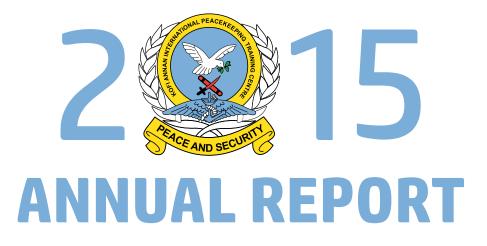
Kofi Annan International Peacekeeping Training Centre





### Kofi Annan International Peacekeeping Training Centre



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



t has been over a year since I became Chairman of the KAIPTC Governing Board. During this period, the Centre has implemented relevant activities aimed at achieving its strategic objectives and priorities.

In 2015, the Centre recovered from the dip in training in the number of expected participants for its core courses. This dip was as a result of the outbreak of the Ebola pandemic. To resolve the inadequacies of health response mechanisms in West Africa that were revealed during the outbreak, and to institute preventive actions against such possible future disasters, the Centre played a key role in the implementation of the West Africa Disaster Preparedness Initiative (WADPI). All participants and stakeholders involved in the initiative have testified of its immense value, through training relevant personnel to prevent and/or mitigate the impact of such disasters.

Given the background that the KAIPTC has since 2004 conducted Election Observation Training Courses and has since become the leading institution in Africa that offers training in election observation, the Centre has a natural and national obligation to contribute to peaceful elections in Ghana this year. I am confident the Centre will rise to the occasion and engage with relevant institutions and partners to meet and exceed expectations of local and international stakeholders regarding pre-election and post-election programs, engagements and collaborations.

The Centre's proactive and consistent engagement with international stakeholders continues to yield fruitful results, with a commendable achievement being the receipt of the Certificate of UN training recognition for the Protection of Civilians in Armed Conflicts (PoC) course for a period of four years. This recognition demonstrates the Centre's commitment to providing capacity in peace and security that meets international standards. This achievement further consolidates the Centre's reputation as a foremost and credible institution in the field.

Evidently, it is gratifying to note that the Centre's activities are aligned to its strategic priorities. I am self-assured that the Centre, in 2016, is committed to implementing its plans set out in its Annual Work Plan, and would attain the outcomes of these activities within its estimated budget.

I wish to thank the development partners for providing financial and technical support to the Centre, without which the Centre would not have chalked its past and current successes. I am also grateful to all regional and international organizations as well as our institutional partners for their multifaceted support which has, and continues to contribute to maintaining the Centre's reputation as a Training Centre of Excellence continentally and globally.

Finally, I would like to highly commend the management and staff of the Centre for their hard work in sustaining the great reputation of the Centre, and urge them to be strategically agile and innovative in their work to remain consistently relevant in training, education and research in African peace and security.

#### Hon (Dr) Benjamin Kunbuor, MP

Minister for Defence/Chairman KAIPTC Governing Board

# Message from the Commandant



he Kofi Annan International Peacekeeping Training Centre (KAIPTC) in the year 2015, undertook a number of activities and programmes which continually steered the Centre towards its overall vision, mission, and strategic objectives. The Centre continued with, and also began some internal initiatives which have strengthened its operational and governance systems and structures. These were critical in ensuring the streamlining and institution of certain procedures that were important to the delivery of its mandate.

In 2015, we significantly increased our training courses and also successfully implemented our Learning Management System (LMS), which has revolutionized the review, delivery and evaluation of courses in a seamless and more efficient manner. From the moment of contact with our course participants, through to their participation, graduation and post-training engagement, they are effectively managed to ensure quality standards.

The Centre was also a key implementing partner, together with other local and international institutions, in the roll-out of the West African Disaster Preparedness Initiative (WADPI), which was introduced in response to the outbreak of the Ebola Viral Disease in the sub-region. The initiative successfully trained over 800 disaster managers from 12 African countries as well as select members from the ECOWAS Commission.

As a Centre also mindful of environmental sustainability, we successfully implemented a rain and ground water-harvesting system that allows us to be more efficient in our water usage. Currently, 62 percent of the Centre's water usage

is generated through the aforementioned. This laudable initiative is contributing to a better water management system, whilst also resulting in prudent financial management.

We launched our PhD programme in International Conflict Management in 2015 with the kind support of our mentoring institution, the Ghana Institute of Management and Public Administration (GIMPA). In July as well, we held a joint graduation ceremony for our students enrolled in our graduate academic programmes; this group comprised our first batch of Executive Master of Arts in Conflict, Peace and Security graduates.

For the first time also, the Centre will issue its flagship publication in 2016, which is the Annual Review of Peace Support Operations in Africa. This document, among others, will inform sound policymaking in Peace Support Operations (PSO) and become an invaluable resource for students of conflict, peace and security studies to have easy access to information about PSO missions.

The year was not without its challenges. The Centre experienced its share of the nation-wide electricity challenges; this resulted in the almost continual use of the generator, and in turn an increase in our operational costs.

In 2016, the Centre will continue its relentless and fruitful efforts in delivering relevant training programmes and academic courses to supply world-standard capacity in Peace Support Operations, Conflict Management, and Peace and Security Studies. The anchors for achieving these will be effective governance, a valuesdriven hardworking workforce and the invaluable support of our Development Partners. As 2016 is an election year in Ghana, the Centre is mindful that it indeed has a key role to play in contributing to the promotion of peace before, during and after the polls, through knowledge sharing, informed discourses and engagement with like-minded institutions, and playing a watchdog role in ensuring peace and preventing conflict.

Within the regional, continental and global context of increasing violent activities of radical organizations, we recognize the pressing obligation to stay intellectually astute and vigilant in order to review and redesign courses, programmes, and activities to meet the dynamic and multi-dimensional demands of the operational environment, and to make our societies and communities safer places to live.

The year 2016 holds a lot of promise for us; we are fully committed to achieving the various plans and programmes we have set ourselves this year with a resolve to take advantage of all opportunities that will foster our institutional agenda ,and overcoming the challenges that may confront us.

We are grateful for your support.

#### Major General Obed Boamah Akwa

Commandant, KAIPTC

# Brief Overview of KAIPTC

The Ghana Ministry of Defence (MoD) established the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in 1998 and commissioned it in 2004. The purpose was to build upon and share Ghana's five decades of internationally acclaimed experience and competence in peace operations with other states in the Economic Community of West African States (ECOWAS) region and the rest of Africa. This was in recognition of the need for training military, police and civilian men and women to meet the changing demands of multidimensional peace operations. The Centre is one of the three (3) Peacekeeping Training Centres of Excellence mandated by the ECOWAS to offer training in peacekeeping and peace support operations (PSO) in Africa. By the nature of its work and institutional requirements, the KAIPTC was set up as an integrated civilian, military and police organization, and has continued to enjoy high international visibility, because of the quality of its training, research and academic programmes.

### • Vision

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

### Mission

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



Picture 1: Cross-section of Audience during a Lecture at the Centre

### Strategic Objectives

The Strategic Objectives of the Centre are to:

- Enhance the capacity of ECOWAS, African Union (AU), United Nations (UN) and other relevant actors in multi-dimensional peacekeeping and peace-building (integrated PSO) through training.
- Deepen understanding of, and discourse on, critical peace and security issues in Africa through research and policy engagements.
- Contribute to knowledge creation that informs best practice in conflict prevention, management and resolution in Africa.
- Ensure an efficient, effective and responsive governance and management system in the Centre.

### • Strategic Priorities

The Strategic Priorities of the Centre are to:

- Focus on the core mandate of training in peacekeeping and PSO.
- Ensure sustainability of academic programmes.
- Strengthen collaboration with Civil Society Organizations (CSOs), Think Tanks and the Private Sector.
- Ensure financial sustainability of the Centre
- Ensure a decentralised results-based management.

### Introduction

his report highlights the key activities and programmes implemented at the KAIPTC throughout 2015, and their strategic impact on the fulfilment of the overall mandate of the Centre. The report also enumerates the key accomplishments and outcomes in the areas of training, research, education and policy development, and opportunities for further successes in these areas.

A number of major activities and significant strides were achieved in relation to the Centre's core priorities of delivering training, education and research in Peacekeeping and Peace Support Operations.

The Centre also held key engagements and collaborations with local, African and global institutions and companies which were aimed at implementing collaborative initiatives and building partnerships, both to propel the achievement of its strategic objectives, and also to strengthen and lay the foundation for continuous interactions that would yield results of mutual benefit.

# **Key Strategic Accomplishments**

The Centre attained a number of significant achievements during 2015 in line with its strategic objectives. They include the following;

#### A. Significant Increment of Training Courses

In pursuit of its key strategic objective of delivering training in peacekeeping and PSOs, the KAIPTC, in 2015, delivered a total of thirty four (34) individual training courses, as compared to twenty one (21) conducted in 2014. Consequently, the number of participants increased from 731 to 1225. Details of the courses delivered, and the distribution of participants according to gender, component and regional representation in comparison to 2014, are presented on pages 14-16.

The Centre procured the "United Nations Civil-Military Coordination (UN-CIMIC) Course" from the Peace Operations Training Institute (POTI), reviewed and adapted it to suit the African Context. The adapted course, now Integrated Civil-Military Coordination in PSO, has been fully authored into an e-learning course and is set to be uploaded on the LMS to be used as pre-course study for the participants of the Integrated Civil-Military Coordination (ICIMIC) Course. Additionally, an impact assessment manual aimed at evaluating the effectiveness of the training courses was also completed in 2015. With this manual in place and in use, all courses are evaluated by facilitators to ensure that they meet the set standards to continuously assure quality in training delivery.

#### **B. UN Training Certification for Protection of Civilians Course**

The Centre, in 2015, received the Certificate of UN training recognition for the protection of Civilians in Armed Conflicts (PoC) course for a period of four years. According to Superintendent Ake Thorin of the United Nations' department of Peacekeeping Operations, this certification is the first in Africa and the third worldwide. Funded by the Swiss Government, the course aims at enhancing the capacity of participants for the effective implementation of PoC mandates in peace operations in order to mitigate the effects of conflicts on civilians. It is also designed to provide an advanced understanding of the concept of PoC in Peace Operations, explain the legal and normative frameworks that support the PoC, and compare the different ways to protect civilians in armed conflicts.



UN Training Recognition and Certification for the Protection of Civilians in Armed Conflicts (PoC) Course

#### C. Structural Expansion

With support from the Ghana Government through the Ghana Education Trust Fund (GETfund), the Centre in July 2015 began the construction of a five-storey training and academic block. It is expected to be completed by early 2017, as part of the Centre's growth and expansion programme. Its completion will see an expected boost in subscriptions and admissions for various training and academic training programmes, as well as offices for faculty and non-faculty staff of the Centre.



Picture 2: An Artist Impression of the Training and Academic Block

#### D. Launch and Implementation of the Learning Management System (LMS)

As part of its objective to enhance the training of, and engagement with course participants, the Centre launched the Learning Management System (LMS) in order to create a centralized platform for managing and facilitating the Centre's learning and training processes for courses, from course applications through to course delivery. Since its implementation, the LMS has enhanced the collection of participants' data as well as information relating to monitoring and evaluation of courses. The Alumni and e-Learning platforms which have been incorporated into the LMS has led to a much-improved course management system at the Centre.

#### E. Improved Governance Structures and Internal Control Systems

Through the institution of a Change Management Committee mandated to review and recommend improvements in the system of governance, a number of policies have been revised, introduced and implemented at the Centre. They include the recruitment policy, performance management policy, funding requisition policy and resource mobilisation policy. The issuance and implementation of the new policies and related amendments have led to significant changes in the afore-mentioned areas, resulting in better structures and systems within the Centre.

Furthermore, to enhance the effectiveness of the KAIPTC's monitoring and evaluation (M&E) system, the Centre commissioned an independent assessment to identify and recommend ways to strengthen the system. As part of recommendations of the assessment, the Centre with GIZ's support began the process of acquiring a web-based monitoring tool (Webmo) to be used to manage M&E data and related activities. The Centre also developed an M&E manual aimed at enhancing the understanding and practice of results-based monitoring and evaluation, within the context of improving performance, accountability and organizational learning.

The Centre also implemented a number of internal controls and risk management initiatives in 2015

through the Internal Audit Unit. This covered assessing efficiency, adequacy and adherence to internal controls, compliance with Standard Operating Procedures (SOPs) and the Public Procurement Act (663). The unit contributed to the prevention of loss of assets and resources, through sensitization of management and staff on audit processes and risk management, thereby improving the Centre's preparedness and proactiveness in mitigating risks.

### F. Ebola and Disaster Preparedness in the Region

Against the backdrop of the Ebola Viral Disease, the ECOWAS, KAIPTC, and the National Disaster Management Organisation of Ghana (NADMO) with support from the United States Africa Command (USAFRICOM) Disaster Preparedness Programme designed the West Africa Disaster (DPP) Preparedness Initiative (WADPI). Implemented by the KAIPTC and NADMO and spearheaded by ECOWAS, the main objective of the initiative was to utilize lessons learned from the recent Ebola epidemic to strengthen national capacities in disaster management among West African partner nations. The initiative was also aimed at implementing an all-hazards approach to disaster preparedness and response management towards ensuring a continued regional collaboration, communication and coordination between Member States in disaster preparedness and response. Since its official launch in July 2015, the WADPI programme has successfully built the capacities of over 800 officials responsible for disaster preparedness and management from the following 12 countries: Benin, Burkina Faso, Cameroon, Cote d'Ivoire, The Gambia, Ghana, Guinea Bissau, Liberia, Mali, Nigeria, Senegal, and Togo. Selected officials from the ECOWAS Commission were also beneficiaries of the WADPI trainings. A Way Forward Conference was organized at the Centre in December with the goal of facilitating dialogue among WADPI participating nations and other key stakeholders to define long-term solutions for continued enhancement of national and regional disaster preparedness and response systems.

In terms of curricula, the WADPI training was segmented into modules that incorporated a blend

of technological, biological and social scientific tenets such as the Operations track, Health Track and Composite Track - designed to enhance participant competencies as well as skills. The training typically started with the Planners and Information Technology Software Platform Boot Camp in the first week. The second and third week focused on the following thematic areas; Ebola Awareness, Basic First Responder, One Health, Operations and Composite. The following topics, as appropriate to each country, were covered as part of the three-week training:

- Review and validation of National Disaster Preparedness and Response Plans
- Review and validation of National Emergency Operations Centre (NEOCs) Standard Operating Procedures (SOPs) as well as focused IT training for Emergency Operations Centre (EOC) Management
- Ebola Awareness and Basic First Responder Training
- Emergency Operation Centre Management and Incident Command Structure
- Logistics, Security, and Civil Military Coordination during Humanitarian Assistance Operations for Disaster Response
- Development and Design of Table Top Exercise and Team Building

The program chalked significant some achievements; one key accomplishment was the lead role played by ECOWAS as a regional body in endorsing and championing the full implementation of the initiative. Additional achievements include the development of course content based on lessons learned from the Ebola outbreak, delivery of course content based on the cultural understanding of each member state, impartation of knowledge and provision of post training follow-up and support to member states, replication of WADPI training at the national level in Liberia which trained more than 450 across 15 counties, transitioning of training from primarily US facilitators to 100% African instructors in most of the courses, recruitment and retainment of recognized experts in disaster management across West Africa, among others.

Participating member states, during an ECOWAS Commission training conducted in November 2015 proposed recommendations for ECOWAS' consideration towards strengthening regional coordination in disaster preparedness: some of the recommendations are outlined below:

- ECOWAS should urge the establishment of national platforms in each member state with standard structures and legal backing
- Mobilization of resources to support National Disaster Management Agencies (NDMAs) with emergency funds
- Advocate for more political commitment in disaster management (allocate and increase disaster budgets)
- Support in the conduct of national risk mapping using remote sensing in Member States
- Institutionalise, strengthen ECOWAS Emergency Response Team (EERT) in each Member State and increase the number by integrating WADPI-trained personnel
- Establishment of a Regional Disaster Management Coordination Centre
- Facilitate the establishment and equipping of country's EOCs
- Facilitate the implementation of the EOC Standard Operating Procedures by Member States
- Assist in providing training and capacity building for personnel in disaster management
- Support the strengthening of the Integrated Disease Surveillance and response system
- Build on already existing platforms for disaster managers by integrating the WADPI Initiative
- Link the Regional Centre for Disease Control with the Regional Disaster Management Coordination Centre
- Establish an early warning multi-risks system at the regional level which will be linked to the Member States' system
- Establish a regional document explaining the harmonized definition of disaster management concepts (terminology/glossary).

#### Table 1 : The WADPI 3-Track Curricula with their Sub-modules/Course Content

#### **OPERATIONS TRACK**

- National Emergency Operations Center (NEOC) Software Platform "Boot Camp"
- EOC Operations, Incident
   Command and Strategic
   Communications Training
- Emergency Operation Center Management & Operational Experience (TTX)

#### **HEALTH TRACK**

- Ebola Virus Disease Awareness Training
- Health and Non-Health Basic First Responder Training
- Integrated One Health Surveillance and Early Warning Scenarios

#### **COMPOSITE TRACK**

- Logistics, Security and Civil-Military Coordination during Humanitarian Assistance situations for disaster operations
- Critical Infrastructure and Hazard
  Mapping



WADPI has proven to be effective. We can say today without hesitation, and with a high degree of pride, that the goal of WADPI to "Build a pool of trained subject-matter experts" is being met. There is no disagreement that the initiative be adequately supported into the future!

H.E. Dr. Toga Gayewea McIntosh ~
 Vice President of the ECOWAS Commission

#### Picture 3:

Dignitaries at the Opening of the WADPI Way Forward Conference, 7-10 December 2015

#### G. PhD in International Conflict Management

In 2015, KAIPTC began a PhD Programme in International Conflict Management. The introduction of this programme is in furtherance to the Centre's strategic objective to contribute to knowledge creation of best practices in conflict prevention, management and resolution in Africa, through research that fosters a deeper understanding, and discourses on critical peace and security issues in Africa. Ultimately, the programme aims at building a pool of experts and practitioners for the resolution of conflicts in Africa. The programme admitted four (4) students for the three year programme.

C C The challenging nature of the programme cannot be understated. KAIPTC is training us to synthesize existing knowledge, identify and critically analyze and evaluate one's own findings and those of others. We are thankful to KAIPTC for this opportunity of admitting us on the PhD programme, where we will make meaningful contribution to existing knowledge.

~ Mr. Eric Opare ~ PhD student at KAIPTC

#### H. Baseline Survey on Small Arms and Light Weapons

A baseline survey was conducted on Small Arms and Light Weapons (SALW) control issues in Ghana. The survey focused on small arms which are the main tools of violence in the country compared to light weapons. The report examined the contextual framework, capacity, distribution, impact and perception issues around small arms in the country. The findings and recommendations from the survey's report will guide Ghana's strategy for small arms control.

#### I. Environmental Sustainability Initiative

The Centre's dedication to operating in an environmentally sustainable manner saw some commendable strides in the conservation of water resources in 2015. The total amount of water used in 2015 for its operations was 26,703,654.43m<sup>3</sup>. Out of this volume, 16,645,918.05m<sup>3</sup> was harvested through the Centre's rain and ground water harvesting system, representing 62% of the Centre's total water consumption. Further, through the Centre's waste water treatment plant. about 30,000 litres of water per day was recycled for use in the aesthetic maintenance of the Centre. Moreover, the Centre installed a number of submetres and leak detectors to monitor the Centre's water consumption. These initiatives have led to significant financial savings for the Centre.

#### J. Internally Generated Funds

The Centre increased its Internally Generated Funds (IGF) by 26% in 2015. This was due to fees charged for academic courses, private events, and commitment fees charged participants attending core courses. Courses for which commitment fees were charged in 2015 were as follows:

- Conflict Prevention
- Election Management
- Maritime Security and Transnational Organised Crime
- Integrated Civil-Military Coordination
- Rule of Law
- Responsibility to Protect
- Human Rights
- Disarmament, Demobilization and Reintegration

# Policy Support/Contributions to Policy Development for 2015

#### **ECOWAS**

- Commandants of ECOWAS Training Centres of Excellence (TCEs): This meeting was held in Mali on 4 – 6 February 2015 to discuss modalities for enhancing technical and operational cooperation/coordination between the ECOWAS Commission and the TCEs in the areas of training development and research.
- MoU Review Meeting between ECOWAS and the three (3) TCEs in West Africa: The Centre participated in a meeting to review the Memorandum of Understanding between the ECOWAS Commission and the TCEs in Abuja in May 2015
- ECOWAS at 40 Achievements and Challenges: In commemoration of the 40th Anniversary of the establishment of ECOWAS, the Commandant of the Centre delivered a statement on "ECOWAS @40 – Achievements and Challenges" at a round table discussion organised by the West Africa Network for Peacebuilding (WANEP) as part of the commemorations in May 2015
- Drafting of ECOWAS Doctrine on Peace Operations: A delegation from the Centre, led by the Commandant, participated in the drafting of the ECOWAS Doctrine on Peace Operations in Abuja in November 2015.
- ECOWAS Network of Electoral Commissions (ECONEC) 2015 Annual General Assembly: A KAIPTC Staff participated in the ECOWAS Network of Electoral Commissions annual meeting which was held 22 – 25 July 2015 in Cape Verde to deliberate on the 2012 – 14 activities and acceptance of 2015 – 17 Plan of action. The ECOWAS Database of Election Observation by the Election Assistance Unit of the Commission was formally launched at the meeting.

#### **African Union**

- AU Disarmament, Demobilization and Reintegration (DDR) Compendium and Training Manual Development Workshop: A staff member participated in the development of two (2) DDR documents being developed by the AU DDR capacity Programme. The workshop entailed the development of an AU Compendium of DDR experiences on the continent aimed at providing a repository for DDR experiences to provide comparative analysis of such experiences, and an AU DDR training manual which will contribute towards standardizing DDR training within the AU security infrastructure and harmonizing DDR practices by disseminating and training DDR practitioners on the best practices and the most recent innovations in DDR tools. The workshop was organized from 12-13 May 2015 in Addis Ababa, Ethiopia.
- AU Special Envoy for Women, Peace and Security: The KAIPTC's Women Peace and Security Institute (WPSI) held consultation meetings with H.E. Madam Diop to discuss the forthcomingjoint programme to mark the 15th anniversary of UNSCR 1325 in Johannesburg in June 2015
- Roundtable Discussion and Special Election Observation Training: The WPSI, with the Office of the Special Envoy for Women, Peace and Security of the Chairperson of the African Union Commission (AUSEWPS), jointly organized a round table discussion on women's role in combating religious radicalism and a special election observation training for high ranking African women to help build their capacity and enhance their opportunities for participation in high level election observation missions at the continental level.
- Gender is My Agenda Campaign (GIMAC): The WPSI also participated in a number of

the pre-summit events of the AU Summit, including the Gender is My Agenda Campaign (GIMAC) and chaired the session on "violence against women" in Johannesburg in June 2015

- Pan African Centre for Gender, Peace and Development: WPSI participated in a Programme jointly organized by the Office of the Special Envoy on Women, Peace and Security of the Chairperson of the African Union Commission (AUSEWPS), the Pan African Centre for Gender, Peace and Development (PAC) and the Crisis Management Initiative (CMI) aimed at enhancing the capacity of high ranking African women in election mediation and conflict resolution.
- Disaster Managers Meeting: Coordinated by the AU Office of Humanitarian Assistance for Refugees and Displaced Persons (HARDP), the meeting held at Midrand South Africa from 27-30 April 2015 focused on the establishment of the African Disaster Managers Platform as well as Emergency Response Teams in Africa.
- **AU Election Observation Missions** in Ethiopia and Tanzania in October 2015
- **AU Border Security Management:** Review of AU's border management strategy at the African Union (AU) Border Security workshop in Addis Ababa, Ethiopia in September 2015. The strategy will inform the development of comprehensive national border management policies for most Member States.
- African Standby Force Training Implementation Workshop: The AU Workshop, organized from 18-20 May 2015 in Cairo Egypt, sought to provide the 2015/16 Training Directive to guide training for the development of ASF capabilities and enhancement of mandate implementation.
- Integrated Human Resources and Database Training for the African Standby Capacity: The training was organized by the AU in collaboration with the Centre for International

Peace Operations (ZIF) from 23 – 31 March 2015 at the International Peace Support Training Centre, Nairobi Kenya for Roster Focal Points and Human Resources Focal Points of the AU Commission, Regional Economic Communities (RECs) and RMs as a step towards the operationalization of the (civilian) expert roster for AU's peace and security operations.

- Amani Africa II: Participation in the Amani Africa II Field Training Exercise (FTX) organized by the African Union in Lohatla, South Africa from 19th October to 7th November 2015. The FTX was to evaluate AU's ability to mandate, rapidly deploy, manage, sustain and recover should the need arise and as stipulated in its Constitutive Act.
- Rostering and Training Linkage Roundtable: The rostering and training linkage round table was organized by the African Union in collaboration with ACCORD and supported by GIZ from 23-26 November 2015 for personnel responsible for managing the roster system and roster members. The roundtable was held in Pretoria, South Africa. The ASC roster system is composed of a number of elements including the ASC database system responsible for the management of rostering processes, a human resources policy framework, standardized selection criteria and standards, and training.
- Launch of African Standby Capacity Roster and Coordination Meeting: The African Standby Capacity roster launch and coordination meeting was organized by the African Union and supported by GIZ from the 24th to 25th of June 2015 in Addis Ababa-Ethiopia.

#### **United Nations**

 Policy Engagement on R2P: In anticipation of the UN Secretary General's special tenth anniversary report on R2P in 2015, KAIPTC was involved in a series of experts-level policy dialogues, facilitated by the UN Office on Genocide Prevention and the Responsibility to Protect, and the Stanley Foundation, USA. KAIPTC's role was experts' contribution to lessons learnt and publication of R2P policy papers.

- Engagement with United Nations Office for West Africa (UNOWA): UNOWA supported the launch of CommNet by giving a solidarity message; WPSI is a member of UNOWA's Women Peace and Security working group.
- **"The National Women Peace Dialogue: Agenda 2020: The South Sudan We Want":** WPSI was part of the technical team that supported the South Sudan National Women's Peace Dialogue to elaborate a position paper and a plan for monitoring the implementation of the Agreement on the Resolution of the conflict in the Republic of South Sudan
- Provision of Mid-term In-depth Evaluation of the Global Programme on Strengthening the Legal Regime against Terrorism of the UN Office on Drugs and Crime (UNODC). A staff member of KAIPTC was part of the team that evaluated the UN Office on Drugs and Crime (UNODC) Global Programme. Findings of the evaluation has been submitted to the UNODC and published as - Allan, P. G. & Aning, K., 2015. Independent Mid-Term In-Depth Evaluation of the Global Programme on Strengthening the Legal Regime against Terrorism, Vienna: United Nations Office on Drugs and Crime.
- Integrated Disarmament, Demobilization and Reintegration Training Group (IDDRTG) Annual Meeting: A Staff of the KAIPTC participated in the IDDRTG annual meeting which took place at the United Nations Institute for Training and Research (UNITAR), Switzerland from 20 – 22 May 2015. The purpose of the meeting was to review DDR training courses/activities implemented in 2014-2015 and also enhance cooperation and collaboration between the Training Centres offering DDR courses.
- National Forum and Validation Workshop on Disaster Risk Reduction: A staff member participated in two workshops organized from

26-28 October and 10 – 12 December by the United Nations Development Programme (UNDP) in partnership with the Ghana National Disaster Management Organization (NADMO) to develop and strengthen capacities of officials and agencies involved in disaster preparedness and risk reduction within the country.

#### **Dag Hammarskjöld Foundation**

- The Centre hosted the **"Regional consultation for the review of the UN Peacebuilding Architecture"** organized by the Dag Hammarskjold Foundation (DHF) on 21st – 22nd April, 2015, Accra. The meeting was aimed at strengthening the UN's Peacebuilding Architecture in countries affected by and recovering from violent conflict.
- Based on a Memorandum of Understanding, • the Centre in collaboration with DHF organised the annual Kofi Annan - Dag Hammarskjold Foundation lectures. The lecture focused on the theme: "The Continuing Challenges of Peace and Security in Africa: A West African Perspective". The Guest Speaker was H.E. Dr. Mohamed Ibn Chambas, Special Representative of the Secretary-General and Head of the UNOWA. The event which was chaired by Ms. Joanna Adamson, Australian High Commissioner to Ghana, and was attended by high-level dignitaries from the government, diplomatic corp, security services, civil society organisations and academia.
- 13th African Peace and Security Trainers Association Conference and General **Meeting:** As part of its membership obligation, the Centre participated in the 13th African Peace and Security Trainers Association (APSTA) Conference and General Meeting held in Addis Ababa, Ethiopia from 7th - 9th September, 2015. The meeting which was themed "Beyond 2015: Enhancing Sustainable African PSO Capacities Through Effective Training, Research and Partnership" was aimed at bringing together all members and partners of the association to discuss emerging trends on education and learning



Picture 4: The Vice President of Ghana arriving for an Official Ceremony at the Centre

around thematic peace operations issues as well as internal matters of the Association.

 21st Annual Conference of the International Association of Peacekeeping Training Centres: The Centre participated in the 21st Annual Conference of the International Association of Peacekeeping Training Centres (IAPTC) held from the 28 September – 2 October 2015 in Brazil. The conference was hosted by the Brazilian Army and the Brazilian Peace Operations Joint Training Centre (CCOPAB) under the theme "Enhancing the Effectiveness of Training through Partnership, Integration and Evaluation". In line with the conference theme, the meeting offered the opportunities to showcase the Centre as well as engaging with participants.

#### **Other Stakeholders**

 Knowledge and Learning Workshop on Child Protection in Peace Support Operations: Two KAIPTC staff members participated and presented a paper at the workshop organized by Save the Children International in Dakar Senegal from the 7-9 December 2015. The workshop was aimed at contributing towards strengthening child protection in the Africa Standby Force and AU peace operations, particularly in East and West Africa by looking at current issues and best practices on child protection in Africa, reviewing child protection training impact, opportunities, challenges and showcasing new ideas and trends in training.

- Workshop on Operationalising Gender for Peace and Security Operations: A staff participated in the workshop on Operationalizing Gender for Peace and Security Operations jointly organized by KAIPTC and the New Zealand Defence Force on 4 November 2015. The objective was to equip participants with specialised knowledge and skills to play a meaningful role in management and provide professional leadership in Multi-Dimensional Peace Support Operations, Regional Organisations. Peace Councils. National Security Councils, Border Security and National Security Institutions as well as Non-Governmental Organisations (NGO's) and Advocacy groups.
- Training of Trainers (ToT) on Child Protection in Armed Conflict: A KAIPTC staff participated in a Training of Trainers (ToT) for organizations across East and West Africa on Child protection in Armed conflicts.

Organised by Save the Children/International Bureau for Children's Rights/ Rwanda Peace Academy from 20 April-01 May 2015 in Musanze- Rwanda, the training also allowed for participants feedback on a new child protection training manual developed by the organisers.

 KAIPTC Mission to Austria: A delegation from the Centre embarked on a mission to Stadtschlaining and Vienna, Austria from 21-28 March 2015 to engage with the Austrian Study Centre for Peace and Conflict Resolution (ASPR) and the National Defense Academy of Austrian Ministry of Defense regarding areas of collaboration. This was pursuant to two memoranda of understanding between Austria and Ghana; and between the ASPR and the KAIPTC.

 New Issues in Security Course: As part of its MoU with the Geneva Centre for Security Policy (GCSP), two KAIPTC staff participated in the 16th New Issues in Security Course (NISC) from 20 April – 12 June 2015 in Switzerland. The course which is designed to address the main challenges facing global peace and security and to search for effective responses to these challenges aims to prepare participants for enhanced policy planning, decision-making and practical implementation in a range of complex and interlinked peace and security situations.



Picture 5: The Guest Speaker, Dr. Mohamed Ibn Chambas, delivering his Lecture during the Kofi Annan Dag Hammarskjold Foundation Annual Lecture at the Centre

C Let me state here that peace and security are attained by collective effort, even if we all have the understanding that the responsibility for global Peace and Security lies with the United Nations ... at the level of the member states, it is the government's role to protect its citizens.  $\Im$ 

**Dr. Mohamed Ibn Chambas**Head of the United Nations Office in West Africa (UNOWA)

### **Engagements and Collaborations** with Key Stakeholders



**Picture 6:** Participants of a "Roundtable Discussion on Religious Radicalization and the Role of Women in Countering Violent Extremism in Africa" Programme in October 2015

The following programmes and activities were undertaken in partnership with local, regional, continental and international stakeholders.

#### A. Policy/Programme Development Initiatives

In collaboration with the University of Queensland, Australia, the KAIPTC played a lead role in the implementation of a two-year project with the aim of "Understanding and Working with Local Sources of Peace, Security and Justice in West Africa". Field research conducted in Ghana and Liberia uncovered the contributions of non-state actors and their interactions with state actors with respect to peace, security and justice. Details of the findings were discussed at policymakers and media stakeholders' fora in Liberia and Accra in June and November 2015 respectively.

#### B. Advocacy on Women, Peace and Security

Within the context of its strategic outlook to promote women, peace and security, the KAIPTC trained 24 women in a Special Election Observation and Election Dispute Resolution Programme. The programme was designed to build the capacities of these women and enhance their prospects for leadership roles in election observation across Africa. It was also aimed at increasing African women's participation in governance and peace processes by supporting the ongoing efforts of the AU Chairperson, in bringing women's voices, perspectives and contributions to bear on the continent's peace architecture. The names of the participants who came from ten (10) African countries, have been forwarded to the office of the AU Commission's Special Envoy on Women, Peace and Security (AUC SEWPS) to be included in the Envoy's pool of high ranking African women that she can recommend for leadership roles in observation missions or for key roles in election dispute resolution efforts.

The Centre also supported the South Sudan National Women's Peace Dialogue to elaborate a position paper and an implementation plan for monitoring the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan. One key objective of the National Women Peace Dialogue was to create space and opportunities for women to discuss the Compromise Peace Agreement and elicit fresh commitment to push for its implementation. The Dialogue also created a space for women from the ten (10) states of South Sudan to deepen, widen and strengthen solidarity with the view to increasing the influence of the women's bloc in the implementation of the agreement.

invitation The by UN Women, South Sudan for the WPSI to be represented in the technical team that supported the country's National Women's **Dialogue on the implementation** Agreement of the on the Resolution of the Conflict afforded the institute an opportunity for engagement in efforts at promoting the women, peace and security agenda in the context of South Sudan.

~Ms. Margaret Alexander Rehoboth ~ Head of the Women, Peace and Security Institute (WPSI)

#### C. Engagements with the Private Sector

The Centre introduced the Open Day concept in line with its strategic plan to make it more visible and to engage with private sector companies and international partnerships operating in the ECOWAS region to leverage funding for mutual interests. To this end, over 30 top level individuals from embassies, high commissions in Ghana, national and international non-governmental organizations and the private sector participated in this event which was used to showcase the KAIPTC's achievements, products and services, and to discuss potential areas of collaboration.

#### D. Engagement with Training Centres of Excellence and ECOWAS

The Centre's relationship with ECOWAS continued to improve in 2015 particularly through the Commandants of ECOWAS Training Centres of Excellence (TCEs) meetings held twice in the year. One key outcome of the Centre's engagement with ECOWAS was the review of the Memorandum of Understanding (MoU) between the TCEs and ECOWAS. The review reflected and harmonized areas of course development, content, delivery, outcomes, and areas of research, among others. The review was prompted by recent and emerging changes as well as developments in the peace and security sector of the ECOWAS region and Africa. This is to ensure that the Centre is responsive to new and emerging trends in peace and security.

#### E. Support to KAIPTC's Training Partners

Backed by an MoU between the KAIPTC and the Geneva Centre for Security Policy (GCSP), two KAIPTC staff participated in the 16th New Issues in Security Course (NISC) from 20 April – 12 June 2015 in Switzerland. The course which was designed to address the main challenges facing global peace and security, also sought effective responses to these challenges, and prepared participants for enhanced policy planning, decision-making and practical implementation in a range of complex and interlinked peace and security situations.

#### A. Details of Training Programmes

The Centre has significantly increased the number of training courses in 2015 in response to emerging threats and needs of stakeholders. Tabular and pictorial representation of outputs and outcomes of training are presented in Table 2;

Srl	Thematic Areas	Course	2014	2015	%Change
1.	Conflict Management	Election Observation Training	35	74	111%
2.		Human Rights	-	47	-
3.		Humanitarian Assistance	-	49	-
4.		Conflict Related Sexual Violence	60	-	-100.00%
5.		Rule of Law	24	15	-37.50%
6.		Collaborative Policing	-	28	-
7.		Small Arms and Light Weapons	235	-	-100.00%
8.		Election Management	27	27	-
9.	Peace Support Operation	Disarmament Demobilization and Reintegration Foundation	21	19	-9.52%
10.		Security Sector Reform for Police	29	30	3.45%
11.		Joint Campaign Planning	20	41	105%
12.		Police Middle Management	56	71	27%
13.		Multidimensional Peace Operations	22	32	45.45%
14.		Advance Stabilization and Reintegration	14	21	50.00%
15.		Police Pre-deployment Training	263	427	62%
16.		Integrated Civilian-Military Coordination	29	27	-6.90%
17.		Crisis Information Management	-	30	-
18.		Security Sector Reform (Mali)	-	44	-
19.	Peace and Security Studies	Development Diplomacy for Peace and Security	-	14	-
20.		Conflict Analysis and Mediation	28	24	-14.29%
21.		Maritime Security and Transnational Organized Crime	19	15	-21.05%
22.		Protection of Civilian	32	32	0
23.		Peacekeeping Logistics Course	31	-	-100.00%
24.		Responsibility to Protect	30	29	-3.33%
25.		Conflict Prevention	24	30	25.00%
26.		West Africa Peacebuilding Institute	-	68	-
27.		Criminal Justice Executive Course	28	25	-10.71%
		Total:34	1027	1225	19%

#### Table 2. Core Courses Conducted in 2015

**NOTE:** Even though 34 courses were run in 2015, the total data in numerical terms reads 24 because the following course run more than once: Election Observation (2); Human Rights (2); Police Middle Management (2); Police Predeployment (5); Joint Campaign (2); Security Sector Reform for Police (2); West Africa Peacebuilding Institute (2).

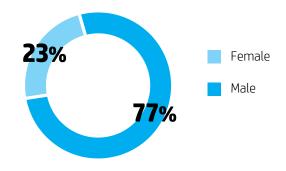
#### **B. Gender Representation on Courses**

The gender representation shows a decrease in gender representation from 29% in 2014 to 23% in 2015. Details are shown in Table 3 and Chart 1:

Srl	Gender	Numbers 2014	Numbers 2015
1	Male	749	949
2	Female	278	276
	Total	1027	1225

#### Table 3: Gender Representation on Courses





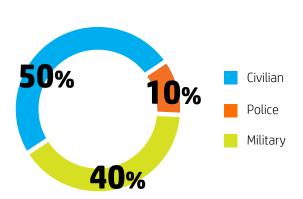
#### C. Component Representation on Courses

Table 4 and chart 2 shows numbers and percentages of components which participated in various courses in the Centre in 2015. The figures show an increase in components compared with the 2014 data during the same period. Civilian participation increased to 40% as against 35% in 2014. However, military personnel recorded a decrease in attendance from 15% in 2014 to 10% in 2015. The low military attendance was as a result of the cancellation of Peacekeeping Logistics as well as the Small Arms/Light Weapons courses which usually have high military participation.

Table 4: Component Representation on
Courses

Srl	Gender	Numbers 2014	Numbers 2015
1	Civilian	357	497
2	Police	450	608
3	Military	220	120
	Total	1027	1225



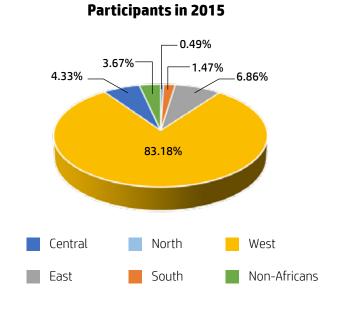


#### D. Regional Representation of Participants

The regional representation of participants from various parts of Africa and the rest of the world is shown in Table 5 and Chart 3 below:

Srl	Gender	Numbers 2014	Numbers 2015
1	Central	39	53
2	East	64	85
3	North	0	6
4	South	71	18
5	West	850	1018
6	Non-Africans	3	45
	Total	1027	1225

#### Table 5: Regional Representation of Participants



**Chart 3: Regional Representation of** 

#### E. Staff Capacity Building

The Centre sponsored and facilitated a number of capacity building seminars for its staff. A staff from the Training Evaluation and Development (TED) also undertook an e-Learning Instructional Design Course at the NATO School, Germany, in order to produce high quality e-learning modules/courses at the KAIPTC.



Picture 7: Participants attending an Election Observation Course

### **Academic Programmes**

Interest in KAIPTC's academic programmes continues to grow since its commencement in 2011. In 2015, a total of 114 students were enrolled on the various programmes. This includes the first batch of four (4) PhD candidates; the fifth intake of students for the Masters in Conflict, Peace and Security (MCPS 5) in January 2015 with 37 students (27 males and 10 females); the fourth intake of students for the Masters in Gender, Peace and Security (MGPS 4) in June 2015 with 24 students (10 males and 14 females); the second intake of the Executive Masters in Conflict, Peace and Security (EMCPS 2) in October with 31 students (26 males and 5 females) and the second group of students for the one-month certificate course in Gender, Peace and Security (CGPS 2) in March 2015 with 18 students (4 males and 14 females). Table 6 illustrates the comparative enrolment of students on academic courses since 2013.

Programme	Year 2013	Year 2014	Year 2015
MGPS	35	37	24
MCPS	37	42	37
EMCPS	-	27	31
CGPS	-	17	18
PhD	-	-	4
Total	72	123	114

#### **Table 6: Student Enrolment for KAIPTC Academic Courses**

In July 2015, the pioneering students on the Executive Masters in Conflict, Peace and Security (EMCPS) successfully graduated with their counterparts from the Masters in Conflict, Peace and Security (MCPS), and the Masters in Gender, Peace and Security (MGPS) of the 2014-2015 academic year. A total of 101 students graduated, comprising 26 from the EMCPS programme, 35 from the MGPS programme, and 40 from the MCPS programme. The students comprised 11 nationalities namely, Afghanistan, France, Ghana, Kenya, Liberia, Mali, Nigeria, Rwanda, Sierra Leone, South Sudan and Zimbabwe. Amongst the students EMPCS graduates were the Chairman of the National Peace Council, National Security Advisor, some Parliamentarians and Ministers of States.

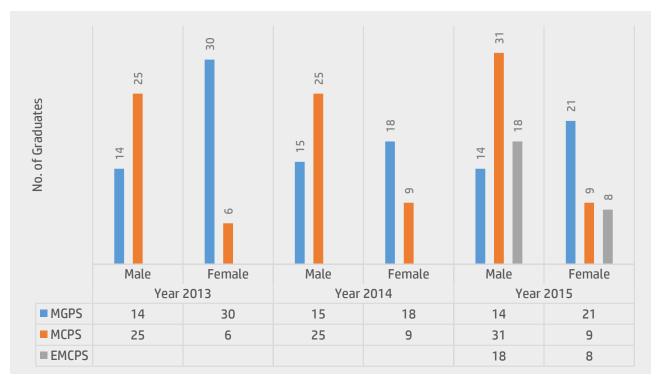
The graduation ceremony, which took place at the KAIPTC involved the Centre's mentoring Institution, the Ghana Institute of Management and Public Administration (GIMPA), and Kennesaw State University, United States of America (USA). The ceremony was attended by dignitaries from Government, security services, the Diplomatic Corps, Civil Society Organisations (CSOs) and academia. The graduation address was delivered by the Special Guest of Honour, H.E. Kwesi Bekoe Amissah-Arthur, Vice President of the Republic of Ghana. Table 7 shows the comparative number of graduates for academic programmes since 2013.

Programme	Year 2013	Year 2014	Year 2015
MGPS	44	33	35
MCPS	31	34	40
EMCPS	-	-	26
Total	75	67	101

Table 7: Graduates of Masters' Programmes since 2013



Picture 8: Group Picture of Graduates of KAIPTC Academic Programmes in 2015



#### Figure 1: Gender Disaggregation of Graduates of Masters' Programmes since 2013

The year spent at KAIPTC was a life changing experience for me as it exposed me to the many threats around which we are blissfully ignorant of while challenging us to change our world for the better. I heartily recommend variants of the Conflict, Peace and Security Course as required instruction for all policy makers. They will take better decisions

#### ~ Hon (Mrs.) Ursula Owusu-Ekuful ~

Member of Parliament, (Graduate of 2015 Executive Masters in Conflict, Peace and Security Course)

#### **Research Projects**

A total of three (3) major research projects were undertaken in 2015. These research projects were:

- 1. Annual Review of PSOs in Africa;
- 2. Peacekeeping Training Impact Study;
- 3. Training for Peace Tracer Study on Policing;

#### A. Annual Review of Peace Support Operations in Africa

The first edition of the KAIPTC Annual Review of PSOs in Africa as the flagship publication of the Centre was initiated in 2015. The review will analyze the background to peace support missions; their mandates and how they are operationalized whilst also providing critical understanding and insights into past and existing PSOs across the continent. It is also intended to inform sound policymaking and enable students of conflict, peace and security studies to have easy access to information about these missions. The publication is due for completion and launching by mid-2016.

#### B. Impact Study of Peacekeeping Training

The study on peacekeeping training was undertaken to assess the impact of peacekeeping training on peace and security in West Africa. The study analyzed the contribution of peacekeeping training to peace and security in West Africa. The seven (7) countries that were involved in the study were: Cote d'Ivoire, Ghana, Liberia, Mali, Nigeria, Senegal, and Sierra Leone. Findings of the report were presented at a validation workshop and at the African Peace Support Trainers Association (APSTA) conference held in Accra and Addis Ababa in April and September 2015 respectively. The final report will lead to a reformation of training programmes to ensure courses offered address the realities on the ground and meet the needs of future participants.

#### C. Training for Peace Tracer Study on Policing

Through the Training for Peace (TfP) programme, KAIPTC undertook a study to assess the impact of the KAIPTC's police pre-deployment training in five (5) countries namely Burkina Faso, Ghana, Mali, Nigeria, and Senegal. Findings from the study showed that the course was relevant because it provided first-hand information about the mission area and mandate. Thus, participants became more competent and easily adapted in comparison to peacekeepers who had not undergone pre-deployment training.

#### **Publications for 2015**

There were a total of thirty (30) different papers published by the Centre in 2015. These publications include books, book chapters, journal articles, monographs, occasional papers, policy briefs, a book review, opinion papers, magazine articles, newsletter articles, an evaluation report and conference report. The publications focused on a variety of topical issues relating to peacekeeping, responsibility to protect (R2P), terrorism, democratic elections, security and policing, border security and piracy among others.

Srl	Publications	Year 2014	Year2015
1	Book	1	2
2	Book Chapters	25	8
3	Journal Articles	4	1
4	Occasional Papers	3	3
5	Monograph		1
6	Policy Briefs	10	6
7	Conference Papers	3	
8	Reports		3
9	Book Review		1
10	Other Papers and Articles		5
	Total	46	30

# Table 8: Comparative Research Publications for2014 and 2015

Table 8 above illustrates the comparative total number of publications by category between 2014 and 2015. The significant drop in the number of publications was due to the shift in internal policy to consolidate most individual papers into a single book project namely, the Annual Review of Peace Support Operations (PSOs) in Africa. The Annual Review of PSOs currently contains more than fifteen (15) chapters on different dimensions of peacekeeping missions in Africa. The full list of KAIPTC publications for 2015 is provided in Appendix 1.

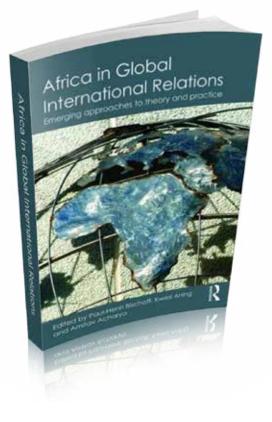
RB-The author...conceded that ECOWAS was very instrumental from the deployment of ECOMOG in 1990 to the elections in 1997, which ushered in a new democratic government. Without ECOWAS the UN might not have played that important role and that the Liberia situation could have likened to the Somalia situation where the international community abandoned them. Indeed, it was ECOMOG that stabilized the security situation for the UN to deploy UNOMIL and UNMIL, which eventually "rehatted" ECOWAS forces.

~ Excerpts of Dr. Festus Kofi Aubyn's book review on Ghana Armed Forces in Lebanon and Liberia Peace Operations by Col (Dr.) Emmanuel Wekem Kotia ~

**B** Recent scholarship in International Relations (IR) has started to study the meaning and implications of a non-Western world....This book investigates why Africa has been marginalised in IR discipline and theory and how this issue can be addressed in the context of the emerging Global International Relations paradigm.

~ Excerpts of synopsis of book by Dr. Kwesi Aning titled Africa in Global International Relations: Emerging Approaches to Theory and Practice: with Bischoff, P. and Acharya A. (Eds). www.amazon.co.uk ~ GHANA ARMED Forces In Lebanon And Liberia peace Operations

> EMMANUEL WEKEM KOTIA <sup>Forenouedyy</sup> H. E. DR. MOHAMMED IBN CHAMBAS



# **Forecast of Activities for 2016**

For the year 2016, the Centre will stay focused on delivering training, education and research to contribute to peace and security on the continent and beyond. The delivery of these, and other activities will be guided by the Centre's Strategic and Business Plans developed for implementation. Overall, the Centre will;

- Continue strengthening its collaboration with institutional, development and governmental partners, as well as with the private sector.
- Organize a workshop on the implementation of AU/Regional Economic Community (REC) related High-level Independent Panel on United Nations Peace Operations (HIPPO) recommendations to be held with the AU, ECOWAS, UN and Troop contributing countries for peace operations
- Deliver an expected number of 18 core courses in the thematic areas of Peace Support Operations, Conflict Management, Peace and Security Studies. The total number of estimated participants are 569, comprising 244 females and 325 males.
- Continue its efforts at enhancing the financial management system and sustain efforts to improve upon internal operations to ensure effective results-based governance systems. This will be enhanced by the employment of a financial Management Consultant.
- Strengthen the e-learning component of its LMS by training both staff, facilitators and students in order to ensure its optimized use.
- Inaugurate its Goodwill Ambassadors to support efforts towards continuous visibility for the Centre, as well as firm up plans to progressively attain financial sustainability.
- Undertake collaborative and networking activities with relevant national, regional and international partners and stakeholders to increase and sustain impact to building peace.
- Officially launch the maiden edition of the Annual Review of Peace Support Operations in Africa.
- Organize a colloquium for political parties in Ghana in collaboration with the Electoral Commission to contribute to peaceful elections in the country.
- Undertake research on prevention of election-related violence. This will lead to the publication of a book on Election in Ghana. The book will serve as a guide for peaceful elections in Africa.
- Deepen its M&E activities by conducting monitoring visits to selected West African countries to assess the impact of its training courses. These will measure KAIPTC's contribution to peace and security, and inform relevant reviews and re-alignments of courses and programmes where necessary.

# Appendix 1: KAIPTC Research Publications for 2015

#### Books

- Aning, K. (Ed), 2016.\* Africa in Global International Relations: Emerging Approaches to Theory and Practice. London and New York: Routledge (with Bischoff, P. and Acharya A. (Eds).
- Kotia, E. W., 2015. Ghana Armed Forces in Lebanon and Liberia Peace Operations. Lanham: Lexington Books.

#### **Chapters in Books**

- Aning, K., Edu-Afful, F. & Aubyn, F., 2015. Security Sector Horizon Scanning 2015-West Africa to support AGILE WARRIOR, Mali, Cranfield University.
- Aning, K., 2015. 'Resurrecting the Police Council in Ghana' in Alan Bryden & Fairlie Chappuis, (Eds) Learning from West African Experiences in Security Sector Governance. London: Ubiquity Press, pp. 32-51.
- Aning, K. & Annan, N., 2016.\* Africanizing the International and Internationalizing the Africa: Security, War on Terror and Mali. In: P. Bischoff, K. Aning & A. Acharya, eds. Africa in Global International Relations: Emerging Approaches to Theory and Practice. London & New York: Routledge, pp. 144-163.
- Aning, K. & Annan, N., 2016.\* Ghana in 2012.
   In: A Decade of Ghana: Politics, Economy and Society 2004-2013. Leiden & Boston: Brill, pp. 122-135.
- Aning, K. & Annan, N., 2016.\* Ghana in 2013. In: A Decade of Ghana: Politics, Economy and Society 2004-2013. Leiden & Boston: Brill, pp. 136-148.
- Annan, N. & Aning, K., 2015. Ghana. In: S. Elischer, R. Hofmeier, A. Mehler & H. Melber, eds. Africa Yearbook: Politics, Economy and Society South of the Sahara in 2014. Leiden & Boston: Brill, pp. 76-86.

\*The 2016 publications listed came out in 2015

- Jaye, T., 2015. Security Sector Horizon Scanning 2015-West Africa Support AGILE Warrior, Guinea Bissau, Cranfield University.
- Okyere, F., 2015. Statebuilding, Local Governance, and Organized Crime in Mali. In: A. O. Suilleabhain, ed. Leveraging Local Knowledge for Peacebuilding and Statebuilding in Africa. New York: International Peace Institute, pp. 24-31.

#### **Journal Article**

• Edu-Afful, F. & Aning, K., 2015. Peacekeeping Economies in a Sub-Regional Context: The Paradigmatic Cases of Liberia, Sierra Leone and Cote d'Ivoire. Journal of Intervention and Statebuilding, IX(3) pp. 391-407.

#### Monograph

• Aubyn, F. K., 2015. The Role of the Police in UNAMID. ISS Monograph, Issue 190 (with Caparini, M; Davies, OV; Dessu, MK & Peter, M).

#### **Occasional Papers**

- Annan, N. & Edu-Afful, F., 2015. Confronting the 'Oil Curse': State-Civil Society Roles in Managing Ghana's Oil Find. SAIIA Occasional Paper, Issue 27.
- Aubyn, F., 2015. Policing and Peace Operations in Africa: Reflections on MINUSMA KAIPTC Occasional Paper, Issue 39.
- Aubyn, F., Edu-Afful, F., Allotey-Pappoe, S. & Nelson, S., 2015. An Assessment of Police Pre-Deployment Training: Ghana Study KAIPTC Occasional Paper, Issue 40.

#### **Policy Briefs**

 Amedzrator, L. M., & Abdallah, M., 2015. Escaping the Repertoire of Election Crisis: Prospects and Challenges of the Evolving Infrastructure for Peace in Cote d'Ivoire. KAIPTC Policy Brief 2015/2.

- Aning, K. & Okyere, F., 2015. Responsibility to Prevent in Africa: Leveraging Institutional Capacity to Mitigate Atrocity Risk, Policy Analysis Briefs (The Stanley Foundation), January 2015.
- Ansah Lartey, E., 2015. The Deployment and Vandalization of Political Party Posters: The Case of Ghana's 2012 Elections. Elections Policy Brief # 1 July 2015. Accra: Ghana Center for Democratic Development (with Mensah, K. A).
- Danso, S. O., 2015. Where two or more are gathered in the name of politics: Addressing the problem of Group Clashes in Ghana's Elections. Briefing Paper 15 (3) July 2015. Accra: Ghana Center for Democratic Development (with Mensah, K. A.)
- Okyere, F. O., 2015. Taking Stock of the Responsibility to Protect in Africa: Challenges, Prospects, and Priorities for the Next Decade. Policy Dialogue Brief (The Stanley Foundation) (with Porter, K.), May 2015. [Online] Available at: http://www.stanleyfoundation.org/ resources.cfm?id=560
- Salihu, N., 2015. The Centre Can Hold: Towards a Regional Approach to Combating West African Terrorists. KAIPTC Policy Brief 2015/1.

#### **Opinion Papers**

- Lamptey, A., 2015. Patrolling a Mirage: The Challenges of Border Security Management in the Sahel. The Broker. [Online] Available at: http://thebrokeronline.eu/Blogs/Sahel-Watch-a-living-analysis-of-the-conflict-in-Mali/Patrolling-a-mirage-the-challenges-ofborder-security-management-in-the-Sahel
- Osei-Tutu, J.A., 2015. Beyond Naval Interventions in Somali Piracy. SAIIA Opinion & Analysis, 27 September 2015 [Online] Available at: http://www.saiia.org.za/opinionanalysis/beyond-naval-interventions-insomali-piracy

#### Report

- Aning, K., 2015. Independent Mid-Term In-Depth Evaluation of the Global Programme on Strengthening the Legal Regime against Terrorism (United Nations Office on Drugs and Crime) (with Allan, P.G.).
- Ghana Center for Democratic Development (2015). Conflict Monitoring and Intervention for peace in Ghana's Election 2012. CDD-Ghana (compiled by Aning, K; Ansah Lartey, E; & Danso, SO)

#### **Magazine Articles**

- Aning, K. & Aubyn, F. K., 2015. From Research to Practice: Linking the Training for Peace Programme's Research to Policy Development and Training in Peace Operations. Conflict Trends, Issue 2, pp. 19-27.
- Salihu, Naila. 2015. "Burkina Faso: An Unforeseen Crisis?" Conflict Trends, Issue 3, pp. 34-40.

#### **Book Review**

• Aubyn, F., 2015. Ghana Armed Forces in Lebanon and Liberia Peace Operations. Daily Graphic, 12 November, p. 45.

#### **Newsletter Article**

 Nti, N. B. D., 2015. Nepal, the Earthquake and the Post-2015 Development Agenda. GCSP Newsletter, Issue 9, 11 June 2015. [Online] Available at: http://www.gcsp.ch/Sidebar/ News/Nepal-the-Earthquake-and-the-Post-2015-Development-Agenda

#### **Conference Report**

 Boateng, M. & Schleef, R., 2015. Stakeholder Workshop: Understanding and Working with Local Sources of Peace, Security and Justice in West Africa, Accra: KAIPTC, University of Queensland & Australian Aid.

### **Partner Countries**



# **Institutional Partners**

