forces (DCAF)	For KAIPTC to co-host and support the 2013 Association for Security Sector Education and Training (ASSET) Annual General Meeting (AGM)

Annex 4: Key Visits to the Centre - 2013

Date	Visiting Institution/Visiting Personality	Purpose Of Visit	Key Outcome
(a)	(b)	(c)	(d)
7 January	Students from Afe Babalola University, Nigeria	Familiarization visit/to learn about the operations of the Centre.	Increased visibility of the Centre/increased understanding of the KAIPTC's activities
14 January	Students from American University of Rome (AUR)	Familiarization visit/to learn about the operations of the Centre.	Increased visibility of the Centre/increased understanding of the KAIPTC's activities
29 January	Ms Ebnoter Anja, Assistant Director, Geneva Centre for the Democratic Control of the Armed Forces (DCAF)	To discuss the implementation of the KAIPTC/ DCAF proposals agreed in Geneva	Supplementary Agreement between KAIPTC and DCAF
11 February	H.E Dr Renate Schimkoreit German Ambassador	Collaborative Visit	Strengthened existing collaboration
18 February	Dr Toshiko Abe, Parliamentary Vice Minister for Foreign Affairs, Japan	To monitor the impact of Japanese assistance in the area of peace and security	Strengthened existing collaboration
26 February	H.E Ms Joanna Adamson, Australian High Commissioner to Ghana	Collaborative Visit	Strengthened existing collaboration
11 March	"Go Africa...Go Germany..." Students	Study Tour	An increased knowledge in Peace Support Operations (PSO)
12 March	Dr Daniel Papp, President, Kennesaw State University	Collaborative Visit	Strengthened existing collaboration
13 March	Senegalese Armed Forces Delegation	Familiarization visit	Increased visibility of the Centre/Increased understanding of KAIPTC activities
14 March	Col Heino Klink, Chief, Strategic Leadership Division, FAO Proponent Lead, USA	To discuss the possible assignment of Foreign Area Officer Trainees to the Center with the mission of conducting In-Region Training as well as attend the Master's degree program	Identified possible areas of collaborations

Date	Visiting Institution/Visiting Personality	Purpose Of Visit	Key Outcome
(a)	(b)	(c)	(d)
15 March	UK Delegation, British Conflict Prevention Pool-the Cross Government Fund	Familiarization tour	Strengthened existing collaboration
19 March	Mr Fumio Shimizu, Director, 1 st Africa Division, Ministry of Foreign Affairs, Japan.	Familiarization visit	Strengthened existing collaboration
21 March	Officials from Southern African Development Community (SADC) Regional Peacekeeping Training Centre (RPTC)	Familiarization visit	Increased visibility of the Centre/enhanced understanding of KAIPTC activities
22 March	Brig. Richard Felton, UK Chief of Joint Force Operations	Familiarization visit	Increased visibility of the Centre/enhanced understanding of KAIPTC activities
9 April	Hon Mark Woyongo, Minister for Defence	Familiarization visit	Enhanced understanding of KAIPTC activities
24 April	Delegation from Swiss Regional Development Cooperation	Familiarization tour and panel discussion about the regional security situation in West-Africa	Enhanced understanding of KAIPTC activities/To strengthen existing collaboration
27 April	Dr Guido Westerwelle and delegation, German Minister of Foreign Affairs	Deepen collaboration between the KAIPTC and Germany.	Strengthened existing collaboration
2 May	Norwegian Delegation	Familiarization tour and discussion with FAAR team on Emerging Security Threats in West Africa	An increased knowledge in Peace Support Operations (PSO) and KAIPTC activities
3 June	Dr Flora Devine Attorney and Legal Adviser, Kennesaw State University	Familiarization visit	Strengthened existing collaboration / Enhanced understanding of KAIPTC activities
4 June	Zimbabwean Delegation	Familiarization visit	Increased visibility of the Centre/ Enhanced understanding of KAIPTC activities
12 June	Swiss Ambassador, HE Andrea Semadeni	Familiarization visit	Strengthened existing collaboration

Date	Visiting Institution/Visiting Personality	Purpose Of Visit	Key Outcome
(a)	(b)	(c)	(d)
19 June	British Delegation	Familiarization visit	Identified possible areas for future collaborations
2 July	Delegation from Kennesaw State University (KSU)	Familiarization visit	Strengthened existing collaboration
11 July	Students from Diakonia, an International Swedish Non-Governmental Organization in Burkina Faso	Study Tour	An increased knowledge in Peace Support Operations (PSO)
15 July	Claudia Garcia De San Roman, United Nations Volunteers (UNV) Representative	To explore having an MOU for the purpose of opening job opportunities to students and participants, who pass through the Centre and also interact with participants on the Conflict Prevention and Election Management Training courses and MGPS students	MOU Signed/Enhanced understanding of KAIPTC activities
24 July	Miss ECOWAS Ghana Delegates	Familiarization visit	Increased visibility of the Centre/ enhanced understanding of KAIPTC activities
26 July	Visit by Rockanje Presby Experimental Primary School	Familiarization visit	Increased visibility of the Centre/ enhanced understanding of KAIPTC activities
6 August	Ms Zainab Bangura, UN SRSG for Sexual Violence in Conflict in Sierra Leone	Familiarization visit	Enhanced understanding of KAIPTC activities
2-3 September	Swiss Armed Forces Film Team	Film SWISS support/KAIPTC activities	Increased visibility of the Centre
4 September	Vice Admiral Matthew Quashie, Chief of Defence Staff, Ghana	Familiarization visit	Enhanced understanding of KAIPTC activities
10 September	HE Claudia Turbay Quintero, Colombian Ambassador to Ghana	Familiarization visit	Explored areas of possible collaboration/enhanced understanding of KAIPTC activities

Date	Visiting Institution/Visiting Personality	Purpose Of Visit	Key Outcome
(a)	(b)	(c)	(d)
18 September	Mr Nooke, German Chancellor G8 Representative for Africa and delegation	Familiarization visit	Strengthened existing collaboration/enhanced understanding of KAIPTC activities
23 October	Prof Braun, State Secretary of German Federal Foreign Office and delegation	Familiarization visit	Strengthened existing collaboration/enhanced understanding of KAIPTC activities
28 October	Mr Nick Gurr, Deputy Chief of Defence Intelligence, UK	Familiarization visit	Increased visibility and enhanced understanding of KAIPTC activities
30 October	Mr Alan Doss, Senior Political Advisor, Kofi Annan Foundation	Courtesy visit	Strengthened existing collaboration
8 November	Students from St John Senior High School, Teshie	Study visit	Increased visibility/enhanced understanding of KAIPTC activities
12 November	Mrs Rignor Koti, Deputy Director General, Ministry of Foreign Affairs, Oslo and delegation	Familiarization tour	Strengthened existing collaboration
14 November	Miss Dominique Mair, Peacebuilding in Conflict Prevention Project Offer, Austria Development Agency	Explore areas of possible collaboration	Identified areas of collaboration with Austria
15 November	Dr Necla Tschirgi, Joan B Kroc School of Peace Studies, University of San Diego, USA	Study/familiarization visit	Fostered closer collaboration
19 November	HE Margit Thomsen, Ambassador of Denmark	Familiarization tour	Strengthened existing collaboration
20 November	Dr Kjell Hodnebo, TFP Manager, Ministry of Foreign Affairs, Oslo	Familiarization tour/discuss TFP support to KAIPTC	Discussed areas of collaboration/ enhanced understanding of KAIPTC activities
21 November	Mrs Ecker, Head, GIZ Africa Department	Familiarization tour	Strengthened existing collaboration / enhanced understanding of KAIPTC activities

Date	Visiting Institution/Visiting Personality	Purpose Of Visit	Key Outcome
(a)	(b)	(c)	(d)
25 November	Magister Günther Barnet, Head of Africa Policy Group, Directorate General of Security Policy, Ministry of Defence, Austria and delegation	To discuss possible areas of collaboration	Developed collaboration with Austria
27 November	Ms Heidi Huutanen, Programme Director/Ag Head, Sub-Saharan Africa, CMI	Familiarization tour/discuss CMI support to KAIPTC	Discussed areas of collaboration/ enhanced understanding of KAIPTC activities
2 December	Delegation from the International Peace Support Training Centre (IPSTC), Kenya led by Brig Gen Robert Kabage, Director, IPSTC	Familiarization visit	Enhanced understanding of KAIPTC activities/Share ideas on PSO activities/Explore areas of collaboration
4 December	Rear Admiral Matthew J. Kohler, Deputy Director of Naval Intelligence, Director Intelligence Operations - AFRICOM	Familiarization visit	Enhanced understanding of KAIPTC activities/Strengthened existing collaboration



Annual Report - 2013

For further information contact:

The Head of Corporate Affairs

Kofi Annan International Peacekeeping Training Centre

PMB CT 210 Cantonment Accra - Ghana

Tel: +233 302 718200 ext 1104

Fax: +233 302 718201

Email: ebenezer.anum-tetteh@kaiptc.org