



KAIPTC
...where peace begins

Annual Report 2016



Kofi Annan International Peacekeeping Training Centre

Table of Contents

01	Message from the Minister for Defence and Chairman of KAIPTC Governing Board
03	Message from the Commandant
05	Brief Overview of KAIPTC
05	Vision
05	Mission
06	Strategic Objectives: 2014 - 2018
06	Strategic Priorities: 2014 - 2018
06	Background
07	2016 Results Framework at a Glance
09	KAIPTC Achievements Aligned to Strategic Objectives
	<u>Strategic Objective 1:</u> Enhance the Capacity of the Economic Community of West African States (ECOWAS), African Union (AU), United Nations (UN) and Other Relevant Actors in Multidimensional Peacekeeping and Peacebuilding (Integrated Peace Support Operations) through Training
	<u>Strategic Objective 2:</u> Deepen Understanding of, and Discourse on, Critical Peace and Security Issues in Africa through Research and Policy Engagements
	<u>Strategic Objective 3:</u> Contribute to Knowledge Creation that Informs Best Practice in Conflict Prevention, Management and Resolution in Africa
	<u>Strategic Objective 4:</u> Ensure an Efficient, Effective and Responsive Governance and Management System in the Centre
32	Forecast of Activities for 2017
33	Appendix 1: KAIPTC 2016 Publications
38	Appendix 2: KAIPTC Policy-Related Events
40	Appendix 3: Selected Contributions - Policy Development and Academic Support

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

I took over as the Chairman of the Governing Board of Kofi Annan International Peacekeeping Training Centre (KAIPTC) recently following my appointment as the Minister for Defence. I am, however, no stranger to the successes and progress made by the Centre over the years.

After receiving briefs and upon my perusal of the Annual Report, my impression is that the year 2016 was both exciting and challenging for KAIPTC. The challenges were mainly in the areas of financial uncertainties which resulted in budget reprioritization and cuts. In spite of these constraints, I am pleased to observe that the Centre performed commendably in its drive to achieve its strategic objectives, thereby generating additional value for stakeholders. Some of the year's highlights include but are not limited to the following:

- Results inclined training programmes;
- Strengthening of cooperation with stakeholders;
- Implementation of the Centre's Business Plan hinged on the Strategic Plan;
- Leaps made in the areas of knowledge creation and policy support;
- Receipt of awards and recognition for training courses and research outputs;
- Change in leadership; and
- Institutionalisation of gender sensitive systems.

I want to thank everyone for a good year of success and accomplishments. I would like to acknowledge and commend the great contribution and guidance

of my predecessor, Hon. Dr. Benjamin Kunbuor. To my fellow Board Members and partners, thank you for your sustained interest and your technical and financial commitments to the Centre. Your knowledge and expertise are crucial to ensuring the Centre is on the right path to delivering its mandate, in order to meet your expectations.

The noteworthy achievements of the Centre in 2016 are, to a large extent, attributable to the hard work of the Executive Management and staff. You should all be very proud of yourselves for contributing to making KAIPTC a leading and preferred international centre for training, education and research in African peace and security, regardless of the tough challenges you encountered in the year. Your continuous dedication and innovation is the secret to staying relevant and ahead of the evolving and competitive peace and security landscape.

I am looking forward to cultivating fruitful engagements with you all as the new Chairman of the KAIPTC Governing Board, and to more prosperous years ahead.

Thank you.

Honorable Dominic Nitiwul (MP)

Minister for Defence/

Chairman, KAIPTC Governing Board



Message from the Commandant



Following my appointment as the Commandant of KAIPTC and subsequent assumption of duty on 1 July 2016, I have sought to build on the achievements of my predecessor, Major General Obed Akwa. Let me take this opportunity to express my appreciation to all stakeholders for the privilege and honour to serve at KAIPTC. In fulfillment of the mandate entrusted to me, I have the pleasure of presenting the 2016 Annual Report.

Our activities in 2016 were underpinned and guided by our 2014 -2018 Strategic Plan. Being the third year of its implementation, we went full throttle

on all four strategic objectives, and I am happy to report that we have made greater strides than before in these areas. As an example, the United Nations presented to the Centre a Certificate of Training Recognition for the Police Pre-deployment Training Course. This certificate authorises KAIPTC to contribute trained Police personnel to the Department of Peacekeeping Operations (DPKO) and other missions.

There were some challenges during the year related to ensuring financial sustainability as identified in the Strategic Plan. Uncomfortable as these challenges were, they presented to the Centre an opportunity to test and clarify our existing priorities as a Centre, and through a series of measures, we ended the year with a more stable outlook for 2017.

Our focus for 2017 is to consolidate the gains we made in 2016 in our core areas of operations. Among others, we will roll out additional training courses in response to the capacity needs of the Economic Community of West African States, (ECOWAS), African Union (AU), United Nations (UN) and other actors on the peacekeeping market, fully recognizing the rising competition in the sector. Our engagements with key stakeholders on peace and security will continue to remain a priority in 2017. To this end, a number of research and policy activities have been earmarked for implementation.

We will commence the development of modules for distance learning to strengthen the long term sustainability of our academic programmes and

to increase access and opportunities for capacity building in peace and security. Our governance and administrative systems are the bedrock of our operations and hold great potential to ensuring seamless interactions across the Centre. We intend to further enhance them to make them more robust to adequately promote efficiency. The implementation of the afore-noted, and other similar activities, will concretise our past efforts and put us in a positive stead to achieve our vision.

In conclusion, I would like to express my sincere gratitude to our stakeholders and partners for trusting us with their resources, for their wise counsel and continued support. I would also like to thank the management and staff of the Centre for their support since I took over command of the Centre.

I look ahead to a good and productive year as we commit ourselves in diverse ways to realise our vision of becoming the leading and preferred international centre for training, education and research in African peace and security.

Thank you.



Griffiths Santrofi Evans

Air Vice Marshal
Commandant

“Our focus for 2017 is to consolidate the gains we made in 2016 in our core areas of operations. Among others, we will roll-out additional training courses in response to the capacity needs of the Economic Community of West African States (ECOWAS), African Union (AU), United Nations (UN) and other actors on the peacekeeping market, fully recognizing the rising competition in the sector. Our engagements with key stakeholders on peace and security will continue to remain a priority in 2017. To this end, a number of research and policy activities have been earmarked for implementation.”



Overview of Kofi Annan International Peacekeeping Training Centre

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) was commissioned by the Government of Ghana in 1998 and was officially opened in January 2004. The objective was to build on and share Ghana's five decades of experience and competence in peace support operations (PSO), which began with the UN mission to the Congo in the early 1960s.

The Centre is mandated to train military, police, and civilian personnel for multidimensional peacekeeping and PSO in the ECOWAS region, Africa and beyond.

Since its first peacekeeping course in 2003, the KAIPTC has run over 400 courses for more than 15,000 individuals from over 90 countries and major organizations in Africa, Europe, North and South America and Asia.

ECOWAS recognized the quality of KAIPTC's work and designated the institution as one of the three regional Training Centres of Excellence

(TCE) for training, education and research in conflict prevention, conflict management and peacebuilding. In a revised Memorandum of Understanding (MoU) signed in 2017, ECOWAS assigned responsibility to KAIPTC to design and deliver individual and collective trainings at the operational level.

Vision

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

Mission

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



Strategic Objectives 2014 - 2018

- Enhance the capacity of ECOWAS, AU, UN and other relevant actors in multidimensional peacekeeping and peacebuilding (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 2014 - 2018

- Focus on the core mandate of training in peacekeeping and PSO.
- Ensure sustainability of the academic programmes.
- Strengthen collaboration with CSOs, think tanks and the private sector.
- Ensure financial sustainability of the Centre.
- Ensure a decentralised results-based management.

Background

The Centre in 2016 implemented strategic activities towards the achievement of its 2014 to 2018 Strategic Plan, which have been decentralised at the departmental levels through the development of annual work plans.

The activities were focused on achieving set objectives for 2016 for the three focal areas of the Centre – training in peace operations, research in peace and security and delivery

of post-graduate academic programmes. A number of remarkable milestones and outcomes were achieved during the year that resulted in enhancing KAIPTC's reputation as a TCE in the sub region. This report gives a summary of key accomplishments, a detailed account of activities and their outcomes under KAIPTC's strategic objectives.

2016 Results Framework at a Glance

STRATEGIC OBJECTIVES	OUTPUTS	MILESTONES
SO1: Enhance the capacity of the Economic Community of West African States (ECOWAS), African Union (AU), United Nations (UN) and other relevant actors in multi-dimensional peacekeeping and peacebuilding (integrated PSO) through training	1,852 participants trained in Conflict Management (CM), Peace Support Operations (PSO) and Peace and Security Studies (PSS)	<p>KAIPTC contributes to increased knowledge on CM, PSO and PSS in Africa</p> <p>ECOWAS and AU deploy 41 KAIPTC trained election observers</p> <p>KAIPTC police training impacts positively on peace and security in Mali</p> <p>UN certifies KAIPTC Police Pre-deployment training (PPDT) course to enable it contribute trained personnel to missions</p> <p>KAIPTC PPDT moves Burkinabe Police from 75th to 8th in UN operations</p>
	1,368 trained in disaster preparedness and management under the West Africa Disaster Preparedness Initiative (WADPI) programme	WADPI has contributed to the passage of the National Disaster Management Act in Liberia
	e-learning courses launched	45 alumni have successfully completed e-learning courses and have received certificates
	Capacity building programme undertaken in Liberia in the wake of UN Mission in Liberia (UNMIL) drawdown	Liberia peacebuilding and post conflict reconstruction processes strengthened
	Gender sensitive women focused elections observers trained and deployed	Electoral processes enhanced from a gendered perspective

STRATEGIC OBJECTIVES	OUTPUTS	MILESTONES
SO2: Deepen understanding of, and discourse on, critical peace and security issues in Africa through research and policy engagements	Policy-related discourses and events held on peace and security issues	Support and contributions to policy development in Africa increased
	Roundtable meeting and Commandants of Training Centres of Excellence (TCEs) meeting held with ECOWAS	Regional co-operation with key stakeholders strengthened
SO 3: Contribute to knowledge creation that informs best practice in conflict prevention, management and resolution in Africa	First edition of Annual Review on PSO in Africa launched	KAIPTC increases knowledge on PSO in Africa
	Research publications and policy advice on peace, security and conflict issues disseminated	KAIPTC ranks first in sub-Saharan Africa on global list of leading think tanks in foreign policy and international affairs
	Kofi Annan-Dag Hammarskjold Lecture and Seminar held	Engagement with international partners deepened
	Publication on <i>Managing Election-Related Conflict and Violence for Democratic Stability in Ghana II</i> launched, Election Colloquium and workshop on reporting on electoral issues held to engage stakeholders	Electoral processes in Ghana strengthened
	102 students enrolled on the KAIPTC Masters and PhD level programmes	KAIPTC contributes to increased knowledge on Peace and Security
	89 Masters students graduated	KAIPTC contributes to increasing the pool of experts on peace and security in Africa
SO 4: Ensure an efficient, effective and responsive governance and management system in the Centre	Administration Department and Finance Unit decoupled	Financial, administrative systems and processes strengthened
	Internal controls systems in use	
	Web-based monitoring tool established	Monitoring and evaluation processes improved
	Gender sensitive and Sexual Harassment policies in place	Workplace gender sensitive systems and processes strengthened
	Nursing and child care facility established	

KAIPTC Achievements Aligned to Strategic Objectives

Strategic Objective 1: Enhance the Capacity of the Economic Community of West African States (ECOWAS), African Union (AU), United Nations (UN) and Other Relevant Actors in Multidimensional Peacekeeping and Peacebuilding (integrated Peace Support Operations) through Training.

a. KAIPTC Trains over 1,800 Participants in Conflict Management, Peace Support Operations and Peace and Security Studies

A total of 44 individual training courses were conducted in 2016 as compared to the 34 conducted in 2015. Consequently, the number of participants increased from 1225 to 1852. Table 1 provides the details of the courses delivered. Tables 2, 3 and 4 (complemented with charts) show the distribution of the participants according to gender, components and regional representations. These representations are in comparison with 2015 end of year figures at the same period.

KAIPTC, has since 2015, reinstituted an annual Stakeholder Satisfaction Survey to gain detailed feedback and perspectives on its activities and services, and to gauge its depth of impact and engagement with stakeholders. Results from the 2016 edition indicate that **“KAIPTC’s ... trainings remain its core asset/strength”**; nearly 68% of respondents noted that KAIPTC’s core strengths were its staff and quality of work in peace support operations trainings. Almost all respondents (96%) highly rated KAIPTC’s training in PSO.



Picture 1: A Participant of the Special Election Observation Course conducted at the Centre

Table 1. Core Courses Conducted in 2016

Thematic Areas	Course	2015	2016	%Change
Conflict Management	Election Observation Training	74	69	-7%
	Human Rights	47	25	-47%
	Humanitarian Assistance in West Africa	49	26	-47%
	Conflict Related Sexual Violence	-	22	-
	Rule of Law	15	-	-100%
	Collaborative Policing Course	28	30	7%
	Election Management	27	117	333%
	Border Security Management		31	
Peace Support Operation	Disarmament, Demobilization and Reintegration Foundation	19	24	26%
	Security Sector Reform	74	186	151%
	Joint Campaign Planning	41	45	10%
	Police Middle Management Course	71	224	215%
	Multidimensional Peace Support Operations	32	30	-6%
	Advance Stabilization and Reintegration	21	20	-5%
	Police Pre-deployment Training	427	536	26%
	Integrated Civilian-Military Coordination	27	33	22%
	Crisis Information Management	30	39	30%
	Civilian Peacekeepers Foundation		29	-
	Investigating Sexual and Gender Based Violence		15	-
	Election Violence and Security Course		87	-
Peace and Security Studies	Development Diplomacy for Peace and Security	14	-	-100%
	Conflict Analysis and Mediation	30	28	-6.7%
	Maritime Security and Transnational Organized Crime	15	21	40%
	Protection of Civilians	32	31	-3%
	Responsibility to Protect	29	33	14%
	Conflict Prevention	30	23	-23%
	West Africa Peacebuilding Institute	68	96	41%
	Criminal Justice Executive Course	25	-	-100%
	Specialized Course on Countering Terrorism in Africa		32	-
	44 Courses	1225	1852	44%

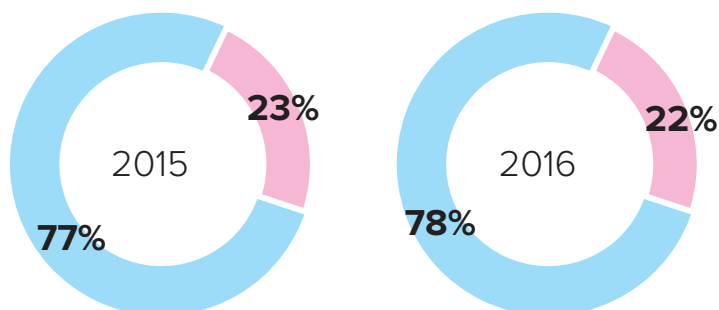
* Some courses were run more than once, particularly the police courses

Gender Representation on Courses

The gender representation shares details on the number of male and female attendees in the training courses. For 2016, there was a decrease in female representation from 23% in 2015 to 22% in 2016 due to few applications received from female applicants for the training courses. Details are as shown below.

Table 2: Gender Representation on Courses

Gender	Numbers 2015	Numbers 2016
Male	949	1441
Female	276	411
Total	1225	1852

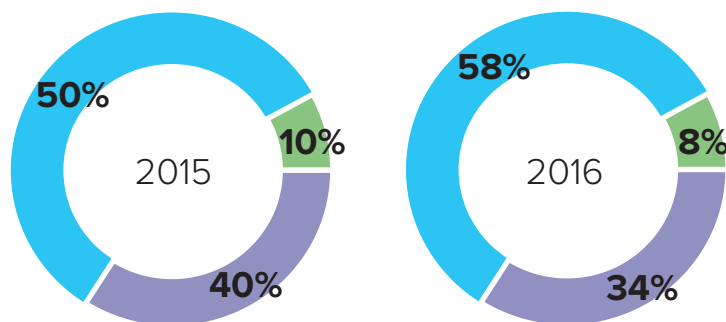


Component Representation on Courses

The table and charts below indicate a decrease in civilian and military components compared with the 2015 data at the same period. Civilian attendance decreased from 40% to 30% in 2016. The military also recorded a decrease in attendance from 10% in 2015 to 9% in 2016. The low military attendance was as a result of not delivering the Peacekeeping Logistics as well as the Small Arms/Light Weapon courses which usually have high military participation. However, the police component recorded an increase from 50% to 61% due to increment in the delivery of police training courses especially through mobile police training programmes in Mali, Malawi Uganda etc.

Table 3: Component Representation on Courses

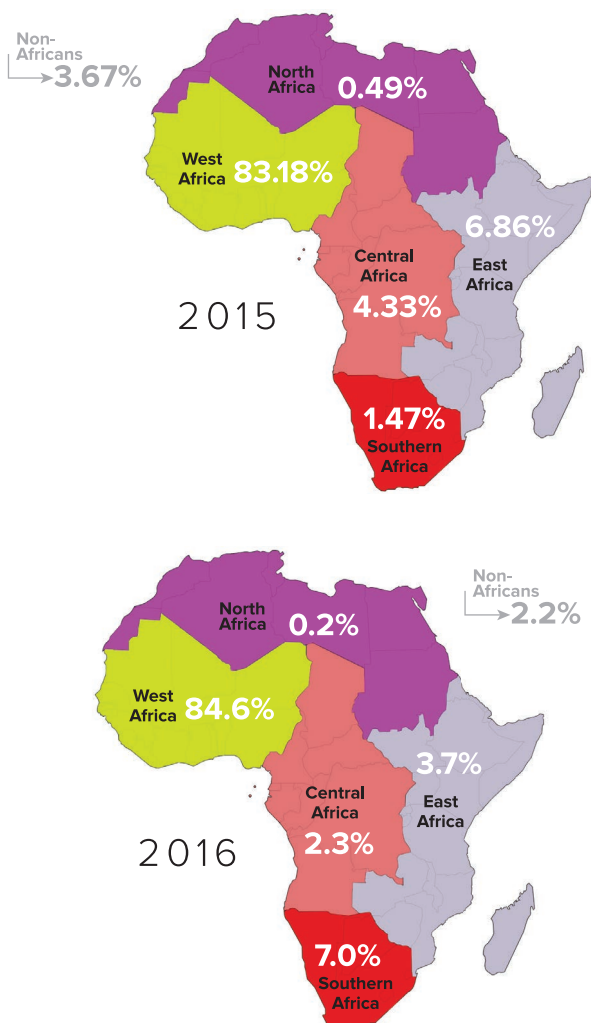
Component	Numbers 2015	Numbers 2016
Civilian	497	622
Police	608	1077
Military	120	153
Total	1225	1852



Regional Representation of Participants

Table 4: Regional Representation of Participants

REGION	Numbers 2015	Numbers 2016
Central	53	43
East	85	68
North	6	3
South	18	130
West	1018	1567
Non Africans	45	41
Total	1225	1852



b. Deployment of KAIPTC Trained Observers

A number of KAIPTC trained observers were deployed to some parts of the continent, and to the West African region particularly, in fulfillment of an agreement between ECOWAS and the KAIPTC, for the former to deploy at least 30 percent of KAIPTC trained observers to observation missions. Out of 28 participants trained by the KAIPTC on Human Rights, the AU deployed 15 to Burundi as observers. During the elections in Cabo Verde in 2016, 11 out of the 50 observers deployed were KAIPTC trained. For the December 2016 polls in Ghana, 15 out of the 60 observers deployed were trained by KAIPTC.

c. KAIPTC Police Trainings Impact Peace and Security in Mali

The KAIPTC, as part of efforts to evaluate the impact and outcomes of its training courses delivered at the Centre, undertook an impact assessment of its police training courses - Police Pre-deployment training, Police Middle Management and Security Sector Reform (Police) - to appraise their contributions towards peace and security in the sub region. The assessment, carried out in Mali, sought to evaluate the extent to which the trainees had applied the knowledge and skills gained from the trainings to improve the security situation in their country. Furthermore, it sought to identify how the experiences and lessons learned from missions had enhanced the capacity of personnel to deal with security challenges effectively.

Findings from the assessment indicated an improvement in the overall security of Mali. The various groups who participated in the exercise attributed the situation to the presence of better trained police personnel. The interviewees

expressed their satisfaction on how issues related to human rights abuses and gender related violence were being handled.

Also, the people expressed their delight over the involvement of civil society in the security sector reform (SSR) processes in the country. The Malian police confirmed that the trainings they attended at KAIPTC had enhanced their professional skills. Specifically, they attributed the involvement of the civil society in the SSR process to the knowledge they gained from the SSR trainings they received at KAIPTC.

“ We have now come to understand SSR as an all-inclusive process involving all sectors of the society and to respect the rights of every person This is key to ensuring the security of our society ”

Human Resource Director (Ministry of Security and Protection of Civilians, Mali)



Picture 2: An interview with the Human Resource Director, Ministry of Security and Protection of Civilians, Mali

Some anecdotal evidence is presented below:

“Compared to previous times the police is now actively involved in gender based issues eager to attend to these cases”

- Deputy Director, Women’s Rights Organization -

“I have benefited from the KAIPTC trainings and can say the PMMC* course has contributed to the transformation being experienced in the Malian Police.

If I were in the Malian Police Service by now, I wouldn’t have left because now I can see the transformation in the Service. Trained personnel are allowed to implement the knowledge they have acquired in their work”

- Former Police Officer currently working for UNHCR -

“In the area of gender-based violence, the cases are now well handled and women are given fair judgment”

- NGO Member -

Picture 3: A focused group interview during the impact assessment exercise in Mali



*PMMC - Police Middle Management Course

d. United Nations Certifies KAIPTC Police Pre-Deployment Training Course

Once again, the KAIPTC became the first training institute in West Africa to receive the UN Certificate of Training Recognition for its PPDT. The institutional certification was based on an assessment and subsequent endorsement of the quality and competencies of the course facilitators, the instructional materials and methods, and the learning environment and facilities at the Centre. The certification ranked KAIPTC's PPDT as one of the most organised and patronised courses

available for Police troop contributing countries to AU/UN Missions.

By this recognition, KAIPTC now has the authority to directly submit the names of participating officers in its PPDT courses to the Police Division, Department of Peacekeeping Operations (DPKO) at the UN for deployment to peacekeeping missions. Through this, KAIPTC aims to ensure the sustainability of the nexus between training and deployments thereby contributing to the broader peace and security agenda on the continent.



Picture 4: A section of participants during a Police Pre-Deployment Training Course at the Centre

e. First e-Learning Course Launched

The Centre continues to make incremental progress in e-learning, the most recent being the successful launch of the Integrated Civil-Military Coordination in Peace Support Operations course (E-ICIMIC) to its alumni community. This was done following its adaptation to the West African context upon

procuring it from the Peace Operations Training Institute (POTI).

Since its launch, a number of the alumni have accessed the e-learning course and have successfully completed it and have been issued with certificates.

f. KAIPTC Training Improves Burkinabe Police Ranking from 75th to 8th Position in United Nations Operations

The Burkinabe Police Service, as a result of having been beneficiaries of KAIPTC's outstanding work in the delivery of the PPDT and the Police Middle Management Courses (PMMC), now occupy the 8th position on the ranking of military and police contributions to UN operations, from a previous 75th position.

For this feat, the Service duly awarded a medal of honour to the KAIPTC. The award is proposed by the Burkina Faso Inspector General of Police (IGP), granted by the Minister of Security and signed by the President of Burkina Faso. In Burkina Faso, the medal of honour gives financial promotion to citizen beneficiaries, whilst for recipients abroad, it is deemed an honour, for supporting the activities of the Police Service towards global peace in the sub region.



Picture 5: Dr. Amadou Fofana, KAIPTC Course Director, receiving the award from Mr. Simon Compaore, Minister of Territorial Administration, the Decentralization and Interior Security (MATDS), Burkina Faso

g. KAIPTC Awarded for Innovation in Training Course Management

The leading e-learning-related journal in the German speaking countries, eLearning Journal, awarded the Centre during the world's biggest education trade fair "Didacta" in Cologne, Germany in 2016. The award was in recognition of the Centre's innovative use and successful implementation of an open source Learning Management System (LMS). Since its implementation in 2014, the administration of training courses have been simplified and the Centre's training information has been consolidated into one central hub. The LMS offers flexible access to training courses, generates intelligent analysis, reports and statistics and allows both course participants and facilitators to provide feedback on courses electronically. Alumni of the Centre are also now able to communicate and stay in touch with ongoing developments at the Centre through an alumni platform embedded in the system.

h. KAIPTC Sustains Vibrant Engagement with Alumni

In 2016, KAIPTC actively engaged its alumni by holding online discussions on the Alumni Platform. The discussions, among others, focused on "Women and Politics", "The Role of Police in Peacekeeping Operations" and "The Security Situation in West Africa: The case of Boko Haram".

Additionally, live chats focusing on the "Changing Roles of Police in Peacekeeping" and "Election-Related Violence in Africa" were organized. Currently 4,215 alumni are registered on the Alumni Platform.

i. Customised Courses for Liberian Government Officials and Senior Police Officers

Forty County Security Council members (5 females and 35 males) from Lofa and Bong Counties in Liberia were trained in county security governance. Similarly, another forty senior officers (5 females and 35 males) from the Liberian National Police (LNP) received training on senior police management skills and practices. Both courses took place in Liberia between November and December 2016.



Picture 6: Participants in training courses in Liberia

The two courses were developed after a team of KAIPTC researchers conducted training needs assessment (TNA) in Liberia to determine specific requirements and standards for the courses. The training programmes formed part of KAIPTC overall capacity building programme to strengthen policing, security governance and small arms control in Liberia. In the wake of the ongoing UNMIL drawdown process, these training programmes were offered to strengthen the management and ownership of effective policing and security by the Government of Liberia. Five more courses and a small arms and light weapons survey are scheduled to take place in Liberia in 2017.



j. Deployment of Maiden Gender-Sensitive and Women-Focused Election Observer Mission Group for 2016 Elections

The KAIPTC Women, Peace and Security Institute (WPSI) undertook a number of key election-related activities in 2016. A noteworthy one was the training and deployment of election observers to observe the presidential and parliamentary elections held in Ghana on 7 December 2016 from a women's perspective. This initiative was part of a Special Gender Sensitive and Women Focused Election Observation (SGSWFEO) project. With women accounting for less than 10% in Ghana's parliament, the aim of the project was to help increase understanding of the factors that account for women's relative absence from legislative governance and electoral politics.

"Overall, my observation of the conduct of the elections in Teshie was very peaceful and without any disturbances; this was generally the case across Ghana. The Ghanaian people will look back and acknowledge that it was a fair election process. From my perspective, the participation of women as officials and voters has been visible. I am looking forward to another opportunity to be an election observer again in the next election".

Lieutenant Colonel Michael Reinwald,
German Military Adviser and Course
Director, KAIPTC

The project took off in August 2016 with a three-day Special Gender Sensitive and Women Focused Election Observation Training that brought together participants from nine out of the ten regions in Ghana. A total of 44 participants, predominantly women with men accounting for about 25%, were trained. Following the training, 37 of them were deployed between 1 September and 6 December to monitor the electioneering activities in selected constituencies where political parties fielded women as parliamentary candidates, with a view

to observing these female candidates during their campaigns prior to the elections.

This process provided a platform for KAIPTC to provide feedback and encouragement to these female candidates. The initiative also increased participants' knowledge on democracy and electoral processes from a gendered perspective and enhanced visibility of female parliamentary candidates which in turn contributed to the 2016 post-election related security.



Picture 7: Some of the Election Observers ready for the 7 December Elections in Ghana

k. KAIPTC Promotes Gender and Women's Interest in Peace and Security at the Continental and Regional Levels

The Women, Peace and Security Institute also engaged with a number of regional and continental entities within the women, peace and security community of practice to support the full implementation of the UN Security Council Resolution (UNSCR) 1325. The Institute took part in the Gender Is My Agenda (GIMAC) AU pre-summit consultative meeting held in Addis Ababa, Ethiopia in January 2016. The Institute marked the International Women's Day (IWD) by hosting the Director of the UN Regional Centre for Peace and Disarmament in Africa (UNREC) to deliberate on potential avenues for collaboration in bringing the gender dimension and women's interest as well as their greater participation in disarmament and non-proliferation efforts in the region.

l. KAIPTC Sustains Collaboration with Partners to Deepen Knowledge on Disaster Awareness and Preparedness

KAIPTC completed its second year implementing WADPI, focusing on disaster preparedness training for Sierra Leone and Guinea. Originally launched in 2015, this Initiative has been executed jointly by KAIPTC and the National Disaster Management

Organisation of Ghana (NADMO), and spearheaded by ECOWAS.

OBJECTIVE OF WADPI

The main objective of WADPI has been to utilize lessons learned from the 2014-2015 Ebola epidemic to strengthen national capacities among West African Partner Nations (PNs) and to implement an all-hazards approach to disaster preparedness and response management to ensure continued regional collaboration, communication and coordination between Member States in disaster preparedness and response.

By the close of 2016, WADPI, has successfully trained 1,368 participants from 14 West African countries and one Central African country: Ghana, Benin, Togo, Senegal, Burkina Faso, Cote d'Ivoire, Liberia, Nigeria, Guinea Bissau, Mali, The Gambia, Cameroon, Guinea and Sierra Leone. Select officials from the ECOWAS Commission were also beneficiaries of the WADPI trainings. Similar training has been scheduled to be held for selected participants in Cape Verde in February 2017.

Strategic Objective 2: Deepen Understanding of, and Discourse on, Critical Peace and Security Issues in Africa through Research and Policy Engagements

a. Policy Support/Contributions to Policy Development for 2016

The Centre supported policy development in peace and security in Africa and beyond through the organisation of policy-related events on

peacekeeping, conflict prevention, election security, small arms and light weapons, countering violent extremism and the farmer-herder conflict. Additionally, technical assistance was provided to ECOWAS, AU, UN, the Commonwealth Secretariat, individual governments, electoral stakeholders' in

Ghana, a policy development institution, academic institutions, civil society, and a mining company. This assistance ranged from facilitation, teaching, student supervision and assessments to security briefings, experience sharing and policy development support with respect to peacekeeping, peacebuilding and post-conflict reconstruction, the ECOWAS Conflict Prevention Framework, West African security, maritime security, transnational organised crime and election security.

b. Liberian Peacebuilding and Post-Conflict Reconstruction Strengthened

The Centre has been contributing significantly to discourses, policy and practice with respect to the UNMIL drawdown. This includes support to the development of the revised version and review of the Liberian national security strategy and the publication Jaye, T., 2016. The UN Had to Go, But is Liberia Really Prepared for Peace. *Daily Observer*, 14 July. [Online] Available at: <http://www.liberianobserver.com/commentaries/un-had-go-liberia-really-prepared-peace> - (with Pailey, R. N.), which was cited in the 15 July 2016 UN Office for West Africa and the Sahel (UNOWAS) Media Monitoring Report.

The Centre's most encompassing support to Liberia, to date, is the Strengthening Policing

and Arms Control Capacities of the Government of Liberia for Meeting Operational Challenges Post United Nations Mission in Liberia Drawdown project which combines research, capacity building and policy development.

Implementation commenced in June 2016 and two training needs assessments have been undertaken so far, resulting in the development and piloting of two tailor-made training courses for senior police officers and county officials in Liberia. Project implementation will continue until June 2017 and it is expected that additional capacity building activities, research and policy exchange will be undertaken in support of peacebuilding in Liberia and the UNMIL's exit strategy.

c. Engagement/Collaboration with ECOWAS Deepened

The Centre within the context of its MoU with ECOWAS, hosted the Commandants of ECOWAS-designated TCEs meeting which provided a platform for ECOWAS to discuss issues of training and research with the TCEs. The meeting resulted in enhancing the visibility of the Centre in the area of peace and security. It also led to strengthening the relationship between the Centre and ECOWAS as well as the National Defence College in Nigeria and Ecole de Maintien de la Paix Alioune Blondin Beye in Mali.



Picture 8: Mrs. Salamatu Suleiman, former Commissioner, Political Affairs Peace and Security, ECOWAS Commission in attendance at the TCEs meeting. At the table from left are: Major General Sampson Adeti, Chief of Staff, Ghana Armed Forces, Major General Akwa, former Commandant of KAIPTC and Rear Admiral Sanmi Alade, Commandant of the National Defence College, Nigeria

To ensure a deeper collaboration between the Centre and the ECOWAS Commission, the Centre organized a roundtable meeting which discussed issues of training, research, gender and matters related to general bilateral cooperation. At the end of the meeting, the two institutions agreed

on key action points to be implemented by both organizations. One key outcome of this meeting was a decision to institutionalize this platform and hold annual meetings to engage on issues of mutual interest.



Picture 9: Dr. Aderemi Ajibewa, Director, Political Affairs, flanked by Dr. Sinitka Tarfa Ugbe, Director Gender Directorate, both from the ECOWAS, and Ms. Phidelia Amey from GIZ/ ECOWAS Project in Nigeria, at the ECOWAS Roundtable Meeting

d. Extended Tenure on United Nations Secretary-General's Advisory Group to the Peacebuilding Fund

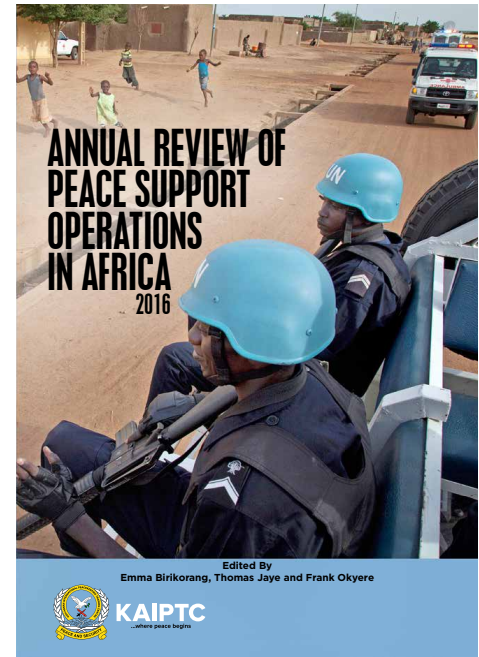
The Director of the Faculty of Academic Affairs and Research (FAAR) was appointed to the UN Secretary-General's Advisory Group to the Peacebuilding Fund in 2015 for two years (2015-2016). In 2016, his tenure was extended for another

year (up to December 2017) and he has been using background research and analysis to contribute to decisions of the Advisory Group on critical areas for support to peacebuilding in the meetings of the Advisory Group.

Strategic Objective 3: Contribute to Knowledge Creation that Informs Best Practice in Conflict Prevention, Management and Resolution in Africa

a. First Edition of the Annual Review of Peace Support Operations in Africa Launched

The Centre successfully launched its maiden flagship publication - *Annual Review of Peace Support Operations in Africa* - in December 2016. This maiden edition was undertaken with the support and inputs of AU and UN missions on the continent and the AU Commission. The publication provides an overview of the background, mandates, operational issues and challenges, strength and exit strategies of past and present PSOs in Africa. Additionally, it covers crosscutting themes such as gender, the AU and ECOWAS Standby Forces, PSO training, protection of civilians, African Peace and Security Architecture (APSA) and regional and other dynamics affecting PSOs on the continent. The 2017 edition of this publication would be undertaken in collaboration with the AU Commission and covers APSA, external partnerships, relationships with African Regional Economic Communities (REC), sexual violence and the financing, command and control structure of African PSOs, among other PSO-related issues. The final product will be a joint AU-KAIPCT publication.



Picture 10: Front cover of the Annual Review of Peace Support Operations publication

b. Increased Knowledge and Policy Advice on Peacekeeping in Africa

The Centre was instrumental in the establishment of the Civilian Working Group of the ECOWAS Standby Force (ESF). The Working Group, made up of ECOWAS and its three TCEs, has the aim of developing the Civilian Component of the ESF. The KAIPCT served as the 2016 Chair of the Working Group, which held its first two meetings in 2016, resulting in agreements on joint research projects by the TCEs on the ECOWAS Peace Fund and ECOWAS deployment in Guinea Bissau and Mali.

Additionally, a handbook and advocacy materials on the civilian components were developed for civilian focal points in all ECOWAS Member States.

Further, there was anecdotal evidence by a United States official and academic working in the Office of Defense Cooperation at a United States Embassy on Aubyn, F. K., 2016 on [the African Union/United Nations Hybrid operation in Darfur] UNAMID Police and Protection of Civilians in Darfur. *KAIPCT Policy Brief* 2016/1.



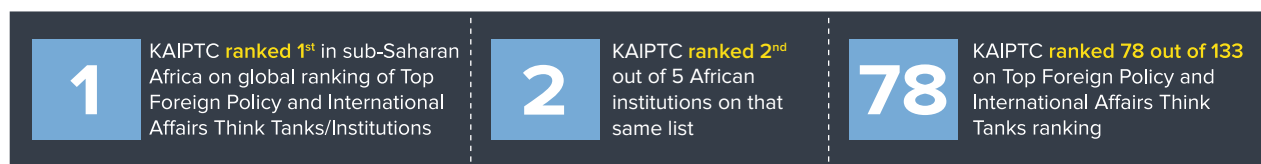
I just finished reading your policy brief on UNAMID Police and the POC in Darfur. It was quite timely as we are working on updating a task list for a Transitional Public Security (TPS) task list. These are tasks that must be done post-conflict and may be done by the military and police, in varying degrees at different times. There are tasks/subtasks in your policy brief that really need to be added to ours in order to adequately protect civilians. We have been thinking broadly and are beginning to flesh it out with more subtasks... Again, thanks so much for your timely work



United States Official and Academic, Office of Defense Cooperation, United States Embassy

c. KAIPTC Receives Recognition in Foreign Policy and International Affairs

For the 5th consecutive time, KAIPTC was featured as one of the Top Foreign Policy and International Affairs Think-Tanks in the Global Go-To Think Tank Index Report. The Centre placed 78th out of 133 entries of institutions across the world, and 2nd amongst the 5 African entries on the list.



d. Electoral Processes in Ghana Strengthened

The Centre, in partnership with key stakeholders in electoral management, implemented initiatives that significantly increased knowledge and enhanced exchange of ideas on elections. These activities contributed to improving Ghana's electoral processes, thereby leading to a peaceful elections in 2016.

Ghana's presidential and parliamentary elections, arguably, was the leading event on the national agenda. As a natural and national obligation, the Centre contributed in various ways in promoting and realising election security for the December polls. These activities included research, special election training, organisation of, and participation in policy events, technical support for early warning, and election monitoring and observation. The four

most significant contributions in this regard were as follows:

The Centre hosted a Colloquium on ensuring peaceful elections in Ghana, under the theme "Reducing the Incidence of Violence in Election 2016 and Beyond". Held in September 2016, the event brought together representatives of Ghana's electoral oversight bodies, political parties, the UN, members of the diplomatic corps, officials from the security sector, the media, think-tanks, academia, and other stakeholders in election security. The Colloquium served as a platform for discussions and strategizing for peaceful elections in Ghana and ended with a joint Communiqué on aspirations and recommendations to key stakeholders to ensure peace in Ghana in the 2016 elections.

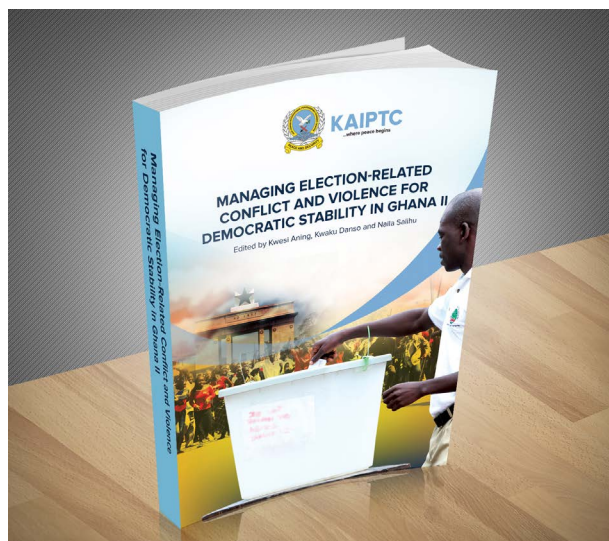


Picture 11: Mrs. Charlotte Osei, Chairperson of the Electoral Commission of Ghana, delivering her address at the Election Colloquium

The Centre launched the second edition of the “*Managing Election-Related Conflict and Violence for Democratic Stability in Ghana II*” book which provides critical analyses of the security situation in Ghana and the potential triggers for and opportunities to avert election-related violence. The book was launched by the Chairman of Ghana’s National Peace Council to an audience comprising the Chairperson of the Electoral Commission, the Chief Justice, the Attorney-General, European Union (EU) long term election observers, representatives from the security services, political parties, the judiciary and other stakeholders critical to peaceful elections in Ghana. The book has since been disseminated to key national, regional and international stakeholders for Ghana’s election security and world-wide via the Internet. There has been appreciable demand for copies of the second edition extending beyond Ghana’s borders.

In recognition of the Centre’s diverse contributions to election security, it was invited to be a member of Ghana’s National Elections Early Warning and Response Group (NEEWARG). NEEWARG was spearheaded by Ghana’s National Peace Council (NPC) and the West Africa Network for Peacebuilding (WANEP). Series of meetings, which formed part of the implementation of Ghana’s National Early Warning System (NEWS), were held to strategize on addressing election security threats. KAIPTC’s representative worked closely on the media component of NEEWARG.

The Centre also continued its support to election observation and monitoring in Ghana by being part of an Election Situation Room organised in collaboration with the WANEP, the (NPC), the Commission for Human Rights and Administrative Justice (CHRAJ), Legon Centre for International Affairs and Diplomacy (LECIAD), Transform Ghana and Blogging Ghana. This joint collaboration focused on gathering and analysing data on incidences of violence and threats to security during elections. This assistance was provided in addition to earlier training support of election observers.



Picture 12: Cover of the “Managing Election-Related Conflict and Violence for Democratic Stability in Ghana II”



Picture 13: The Commandant, Air Vice Marshal Evans, with some invited dignitaries in attendance at the Media and Stakeholder Workshop

e. KAIPTC Strengthens Knowledge of the Media and Other Stakeholders on Elections Reportage

As part of its activities towards peaceful electoral processes and to ensure peace before, during and after the elections, the Centre held a media and stakeholder workshop to sensitize journalists and selected stakeholders on reporting on election and security matters. The workshop which had resource persons from the Centre and the Electoral Commission of Ghana (EC), among others, tutored the journalists on issues related to how to report

during elections, maintaining a balance between reporting hate speech and free speech, ensuring an ethical balance and perspective between reporting potentially-sensitive news and securing the peace, security and national interest. The attendees ended the seminar with a better understanding and clarity on electoral terminologies, the 27 electoral reforms implemented by the EC, and new perspectives on election reporting within a security context.

f. KAIPTC Increases Knowledge through Education

The Centre continues to work towards sustaining its Academic Programmes for Peace and Security Stakeholders in Africa and Beyond. In 2016, the Centre admitted new students for the sixth edition of the Master of Arts in Conflict, Peace and Security

(MCPS), the fifth edition of the Master of Arts in Gender, Peace and Security (MGPS), the third edition of the Executive Master of Arts in Conflict, Peace and Security (EMCPS) and the second edition of the PhD in International Conflict Management (PICM).

Thirty six applicants (10 females and 26 males) from Benin, Cameroon, Gabon, Ghana, Liberia and Nigeria enrolled in the sixth edition of the MCPS programme. The fifth edition of the MGPS enrolled thirty five applicants (20 females and 15 males) from Burundi, Ghana, Liberia and Nigeria. Twenty seven applicants (12 females and 15 males) from Ghana, the Netherlands and South Africa were enrolled onto the third edition of the EMCPS programme. Three PhD candidates (1 female and 2 males) all from Ghana, were enrolled onto the second edition of the PhD in International Conflict Management programme. The Masters level

candidates are expected to graduate in 2017, while the PhD students will complete their programme in four years.

A joint graduation ceremony was held on 20 December 2016 for eighty nine students (29 females and 60 males) of the fifth edition of MCPS, the fourth edition of MGPS and the second edition of EMCPS. These trained professionals in African peace and security are expected to impact their societies, communities, countries and the world with their academic knowledge during their one-year programmes at the KAIPTC.



Picture 14: Joint Academic Graduation Ceremony held on 20 December 2016

g. Partnership and Collaboration with Institutions to Increase Knowledge and Best Practice

Furthermore, KAIPTC used research, training and practical experience to provide expert inputs to policy-related events and conferences organised by partners on peace operations, responsibility to protect, peacebuilding, “strengthening [UN]

research” uptake, forensic science and security, biological weapons, governance, natural resource management, drug trafficking and organised crime, elections, geopolitics, small arms, African security, and terrorism.

h. Knowledge on Peace and Security Increased through the Kofi Annan – Dag Hammarskjöld Lecture and Seminar



Picture 15: Ms. Karen Landgren speaking at the lecture

The 2016 edition of the annual Kofi Annan-Dag Hammarskjöld (KA-DH) lecture and seminar was successfully organized under the theme “The Future of Peace and Security in Africa: Implementation and impact of recent reviews of UN Peace Operations”. Ms. Karin Landgren, Non-resident Fellow at the Center on International Cooperation and former Special Representative of the UN Secretary General in Liberia and Burundi delivered the lecture which was attended by over a hundred local and international dignitaries and key stakeholders. The lecture led to increasing visibility of the Centre in the area of peace and security as well as strengthening the partnership between the Centre and the Dag Hammarskjöld Foundation.

It also served as a great platform to share knowledge on the review of the UN peace operations, and for stakeholders to discuss ideas and perspectives on best approaches for implementing the recommendations of the reviews in the West African context.

i. Research and Publications

The Centre published fifty one papers, including 11 book chapters in one KAIPTC edited book, 16 book chapters in another KAIPTC edited book and one book chapter in one jointly edited book with the Austrian Study Centre for Peace and Conflict Resolution. The topics covered include peacekeeping, the responsibility to protect, election security, humanitarian assistance, security sector reform, terrorism, transnational organised crime,

natural resource management, peacebuilding, and the proliferation of small arms. These publications were disseminated worldwide via the internet. Hard copies of some of the publications were also disseminated to representatives of ECOWAS, the AU, the UN, governments, academia, think-tanks, civil society and other stakeholders in African and global peace and security.

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

a. Governance, Administrative and Financial Systems Strengthened

The financial sustainability of the Centre was one of the focal areas of the KAIPTC Executive Management, leading to the development and prioritized implementation of the Business Plan (2016 - 2018). Key priority areas for implementation included reconfiguring Accounting and Financial Management systems into Business Centres; improving the financial, accounting and reporting systems to Partners and Management; and leveraging engagements with ECOWAS, AU, UN and other partners.

A process initiated to expand the training portfolio to include fee earning basis was completed and validated. A related implementation plan has been adopted, with implementation ongoing.

Through the engagement of a financial consultant, a number of financial processes have been established to enhance transparency and to assure better and more responsive financial reporting systems. A cost centre accounting system has been instituted and implemented to facilitate effective utilization and monitoring of resources. Additionally, processes for automating the Centre's finance and accounting transactions has been initiated. These procedures and processes have improved accountability and strengthened the efficiency and effectiveness of the Centre's financial functions and systems.

b. Enhanced Audit Systems

In line with efforts at strengthening its internal controls systems, KAIPTC through its Internal Audit Unit carried out regular and routine audits in all the departments to ensure that key risks were managed effectively. The audits were aimed at ascertaining the continuous relevance of the Centre's training and research programmes and adherence to various MoU requirements. The Centre's procurement processes, suppliers register, courses

invoices and payments status were regularly reviewed to ensure they were in line with standard practice. Following these audits, quarterly audit reports were produced with recommendations made to Management for improvement in systems and processes. Additionally, the audit ensured the accuracy and reliability of financial reports issued to Management and Development Partners.

c. Decoupling of Finance from Administration Department

The Centre proactively initiated the process to decouple the finance unit from the Administration department, with the aim to make both units

independent of each other and to ensure increased scrutiny, checks and balances.

d. Monitoring and Evaluation Systems Strengthened through Implementation of Web-based Monitoring Tool

The launch of the KAIPTC M&E Manual and the installation and use of the web-based monitoring tool (WebMo) has strengthened the M&E system within the Centre. It has enhanced monitoring and evaluation of KAIPTC's annual work plans and programmes in a more coherent and transparent manner. With the activities of departments and

units fully fed into the monitoring system, the Centre is better able to track the implementation of its work plans against its strategic plan. Also, information on departmental performance and degrees of implementation of activities are more swiftly accessible and available for reporting, and for informative decision making by management.

e. Marketing and Communication Processes Improved

Through revamping/creating social media accounts to disseminate live and ongoing news about activities and achievements of the Centre, KAIPTC has increased its visibility and enhanced awareness, knowledge and understanding of its programmes among local and international stakeholders. The Centre is in the process of re-designing its website to meet international standards, and to make its products and services more visible. Upon completion, it is expected that this would make the Centre more competitive on

the peacekeeping market, and overall, contribute to making the Centre financially sustainable. In line with its communication strategy, the Centre developed and launched its brand guidelines to establish a consistent corporate image and to positively position and promote the visibility and recognizability of KAIPTC products and services. The implementation of the brand guidelines now provides a framework to ensure a cohesive and coherent communication of the Centre's programmes and activities.

f. Work Place Gender-Sensitive Systems Implemented

Since the launch of the gender policy in September 2014 aimed at facilitating equal opportunity for staff, some activities have been implemented to realise the objectives of the policy. Following the launch, an institutional audit was undertaken to help develop a road map to guide the implementation of the policy.

The road map recommended the inclusion of paternity leave as an integral component of gender mainstreaming efforts. The paternity leave concept provides paternity benefits in excess of the national statutory requirements, and serves as a testament of the Centre's commitment to best practices and a healthy work life balance for staff.

Further, the road map identified the need for the adoption of a Sexual Harassment policy which was formulated in 2016. The policy provides a comprehensive definition of sexual harassment and a list of behaviors that could constitute sexual harassment, and sets out internal structures to handle complaints. It adapts to the international, regional and national legal and policy frameworks that prohibit gender discrimination and gender based violence.

As a further demonstration of the Centre's commitment to the policy of mainstreaming gender into its operations, an on-site nursing and childcare facility was provided in 2016. This is to meet the

childcare needs, as necessary, of all who work for, or benefit from the Centre's resources and services such as students, training participants and guests.

The KAIPTC nursing and childcare facility, named "Blue Haven", is in compliance with International Labour Organization (ILO) Recommendation No. 191 that requires the establishment of nursing facilities for female workers at or near the workplace. It is also in line with many international and regional conventions that require governments worldwide to enable workers balance their work and family responsibilities.

These initiatives have created a conducive environment that will impact positively on employee productivity, promote gender equality at work and also promote a good work-family balance.



Picture 16: A view of the nursing and childcare facility

g. Partners Forum

The Centre organized its annual Partners Forum which brought together a number of Partners to discuss at a technical level, issues of mutual interest. The forum provided partners the opportunity to make inputs into the operations of

the Centre. A key output of the meeting was the development of Action Points with clear timelines for implementation. The action points related to the financial administration of the Centre, training and how the Centre could be sustainable in the future.

h. Strengthening Regional Cooperation with Relevant Stakeholders

In line with its core value of collaboration and partnership, KAIPTC embarked on a working visit to Addis Ababa, Ethiopia to establish and strengthen regional cooperation with relevant partners. The trip which was led by the Commandant, Air Vice Marshal Griffiths Evans resulted in meetings with seven institutional and financial partners including, the AU, the Ethiopian International Peacekeeping Training Centre, the United Nations Development Programme (UNDP), the Danish and Swedish Embassies, the European Union delegation to the African Union and the Training for Peace

Programme. The meetings created an opportunity to engage with these partners and also discuss issues related to training, research and policy development. It also created an opportunity to establish new relationships and strengthen existing cooperation. The Centre also continued to build and strengthen its relationship with national, regional and international institutions and development partners through the formalization of Memoranda of Understanding and Letters of Agreements, among others. To this end, a total of eight developed and revised MoUs and agreements were signed

with key partners. Notably amongst them are agreements with the African Centre for the Study and Research on Terrorism; the Ethiopian Peace Support Training Centre; and the Government of Sweden.

The Centre continued to enhance its visibility in the area of peace and security through its membership of the African Peace Support Trainers' Association (APSTA). The Centre served on the board of governors of the Association while participating in its other activities including the annual general meeting and a workshop on strengthening child protection in African Union peace support operations which the Centre hosted.

As part of efforts by KAIPTC to remain internationally relevant in the area of Peace and Security, the Centre maintained its membership of various international bodies, one of them being the International Association of Peace Training Centres (IAPTC). The Centre therefore participated fully in the 22nd IAPTC annual conference in Sarajevo, Bosnia-Herzegovina. The Conference was used as a platform to access relevant information related to new trends, gaps and innovations in global peacekeeping and peace support training; to promote and showcase the Centre's activities to an international audience; and to build/strengthen networks for possible collaboration.



Picture 17: KAIPTC Executive Delegation with the Commissioner, Gender and Development Division of the African Union in Addis Ababa, Ethiopia

Forecast of Activities for 2017

The outlook of activities for the year 2017 will revolve around the Strategic Objectives and Priorities which underpin the operations of the Centre. For 2017, the Centre will;

- Increase its portfolio of training courses with the additions of the Political Advisor Course for Peace Support Operations in Africa and the Long-Term Observation Course;
- Continue to strengthen its financial and administrative processes through the completion of the decoupling of the finance unit from the Administration Department;
- Deepen its efforts towards financial sustainability through the inauguration of its Goodwill Ambassadors and completion of the pilot phase of making its courses self-sustaining;
- Solidify its engagements, collaborations and networking with national and international development/institutional partners on peacebuilding;
- Complete and disseminate the 2017 edition of the Annual Review of Peace Support Operations in Africa in collaboration with the AU;
- Continue monitoring, evaluating and empirically assessing the impact of its training courses through visits to selected countries;
- Initiate new studies into security and counter-terrorism in Mali;
- Begin the development of modules for distance learning to expand access to the academic programmes to strengthen their long-term sustainability and bolster peace and security in Africa and beyond;
- Launch an in-house journal and an annual conference on different themes on peace and security in Africa;
- Roll out the maiden edition of the Violent Extremism course as well as the Cyber Security and Cyber Intelligence certificate courses;
- Implement the final phase of the Strengthening Policing and Arms Control Capacities of the Government of Liberia for Meeting Operational Challenges Post UNMIL Drawdown project;
- Commence research work on the financing of ECOWAS Peace Support Operations;
- Support Election observation processes in Liberia and/or Sierra Leone, and on AU and ECOWAS election observation missions; and
- Compile ECOWAS peace and security documents for the second edition of the ECOWAS Compendium and develop a research and training manual on national infrastructures for peace in West African states with proposed collaboration with ECOWAS.

Appendix 1:

KAIPTC 2016 Publications

Edited Books

- Aning, K., Danso, K. & Salihu, N. eds., 2016. *Managing Election-Related Conflict and Violence for Democratic Stability in Ghana II*. Accra: KAIPTC.
- Birikorang, E., Jaye, T. & Okyere, F. eds., 2016. *Annual Review of Peace Support Operations in Africa 2016*. Accra: KAIPTC.
- Pokoo, J., ed., 2015. *Humanitarian Assistance in West Africa and Beyond*. Stadtschlaining: Austrian Study Centre for Peace and Conflict Resolution. Available at: http://www.friedensburg.at/uploads/files/Humanitarian_Assistance_in_West_Africa_Edited_Volume.pdf (with M. Lakitsch & S. Wolter eds.).

Journal Articles

- Aning, K. & Abdallah, M., 2016. Das Sicherheitsdilemma in Westafrika. *Welt Trends*, Issue 111 January 2016, pp. 46-50.
- Aning, K. & Amedzrator, L., 2016. Critical Perspectives on Transnational Criminality in West Africa. *Journal of Military and Strategic Studies*. XVII(2), pp. 70-85.
- Aning, K. & Edu-Afful, F., 2016. African Agency in R2P: Interventions by African Union and ECOWAS in Mali, Cote D'Ivoire, and Libya. *International Studies Review*. XVIII(1), pp. 120-133
- Kotia, E. & Abdallah, M., 2016. An Evolving Security Dilemma: Adopting a Comprehensive Approach to Changing Dynamics of Terrorism in Africa. *International Relations and Diplomacy*, IV(2), pp. 85-94.

Books Chapters

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- Aning, K. & Abdallah, M., 2016. Confronting Hybrid Threats in Africa: Improving Multidimensional Responses. In: C. de Coning, L. Gelot & J. Karlsrud, eds. *The Future of African Peace Operations: From Janjaweed to Boko Haram*. London: Zed Books, pp. 20-37.
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- Birikorang, E., Jaye, T. & Okyere, F., 2016. Introduction. In: E. Birikorang, T. Jaye & F. Okyere, eds. *Annual Review of Peace Support Operations in Africa 2016*. Accra: KAIPTC, pp. ix-xi.
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Appendix 2:

KAIPTC Policy-Related Events

Reflections on Security Series

Over the years, the Centre has brought together researchers and practitioners to share and exchange experience and ideas on peace and security through its Reflections on Security Series. In 2016, two lectures were delivered on the topics “Diplomacy as a Tool for Conflict Prevention and Peacekeeping: An African Perspective” and “Preparedness of Security Agencies for Election 2016”. The former was held on 12 May 2016 and featured Ambassador Patrick R.D. Hayford as the speaker. Chief Superintendent (Dr) Benjamin K. Agordzo, Director of Operations of the National Elections Security Taskforce (Ghana) was the speaker for the latter, which was held on 21 July 2016. These fora were supported by the Friedrich Ebert Stiftung (FES) Foundation.



Picture 18: Dignitaries in attendance at a Reflections on Security Series lecture

Small Arms and Light Weapons

The Ghana National Commission on Small Arms and the Centre, on 24th October, 2016, launched Ghana’s small arms baseline survey:

Pokoo, J. M., Aning, K. & Jaye, T., 2016. Addressing the Challenges of Small Arms Availability in Ghana: A Security/Development Dilemma? A Report on Small Arms Baseline Study on Ghana-2014, Accra: Ghana National Commission on Small Arms.

Countering Violent Extremism

The Centre signed a Memorandum of Understanding (MoU) with the Africa Centre for the Study and Research on Terrorism. The two institutions organised a National Workshop on Addressing the Root Causes of Violent Extremism: A Human Security Conceptual Approach on 7 and 8 November 2016.

Farmer-Herder Conflict

On 20 October 2016, the Centre organised a dialogue with a delegation of herdsmen on security challenges.

Sources of Conflict and Resilience in West Africa

The Centre held a validation workshop on findings from research conducted on sources of conflict and resilience in Cote d'Ivoire, Liberia, Senegal and Niger during the year. The workshop comprised participants from each of the four case study countries and KAIPTC. The aim of the workshop was to present key findings and recommendations from the field reports, provide inputs and feedback on the work of the researchers, and exchange country experiences. Following the workshop, the country studies were revised and published both on KAIPTC's website and in print to be disseminated to key stakeholders such as ECOWAS. The Validation Workshop was held on 19 December 2016.

Conflict-Related Sexual Violence

Thirty three participants (comprising 15 females and 18 males) representing national governmental, military, police and garde nationale institutions as well as civil society, academia, regional and sub-regional organisations participated in the Capacity Building Workshop on Preventing and Combatting Conflict Related Sexual Violence held in collaboration with the Government of Australia at KAIPTC from 6 to 8 June 2016. The workshop served as a platform for exchange between researchers and practitioners on “emerging trends and dynamics in [conflict related sexual violence] in Africa and [to] highlight some best practices and efforts in addressing it”.



Picture 19: Some personalities and participants at KAIPTC events

Appendix 3:

Selected Contributions - Policy Development and Academic Support

Economic Community of West African States

- The Centre participated in a meeting of the research departments of the ECOWAS TCEs from 11 to 12 July 2016. The meeting resulted in the design of a study of the farmer-herders' conflict across the sub-region, which the Centre will complete in 2017.
- A member of staff served as a facilitator at the Inauguration of the Annual Civil Society Organisations Sensitization Workshop on the Implementation of the ECOWAS Conflict Prevention Framework (ECPF) from 16 to 17 August 2016 in Senegal.
- The Centre's MoU with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) included the development of the ECOWAS Security Sector Reform Toolkit. Between 13-15 June 2016, the Centre's representative provided further inputs for the development of this Toolkit.
- A staff member provided inputs at an Experts Validation Workshop on the Draft Human Resources Policy Framework for Deployment of Civilians of Peace Support Operations organised by ECOWAS on 8 and 9 November 2016 in Nigeria.

African Union

- A member of staff participated in the 5th Annual Civilian Focal Points Retreat of the African Standby Force in Nigeria from 7 to 8 March 2016.

United Nations

- A member of staff participated in a meeting on Strengthening the United Nations Research Uptake organised by the Graduate Institute (Switzerland) and the United Nations University on 25-26 April 2016 in Switzerland.
- A member of staff made a presentation on "Ghana's Contribution to United Nations Peacekeeping: Impacts, Challenges and Future Trends" at the Danish Institute for International Studies' Seminar on Peacekeeping in Africa on 30 November 2016 in Denmark.
- A member of staff gave a presentation during the session on 'Working Together to Tackle the Problem' in the Protecting Children from Sexual Exploitation and Abuse in the Context of UN Peacekeeping Operations: A Seminar on Good Practices by Troop Contributing Countries, on 5 December 2016 in Brazil.

- A member of staff participated in an Expert Dialogue on Peace Operations Reform organised by Zentrum für Internationale Friedenseinsätze (ZIF) on 25 and 26 February 2016 in Germany.
- A member of staff gave a presentation on Ghana and Ghana's perspectives on issues raised at the Ministerial Conference on Peacekeeping in a Francophone Environment on 26 and 27 October 2016 in France. The meeting closed with a Declaration.

Academic Institutions

- A member of staff was appointed by Ghana's Department of Social Development onto the Board of the School of Social Work on 13 October 2016.
- Members of staff delivered lectures on diverse topics on peace and security, sociology and social work at the Ghana Armed Forces Command and Staff College (GAF CSC) and at the University of Ghana during the year.
- KAIPTC academic expertise was also used to support Ghana's National Accreditation Board (NAB) with respect to tertiary level programme assessments for the Kwame Nkrumah University of Science and Technology, Central University College and Mount Crest University College.
- Furthermore, a member of staff contributed to the assessment and supervision of PhD level students at the University of Ghana, Masters students at the same university and at GAF CSC, and external evaluations of undergraduate students at the Methodist University (Ghana).

Partner Countries and Institutional Partners



Australia



Austria



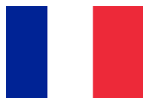
Canada



Denmark



Finland



France



Germany



Italy



Japan



Mali



Nigeria



Norway



Spain



Sweden



Switzerland



United Kingdom



United States of America

