



KA IPTC
...where peace begins



2018 ANNUAL REPORT

**KOFI ANNAN INTERNATIONAL
PEACEKEEPING TRAINING CENTRE**

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LIST OF ABBREVIATIONS

AMISOM	African Union Mission in Somalia
APSTA	African Peace Support Trainers Association
AU	African Union
AUSAID	Australian Aid
CM	Conflict Management
CRSV	Conflict Related Sexual Violence
CSO	Civil Society Organization
DCAF	Geneva Centre for Democratic Control of Armed Forces
DHF	Dag Hammarskjöld Foundation
ECOWAS	Economic Community of West African States
EMCPS	Executive Master of Arts in Conflict, Peace and Security
ESF	Economic Community of West African States Standby Force
FAAR	Faculty of Academic Affairs and Research
GAFSC	Ghana Armed Forces Command and Staff College
GCSP	Geneva Centre for Security Policy
JAPS	Journal of African Peace and Security
KA-DH	Kofi Annan-Dag Hammarskjöld
KAIPTC	Kofi Annan International Peacekeeping Training Centre
LMS	Learning Management System
M & E	Monitoring and Evaluation
MCPS	Master of Arts in Conflict, Peace and Security
MGPS	Master of Arts in Gender, Peace and Security
MOU	Memorandum of Understanding
MTT	Mobile Training Team
MUNISMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
PICM	PhD in International Conflict Management
PLAC	Policy and Legal Advocacy Centre
PSO	Peace Support Operations
PSS	Peace and Security Studies
SALW	Small Arms and Light Weapons
SOP	Standard Operating Procedure
TCE	Training Centre of Excellence
UN	United Nations
UNDP	United Nations Development Programme
UNMIL	United Nations Missions in Liberia
UNOWAS	United Nations Office for West Africa and the Sahel
UNSCR	United Nations Security Council Resolution
WPSI	Women, Peace and Security Institute

Message from the Chairman of the Governing Board of KAIPTC



Honorable Dominic Nitiwul (MP) | Minister for Defence and Chairman of the Governing Board of KAIPTC

Having assumed the position as Chairman of the Governing Board of the KAIPTC for the past two year, I am convinced that KAIPTC has worked greatly towards its vision of becoming the leading and preferred international Centre for training, research and education in African Peace and Security.

During the year 2018, the Centre has chalked some remarkable successes, a few of which are worth mentioning. In the year under review, KAIPTC achieved significant milestones in its core areas of operation, training, research and education.

Through its policy and research engagements, it has assisted governments' and regional

bodies' in curbing the effects of a number of the threats to global and regional peace and security. KAIPTC contributed to Africa's journey towards attainment of a consolidated democracy by organizing election observation and management courses as well as election research policy dialogues and colloquium, in partnership with the African Union (AU), the Economic Community of West African States (ECOWAS), or national bodies.

In addressing threats to cyber security, the Centre instituted specialized cyber security courses in collaboration with the E-Crime Bureau of Ghana to develop capacity of interested stakeholders both in Ghana and the rest of the sub-region. On the challenge of

migrants on the continent, KAIPTC continued to build capacity of national and international actors through its organized programme to address this pertinent issue.

Specifically, the number of trained participants rose in 2018, as has been the trend over the years. Of significant note is the increase in female participation from 738 in 2017 to 1,222 in 2018. This is a remarkable achievement and speaks to the KAIPTC's values and principles on gender equality as well as its serious efforts at contributing to women empowerment. It is also an evidence of its conviction to contribute to the implementation of the Protocol on Women's Rights to the African Charter on Human and Peoples Rights (the Maputo Protocol and the United Nations Security Council 1325).

Following in similar fashion, is the KAIPTC effort at launching the first edition of its Journal of African Peace and Security (JAPS). This edition brings together eight chapters of critical analyses of knowledge and practice on conflict prevention, peace-making, peacekeeping and peace-building with respect to the African experience. Additionally, JAPS discourses is also aimed at providing different and innovative perspectives for the stability of the African continent.

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

The year 2018 was a record year of KAIPTC not only finalizing the implementation of its existing Strategic plan, 2014 – 2018 but also opening a new chapter for itself for the next 5 years. We reached a new and excellent milestone by assiduously discussing and approving the new Strategic Plan 2019 - 2023,

thus paved a new path for KAIPTC and we look forward to achieving the strategic objectives of the new plan together.

It is also the year that we lost His Excellency Kofi Annan, an illustrious son of Ghana. As an exceptional achiever, a great motivator and a strong advocate and ardent champion of peace and security and sustainable development of Africa and the world, KAIPTC does not have a choice, than to emulate and build on his legacy, values and principles.

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

My duty of service on the board would not be possible without the co-operation of the distinguished Ambassadors and representatives of Development and Institutional partners. I would therefore like to thank all members of the Governing Board for their support and count on the same for the year 2019 and beyond.

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

Thank you.



Honorable Dominic Nitiwul (MP)
Minister for Defence and Chairman
of the Governing Board of KAIPTC

Message from The Commandant

The year 2018 was the final year of the 2014 - 2018 Strategic Plan of the Kofi Annan International Peacekeeping Training Centre (KA IPTC). It was a year to reflect and consolidate all that had been implemented under the strategic period. This consolidation process afforded us an opportunity to assess the Centre's efforts towards achieving our vision of becoming the "leading and preferred international Centre for Training, Research and Education in African Peace and Security". It hasn't always been easy. We've had to adjust our processes and make hard decisions. We've asked more from our supporters than ever but the result of all that effort is undeniable. We proactively made efforts to wrap up the actions we begun and continuously implemented from 2014 – 2018 which served as a good foundation and rhetoric for the development of the Centre's new strategic plan from 2019.

In the wake of consolidating our efforts in 2018 to begin a new chapter of a strategic era, the KA IPTC was hit with the passing of her role model, His Excellency Kofi Annan, a gem, an incomparable global leader and an extraordinary inspirer who will be forever missed. KA IPTC joined well-wishers all over the world to mourn him by holding a celebratory seminar to reflect on his legacy as a Ghanaian, a citizen of the 'international community' and as a relentless advocate for inclusive security and a human rights-based approach to sustainable peace.

To maintain His Excellency Kofi Annan's works, values, and principles and noting our relevance on the Continent and the current competition we face from similar institutions in the area of peace and security, KA IPTC throughout the



Griffiths Santrofi Evans | Air Vice Marshal

year worked with a high standard strategic and operational modus operandi to maintain its unique proposition and viability in the peace and security arena.

In this regard, significant achievements were made in all three focal areas of operations – training, research and education which further propelled the Centre towards its vision and strategic objectives. On training, KA IPTC trained the requisite personnel to position them to effectively respond to, and manage the peace and security challenges in the sub-region and on the continent. A total of 78 courses were delivered in 2018 compared to 73 for 2017. It is worthy to note that, the Centre recorded a significant increment in female participation in its training courses. Female participation in training courses rose from 738 in 2017 to 1,222 females in 2018, representing a 66% percent increase. This

Message from the Commandant

leap in female participation was as a result of fruitful efforts and engagements by KAIPTC's Women, Peace and Security Institute and its partners to train more women in conflict analysis, mediation, and dialogue facilitation. This noteworthy achievement has helped to bridge the knowledge, skills, and leadership capacity gaps that have acted as barriers to the active participation and recognition of women in peace and security, and to their rise in leadership in the security sector.

Additionally, the unique nexus between research and the development and review of training courses is undoubtedly an outstanding characteristic of KAIPTC. The Centre ensured that relevant research which were undertaken during the year were interwoven into all of KAIPTC's product and service delivery mechanisms, particularly in the area of Learning, Design and Development (LDD). New courses were developed and six existing ones reviewed to ensure that the courses are relevant to the dynamic trends in peace and security. These are the Maritime Security and Transnational Organized Crime, Conflict Prevention, Human Rights, Long Term Observation Course, Information for Peace Operations Course and the Integrated Civil-Military Coordination.

Given our identity and reputation as the leading international Centre for research and education in peace and security, this year, we led, contributed and supported policy analysis and dialogue on key issues on African and global peace and security. Through our post-graduate education, the pool of seasoned security practitioners continues to grow with some alumni currently occupying key positions in Governmental and Non-Governmental establishments in some West African countries.

Again in the year under review, the KAIPTC made consistent efforts to strengthen its relationship with the African Union (AU) and the

Economic Community of West African States (ECOWAS) since they are important players in the achievement of the Centre's strategic objectives. As part of measures to deepen collaboration with these organizations, the Centre strategically participated in the Training Centre's of Excellence Commandants meeting with ECOWAS in Mali and held two major roundtable meeting with the AU in Accra and with ECOWAS in Abuja thereby actualizing the Memoranda of Understanding between the two institutions. Although strengthening engagement with these institutions has not been an easy one, the Centre is making inroads gradually. Several other engagements were held at the operational levels through training, research, policy dialogues among others to deepen the existing cooperation.

This year especially, our Joint Financial Agreement (JFA) with our core partners will expire, hence further conversations and engagements with existing and new Development Partners to broaden our horizon in this respect. Our financial sustainability and viability is a pressing concern to us all, and we continue to pursue and explore various internal and external avenues, including strengthening our engagement with the Government of Ghana, to improve our financial status. Some significant initiatives include the decision to establish a Business Development Unit, and to further strengthen the Finance Unit, systems and processes to diversify and sustain funding for the services that we provide.

“With all these, we asked the question, where do we go from here?”

Our board spent the better part of 2018 laying out a new strategic plan in order to answer that question. And the answer is this: It's time to move from merely contributing to filling the gaps of capacity development in the peace and security arena, to identifying the needs on the ground and strengthening institutional capacities; this, we appreciate, will involve a shift in thinking and operating.

As the Centre prepares to open another five-year chapter in its strategic direction from 2019 - 2023, we fully recognize that we bear the greatest responsibility to make KAIPTC stronger, viable and relevant. In fulfilling this responsibility, I would like to appeal for continuous support from our Development and Institutional partners. A strong support from partners is a deep reflection of our shared vision and pursuit to build and maintain peace in the sub-region, on the continent and on the globe.

On behalf of the Executive Management Committee and Staff of the Centre, I take this

opportunity to express our sincerest appreciation to our Development and Institutional partners for their financial and technical support to the Centre. I would like to thank all our stakeholders for supporting and engaging with us. Immeasurable appreciation is definitely due members of the Executive Management Committee and Staff of the Centre for their continuous commitment and dedication to the Centre and the cause we support.

Our future lies in our ability to be proactively creative in our foundational constitution as a Centre, and maintaining a heightened collective sense of urgency and agility to view, appreciate and do things differently in the face of a rapidly robust and competitive environment and within the context of the new strategic plan we are formulating for ourselves.

Thank you.



Griffiths Santrofi Evans

Air Vice Marshal
Commandant

Global and Regional Overview of Peace and Security in 2018

In 2018, the International and African Peace and Security milieu was vulnerable to elections and cyber security related issues, migration, as well as terrorism and nuclear bombs.

Election violence, which is not the only 'African problem', is and continues to remain the major threat to African peace and security, especially during both presidential and parliamentary elections on the continent. This has become a barrier between African countries and their attainment of consolidated peace and development.

As cyber security threats, warfare and terrorism are on the rise, especially terrorism which has become complex, much focus was on preventive efforts in exploring the human

aspect that could possibly lead to, or result from terrorism.

Further to this, the challenge of external migration and internal displacement was fuelled by the weak borders in the region. Consequently, there were several discussions on real and invisible walls, quotas and capacity of some countries to receive migrants, non-refoulement and refoulement. Conceivably, the issues of slavery, human trafficking and other transnational organized crimes escalated which was concurrently connected with migrants from the African continent. North Korea's nuclear bomb threats continued to threaten global peace and security and the proliferation of Small Arms and Light Weapons (SALW) became more dominant regionally.



A Malian woman voting during elections in the country Photo Credit: MINUSMA/Marco Dormino

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) assisted governments and regional bodies to curb the effects of a number of the threats to global and regional peace and security. This was accomplished through its programme and policy engagements. KAIPTC contributed to Africa's journey towards attainment of a consolidated democracy by organizing election observation and management courses as well as election research and colloquium, in partnership with the African Union (AU), the Economic Community

of West African States (ECOWAS), and national bodies. In addressing threats to cyber security, the Centre instituted specialized cyber security courses in collaboration with the E-Crime Bureau of Ghana to develop the capacity of interested stakeholders both in Ghana and the rest of the sub-region. Finally, touching on the challenge of migrants on the continent, KAIPTC continued to build the capacity of national and international actors through its organized programmes to address this pertinent issue.

The Kofi Annan International Peacekeeping Training Centre Story

The story of KAIPTC began in 1998 when the Ministry of Defence published a directive to set up the Centre. Ghana, at the time and even now, is globally acclaimed for its exceptional competence in peacekeeping and Peace Support Operations (PSO) around

the world. It was therefore prudent to set up a Centre to build upon, and share Ghana's five decades of peacekeeping experiences with other states in the ECOWAS region, the rest of Africa and the world.



A view of the KAIPTC Library/Conference block Photo Credit: KAIPTC

The Centre is one of the three regional Training Centres of Excellence (TCE) recognized by ECOWAS for training, education and research in conflict prevention, conflict management and peacebuilding. KAIPTC is also the foremost peacekeeping institution on the continent that uses insights from its research work in the peace and security sector in Africa to inform the selection, design and delivery of internationally recognized and professional training courses and programmes in line with the capacity needs of ECOWAS, AU and the United Nations (UN). Globally, KAIPTC is reputed for disseminating African thinking on peace, security and conflict issues through

numerous and diverse publications, and policy advice to governmental, non-governmental and private institutions across the globe. In 2011, KAIPTC started the delivery of accredited post-graduate academic programmes, and currently runs four Masters degree programmes and one Doctoral programme, all in the field of peace and security.

From January 2019, the Centre is starting a new phase, with the implementation of a new Strategic Plan for the next five years (2019 to 2023).

KAIPTC
2003 - 2018



+500 training courses

- Peace Support Operations (PSO)
 - Conflict Management (CM)
 - Peace & Security Studies (PSS)
- THEMATIC AREAS



+21 000 participants

(military, police and civilians sectors)

from over **90 countries** and
organisations across **5 continents**

(Africa, Europe, North & South America, Asia)



pool of **over 450 facilitators**
from **37 countries** across the globe



5 Academic Programmes

over **500 graduates** since 2011 with degrees in:

- Master of Arts in Gender, Peace and Security (MGPS)
- Master of Arts in Conflict, Peace and Security (MCPS)
- Executive Version of MCPS - weekends only (EMCPS)
- Regular Weekend Version of MCPS (WMCPS)
- PhD in Conflict Management (PICM)



OUR VISION

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



OUR MISSION

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

STRATEGIC OBJECTIVES [2014-18]

 <p>Enhance the capacity of ECOWAS, AU, UN and other relevant actors in multi-dimensional peacekeeping and peacebuilding through training.</p> <p>1</p>	 <p>Deepen understanding of, and discourse on, critical peace and security issues in Africa through research and policy engagements.</p> <p>2</p>	 <p>Contribute to knowledge creation that informs best practice in conflict prevention, management and resolution in Africa.</p> <p>3</p>	 <p>Ensure an efficient, effective and responsive governance and management system in the Centre.</p> <p>4</p>
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STRATEGIC PRIORITIES [2014-18]

- 

Focus on the core mandate of **training** in peacekeeping and PSO.
- 

Ensure sustainability of the **academic programmes**.
- 

Strengthen **collaboration** with Civil Society Organizations, Think Tanks and the Private Sector.
- 

Ensure **financial sustainability** of the Centre.
- 

Ensure a decentralised **results-based management**.

Overview of the 2018 Report

The year 2018 marked the end of KAIPTC's four year Strategic Plan 2014 – 2018. During the early months of the year, the Centre put together an elaborate road map to develop the Strategic Plan for the next five years, 2019 - 2023. Several consultations were held with stakeholders comprising the African Union, the Economic Community of West African States (ECOWAS), Development Partners, some lead representatives of partner institutions purposely to ascertain their assessment of KAIPTC, and to solicit their views to enrich KAIPTC's strategic path for the future.

Getting the staff of KAIPTC intricately woven into the development of the plan was a major part of the road map, and to this end, insights were gathered through several onsite and off-site meetings to ensure buy-in, understanding and acceptance of the plan.

At a Governing Board meeting held in September 2018, the Strategic Plan was validated, and a staff durbar was held in November to reorient staff on the new direction and the new business model for the Centre. Most importantly, a World Café gave staff the opportunity to share their views on what needed to change and what needs to be in place for the new plan to be achieved.

As this critical transitional phase was ongoing throughout the year, the core business of training, research, delivery of post graduate programmes were delivered unimpeded. Several milestones were chalked under the four strategic objectives and these are elaborated in this report.



Staff sharing ideas at a special durbar on the Centre's 2019 - 2023 Strategic Plan

Key Results

Significant increment in female participation in Training Courses:

Female participation in training courses rose from 738 in 2017 to 1,222 females in 2018, representing a 66% percent increase. This noteworthy achievement has helped to bridge the knowledge, skills, and leadership capacity gaps that have acted as barriers to the active participation and recognition of women in peace and security, and to their rise in leadership in the security sector.

Additions to KAIPTC Publications' Listings:

The first edition of KAIPTC's Journal of African Peace and Security was produced along with the KAIPTC Conflict Management Brief in 2018. Former and current staff also had research work published externally including a working paper, a newsletter interview, journal articles, a magazine article and an edited book with chapters within that book, all towards expanding African perspectives, discourses and knowledge for capacity-building, policy-making and practice within the contexts of peace and security.

Strengthened knowledge and skills for training and practice to address Extremism and Terrorism in West Africa and the Sahel:

Two projects produced training materials and rolled out courses on border security and peacekeeping within spaces prone to extremism and/or terrorism.

Newly introduced financial management systems enhance transparency and reporting

The Centre introduced an Enterprise Resource Planning (ERP) software module which has integrated all requisition, financial and auditing processes at the Centre. This, when fully operational, will reduce irregularities, boost accountability, transparency and financial reporting.

Strengthened Audit Processes enhance operational efficiency, risk management and cost controls

Implementation of recommendations in quarterly and annual audit reports has led to the introduction of quarterly budget expenditure to manage costs and increase efficiency. Further, periodic risk analyses has enabled the Centre to take timely corrective measures against some identified risks.

Enhanced capacities on matters of security for Ghanaian and Nigerian legislators:

Parliamentary capacity-building continued through Ghana-Nigeria best practices' exchanges on security-related legislative oversight to contribute to the strengthening of governance institutions in both countries.

Capacities of Women built in Election Observation, Conflict Analysis, Mediation and Negotiation:

The Women, Peace and Security Institute (WPSI) in collaboration with the Women Situation Room (WSR) of Sierra Leone trained 403 female domestic election observers and over 100 Eminent Women of the WSR in conflict analysis, mediation, and dialogue facilitation to support the elections in Sierra Leone. WPSI also provided administrative support for the establishment of the WSR in Sierra Leone and offered technical advice on reported electoral cases.

Increased number of academics and practitioners on matters of peace and security:

A total of 98 students graduated with a Master of Arts in Conflict, Peace and Security; Gender, Peace and Security; and an Executive Master of Arts in Conflict, Peace and Security, respectively adding to an ever increasing pool of African academics and practitioners on peace and security with African perspectives promoting and working for inclusive security and sustainable peace on the continent and beyond.

Boost to accessibility of post-graduate education on peace and security:

A new regular Weekend Master of Arts in Conflict, Peace and Security was introduced onto the academic calendar with a first intake of 33 students increasing the total number of options for post-graduate study at KAIPTC to five and enhancing the sustainability of KAIPTC's academic programmes and financial sustainability.

KAIPTC Achievements Aligned to Strategic Objectives

Strategic Objective 1: Enhance the capacity of ECOWAS, African Union (AU), United Nations (UN) and other relevant actors in multi-dimensional peacekeeping and peace-building (integrated Peace Support Operations) through training

More Police, Civilian, and Military personnel receive training in Conflict Management, Peace Support Operations and Peace and Security Studies

KAIPTC's focus to train the requisite personnel to effectively respond to, and manage the peace and security challenges in the sub-region and on the continent continued unabated in 2018. A total of 78 courses were delivered in 2018 compared to 73 for 2017 and the total number of participants trained increased from 2,592 in 2017 to 3,542 in the year under review. This

number represents increments of 6.8% and 36.7% in the number of training courses held and number of participants trained respectively.

Further information is provided on courses conducted and data on component, gender and regional representations for training courses.



Course Participants on one of the several courses run at the Centre Photo Credit: AMISOM

Training Courses conducted and Participants trained in 2018

TOTAL

Courses Run in 2018:

78

Participants Trained in 2018:

3542

**CONFLICT MANAGEMENT
COURSES**

Course Name	Period Run	# Trained
• Election Observation Training	5 - 10 February	20
• Election Management Training	11 - 22 June	18
• Border Security Management Course (MTT)	19 - 23 March	35
• Long Term Observation Course	23 - 27 April	36
• Domestic Election Observation Course-Sierra Leone	22 Feb – 4 Mar	404
• Disaster Communication and Warning English Pilot course	13 - 17 August	24
• Increasing Women's Leadership Role in West African Armies	30 - 31 August	39
• DMP – Incident Command System English Pilot course	1 - 5 October	24
• DMP – Emergency Operation Centre English Pilot course	29 Oct - 2 Nov	12
• Disaster Communication and Warning French Pilot course	5 - 9 November	10
• Inspiring Women in Leadership Course	10 - 12 December	21

**PEACE AND SECURITY
STUDIES COURSES**

Course Name	Period Run	# Trained
• Protection of Civilians Course	12 - 22 February	30
• Conflict Analysis and Mediation Course	19 - 28 February	27
• Maritime Security and Transnational Organized Crime	16 - 27 April	30
• Preventing and Countering Violent Extremism in Africa	10 - 21 September	23
• Maritime Security and Transnational Organized Crime	10 - 20 September	29
• West Africa Peacebuilding Institute	24 - 28 September	26
• Conflict Prevention Course	9 - 20 July	30
• Protection of Civilians in Armed Conflicts Course	15 - 26 October	29
• Countering Terrorism in Africa Course	15 - 26 October	22
• Preventing Terrorism in Peacekeeping Theatres in Africa	22 Oct - 2 Nov	31
• Preventing Terrorism in Peacekeeping Theatres in Africa	26 - 30 November	31
• Responsibility to Protect Course	9 - 30 November	26

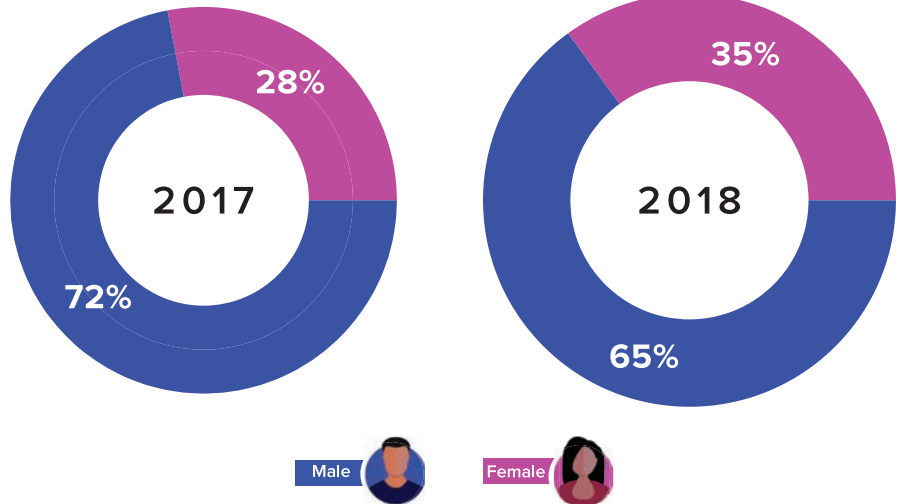
PEACE SUPPORT
OPERATIONS COURSES

Course Name	Period Run	# Trained
• Disarmament, Demobilization & Reintegration Foundation	5 - 16 February	21
• Joint Campaign Planning	12 - 23 March	17
• Humanitarian Assistance in West Africa	12 - 23 March	26
• Human Rights Course	23 - 27 April	20
• Multidimensional Peace Operations	14 - 25 May	30
• Civilian Peacekeepers Foundation	14 - 25 May	20
• Peace Operations	21 May - 8 June	122
• Advance Stabilization and Reintegration	28 May - 8 June	26
• United Nation Staff Officers Course	28 May - 15 June	36
• Police Pre-Deployment Training 1 MTT Ghana	22 Jan. - 2 Feb.	90
• Investigating Sexual Gender Based Violence 1 Ghana	22 Jan. - 2 Feb.	32
• Police Middle Management Course 1 MTT Gambia	5 - 16 February	29
• Police Middle Management Course 2 Ghana	26 Feb. - 9 March	30
• Security Sector Reform 1 Ghana	12 - 23 march	31
• Police Middle Management Course 3 Ghana	9 - 20 April	30
• Police Pre-Deployment Training 2 MTT Mali	16 - 27 April	68
• Collaborative Policing 1 MTT Mali	16 - 27 April	20
• Electoral Violence and Security Course 1 MTT Mali	16 - 27 April	65
• Police Pre-Deployment Training 3 MTT Senegal	7 - 18 May	93
• Collaborative Policing 2 Ghana	30 Apr - 11 May	28
• Collaborative Policing 3 MTT Gambia	30 Apr - 11 May	27
• Police Pre-Deployment Training ToT 1 Ghana	30 Apr - 11 May	16
• Methodic and Deductic ToT -1 MTT Guinea Bissau	18 - 29 June	25
• Police Pre-Deployment Training 4 Ghana	2 - 13 July	91
• Electoral Violence and Security Course 2 MTT Mali	25 June - 6 July	198
• Electoral Violence and Security Course 3 MTT Bissau	9 - 20 July	67
• Police Pre-Deployment Training 5 MTT S. Leone	17 - 28 September	80
• Police Pre-Deployment Training ToT 3 MTT S. Leone	17 - 28 September	20
• Police Pre-Deployment Training MTT Niger	17 - 28 September	125
• Police Middle Management 4 MTT Niger	17 - 28 September	30
• Art of Leadership 1 Ghana	1 - 5 October	12
• Police Pre-Deployment Training 7 MTT B. Faso	8 - 19 October	94
• Collaborative Policing 4 MTT B. Faso	8 - 19 October	31
• Military Observers Course	20 - 31 August	23
• Military Observers Course (Guinea Bissau)	15 - 26 October	30
• Police Pre-Deployment Training ToT 4 MTT B. Faso	8 - 19 October	19
• Police Middle Management Course 5 MTT Liberia	15 - 26 October	26
• Security Sector Reform 2 MTT Liberia	15 - 26 October	28
• Collaborative Policing 5 MTT Benin	12 - 23 November	31
• Police Middle Management Course 6 MTT Gambia	5 - 16 November	32
• Security Sector Reform 3 MTT Gambia	5 - 16 November	32
• Police Middle Management Course 7 Ghana	26 Nov. - 7 Dec.	31
• Criminal Justice Course 1 Ghana	10 - 14 December	29
• Inter Organizational Cooperation (IOC)/BKA	22 - 26 October	16
• Electoral Violence and Security Course Nigeria 5	26 Nov - 21 Dec	107
• Electoral Violence and Security Course Nigeria 6	3 - 7 December	112
• Electoral Violence and Security Course Nigeria 7	10 - 14 December	106
• Information Management for Peace Operation	9 - 20 July	27
• Political Advisors Course	27 Aug - 7 Sep	24
• Humanitarian Assistance in West Africa	12 - 23 March	19
• Joint Campaign Planning	8 - 19 October	20
• United Nation Staff Officers Course	29 Oct - 16 Nov	36
• Integrated Middle Management	10 - 20 December	25

Gender Representation on Courses

Below are details on the gender representation and attendance for the training courses. Compared with the 2017 figure of 738, **a total of 1,222 females participated in courses in 2018**. This represents a 65.6% percent increase and is attributable to training sessions held solely for women in the sub-region, together with an increase in enrollment of female Police Officers in specific courses.

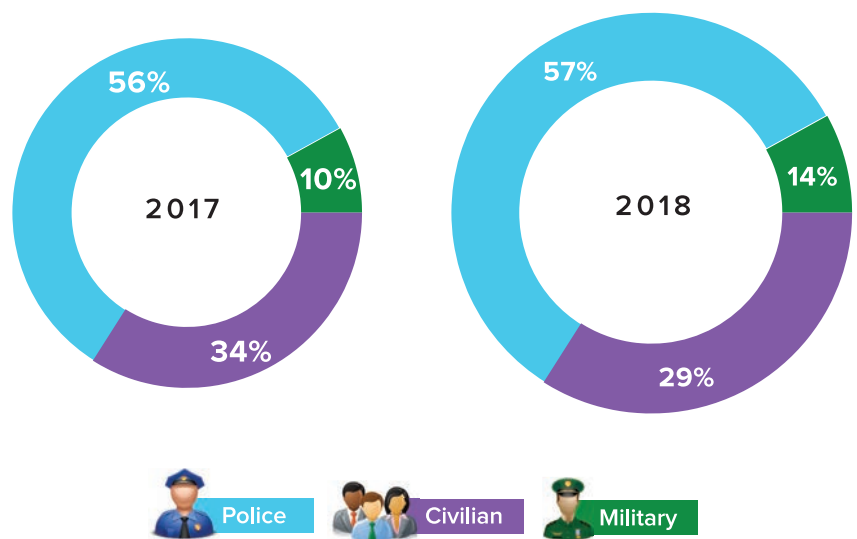
Gender	Numbers 2017	Numbers 2018
Male	1854	2320
Female	738	1222
Total	2592	3542



Component Representation on Courses

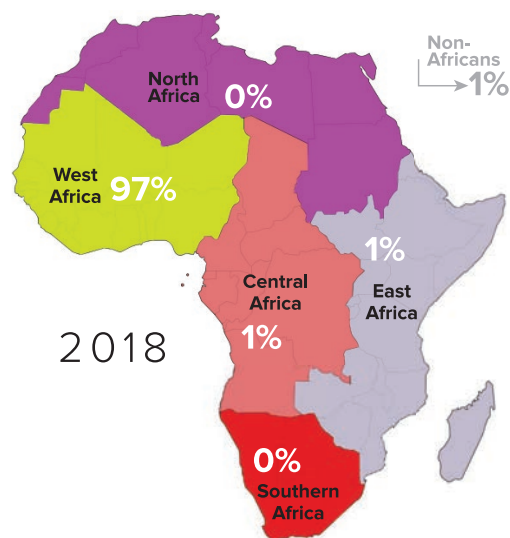
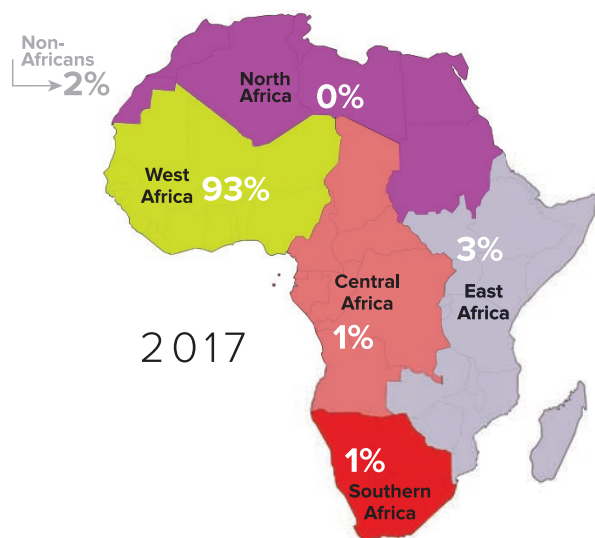
The Civilian, Police and Military representation on training courses in 2018 were **29%, 57% and 14%** respectively. The target for the delivery of police training courses through Mobile Training was exceeded, which explains the huge numbers for the Police Component.

Component	Numbers 2017	Numbers 2018
Police	1451	1746
Civilian	875	1030
Military	266	507
Total	2592	3542



Regional Representation on Courses

Region	Numbers 2017	Numbers 2018
North	0	4
West	2411	3164
Central	28	23
East	76	52
Southern	36	19
Non-Africans	41	21
Total	2592	3542



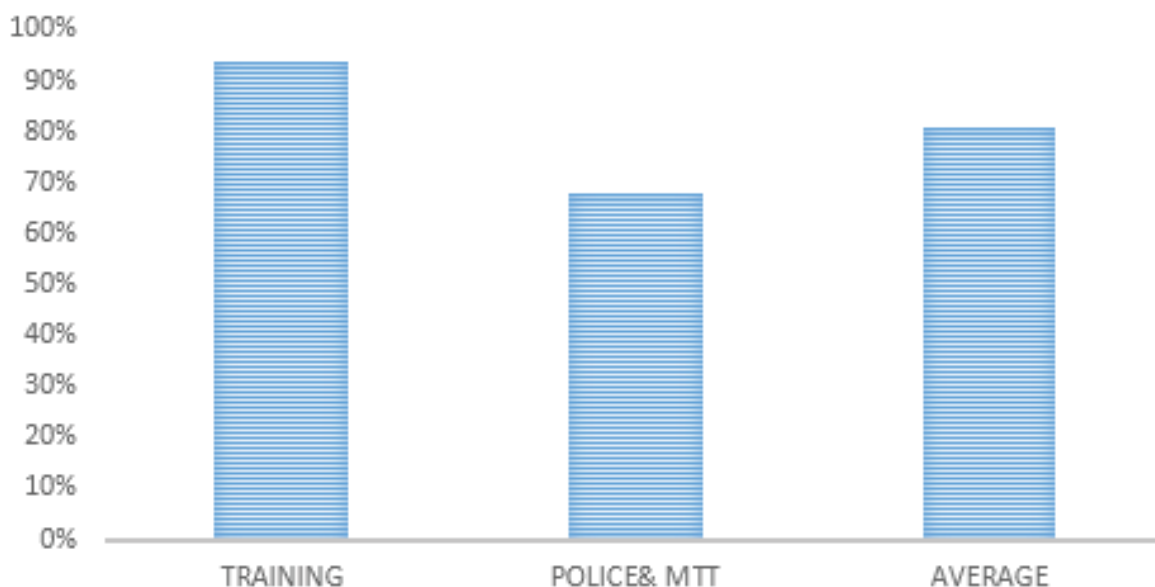
Deeper engagement on KAIPTC alumni Platform

KAIPTC continues to grow its online database of training alumni which was established in 2014 with the objective to enhance communication among course participants, facilitators and Course Directors after the completion of training courses, and to further interact beyond classroom sessions. As at December 2018, the alumni platform has a total of 7,595 registered members across the globe. To increase interactions and information sharing, the interface was upgraded to enable easier navigation and to collect testimonials from alumni on their application of the skillsets and toolsets received from the training. The platform has proven to be an invaluable tool for networking, for informed discussions and exploration of areas of mutual interests and for opportunities in a collaborative environment.

Positive evaluations on Training Courses

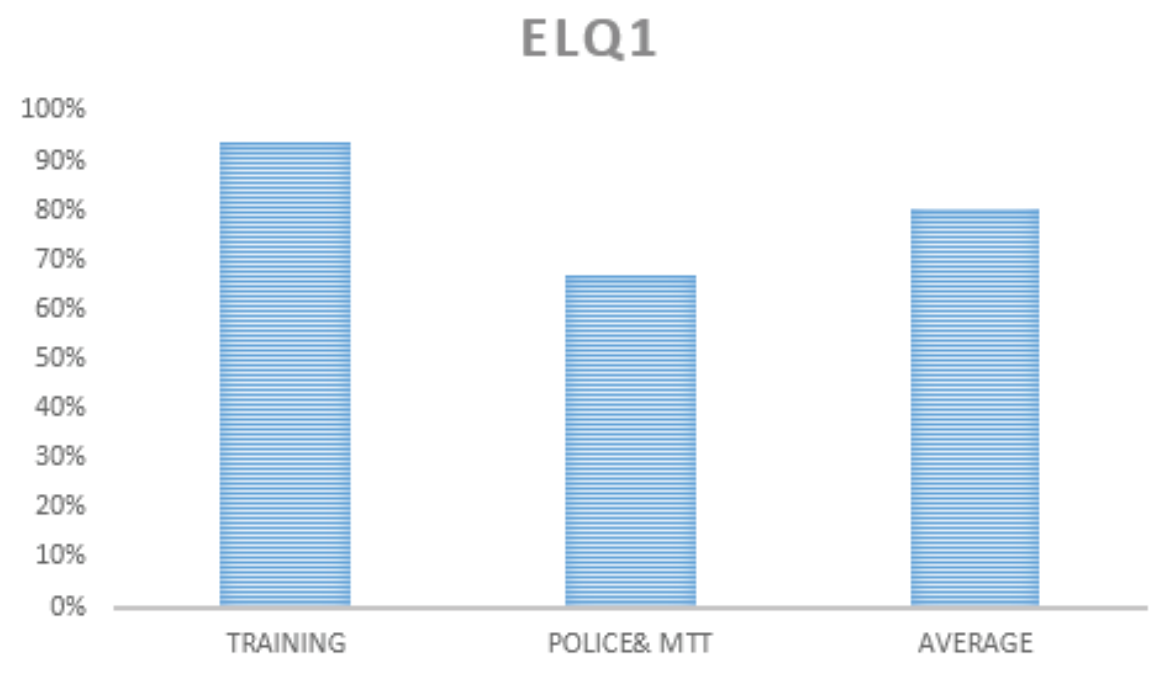
The evaluation of training courses are a key process to ensure the delivery of training courses that fill professional capacity gaps of participants; they also serve as a critical foundation for the review of courses. KAIPTC has, over the years, institutionalized this process and continues to strengthen it with the needed human and technological resources. For 2018, course participants indicated a 90.6% satisfaction rate on course content, 89.7% on the relevance of the training to their careers, and 90.7% increase in knowledge and skills. Additional information on specific feedback is shared below;

DAILY FEEDBACK



The average response on all the modules for regular training courses was 94% and that of Police and Mobile Training Team (MTT) Courses were 68%, giving a combined average of 81% response rate to daily feedback questionnaires administered online.

The chart below shows the average response rates for Evaluation Learning Questionnaire 1 (ELQ 1) administered online. Regular training courses averaged 94% with Police and MTT Courses obtaining an average of 65%. These gave a combined average response rate of 80% to all the questionnaires administered.



An internal assessment of participants' responses to the post-course questionnaire revealed a dip, particularly from countries where Mobile training sessions are held. In addition to previous interventions, the Centre has successfully piloted an offline Mobile Training Team Solution system which will be expanded to cover all MTT courses to be conducted in selected countries.

Learning, Design and Development (LDD) and Course Review systems strengthened to improve Training Courses

The unique nexus between research and the development and review of training courses is undoubtedly an outstanding characteristic of KAIPTC. This is interwoven into all of KAIPTC's

product and service delivery mechanisms, particularly in the area of Learning, Design and Development (LDD). The LDD and course review sessions are held periodically to develop courses to fill capacity needs identified through research on emerging peace and security trends, and to maintain the responsiveness and relevance of the courses to the professional needs of participants respectively. In 2018, five LDD sessions were held and six existing courses reviewed. They latter set are the Maritime Security and Transnational Organized Crime Course, Conflict Prevention Course, Human Rights Course, Integrated Civil-Military Coordination Course, Long Term Observation Course and Information Management for Peace Operations Course. The reviews were carried out by KAIPTC staff as well as external subject matter experts.

Specific Quotes from Participants on various KAIPTC Courses

“Everything was beneficial to me. I gained more knowledge. I plan to acquire further knowledge through the advanced course in the future.”

Aka Victorien N'tayé, Réseau d'Action sur les Armes Légères en Afrique de l'Ouest (RASALAO-CI) - Côte d'Ivoire • Disarmament Demobilization and Reintegration Foundation Course (DDR) 2018

“Deep appreciation of the LMS system of evaluation which allows a good and objective evaluation. In general, it was a very good program, I learned a lot...”

Alain Gninnan Toure, Gendarmerie - Côte d'Ivoire • Disarmament Demobilization and Reintegration Foundation Course (DDR) 2018

“The entire training experience was excellent for me and I would certainly recommend it to others and I did not encounter any challenge during the training.”

Jamilah Haladu, BLH Foundation - Nigeria • Election Observation Training Course (EOT) 2018

“Thank you very much, it was a pleasure to attend the HR training and I hope that in the future I will have again the opportunity to participate in one of the other trainings offered by KAIPTC. Thanks again!”

Dario Festa, UNAMID - Italy • Human Rights Course (HR) 2018

“I appreciate the course modules of this training, it is very rich. I also appreciate the fact that the word beyond was added to the course title. Making it Humanitarian Assistance in West Africa and beyond. It reminds us of our Unity in Diversity.”

Juliette Ayuknow Egbe, Pan African Institute for Development in West Africa (PAID-WA)- Cameroon • Humanitarian Assistance in West Africa Course (HAWA) 2018

“Very good and I have acquired knowledge and skills which will help in my career as a police officer.”

Adelaide Aboagye Nyame, Ghana Police Service- Ghana • Police Pre-Deployment Training Course (PPDT) 2018

“The course content and the facilitators' experience helped me a lot to understand deeply how conflict analysis and mediation is key [in the] field during peace processes.”

Anonymous • Conflict Analysis and Mediation (CAM) Course 2018

KAIPTC makes significant contributions to achievement of the Women's Peace and Security agenda

The Women, Peace and Security Institute (WPSI) of KAIPTC focuses on implementing the AU Protocol to the African Charter on the Rights of Women in Africa, also known as the Maputo Protocol, and the United Nations Security Council Resolution (UNSCR) 1325 and its follow up resolutions. In 2018, the Institute collaborated with the Security Policy Dialogue Program (SIPODI) of the Konrad Adenauer Foundation to organize a regional conference on “Increasing Women’s Leadership Roles in West African Armies”. This brought together female officers from West African Armies to deliberate on challenges encountered by female personnel in the service.

The Institute also participated in the Annual Meeting of the Consortium of Gender/Women,



Cross section of Participants at the WPSI-SIPODI conference Photo Credit: KAIPTC

Peace and Security Centres. This meeting brought together representatives from institutions focused on the Women, Peace and Security agenda in Africa to network and also to begin planning for the 20th anniversary of the adaptation of UNSCR 1325 in 2020.



Participants and Mentors at the “Inspiring Women Leaders” maiden training course jointly organised by KAIPTC WPSI, GCSP and CCL Photo Credit: KAIPTC

In collaboration with the Geneva Centre for Security Policy (GCSP), the Institute organized a three-day training programme for women leaders. This course was delivered to advance the UNSCR’s Women Peace and Security Agenda and support the next generation of women leaders. As part of efforts to ensure a peaceful conduct of the Sierra Leone elections,

WPSI in collaboration with the Women Situation Room (WSR) trained 403 female domestic election observers and also contributed to reviewing existing checklists for observation. Furthermore, the Institute trained the Eminent Women of the WSR and assisted with the administrative and secretariat work for the establishment of the WSR in Sierra Leone.



Domestic Election Observation Training for Women in Sierra Leone Photo Credit: KAIPTC

As part of the “Women Mediating across the Commonwealth programme”, WPSI facilitated the Women, Peace and Security Workshop under the theme: “Engaging Grassroots and Indigenous Women in Mediation and Decision-making Processes”. This brought together over 20 Ghanaian Queen mothers and female traditional leaders to be trained on conflict analysis, mediation and dialogue facilitation. The course focused on building skills and mindsets to succeed, and created a platform for participants to engage with a network of peers and mentors.

Throughout the year, the Institute engaged with both existing and new stakeholders to deepen collaboration and to strategize on the WPS Agenda. It also offered technical support to partner institutions like the African Union and the United Nations Office in West Africa and the Sahel (UNOWAS).

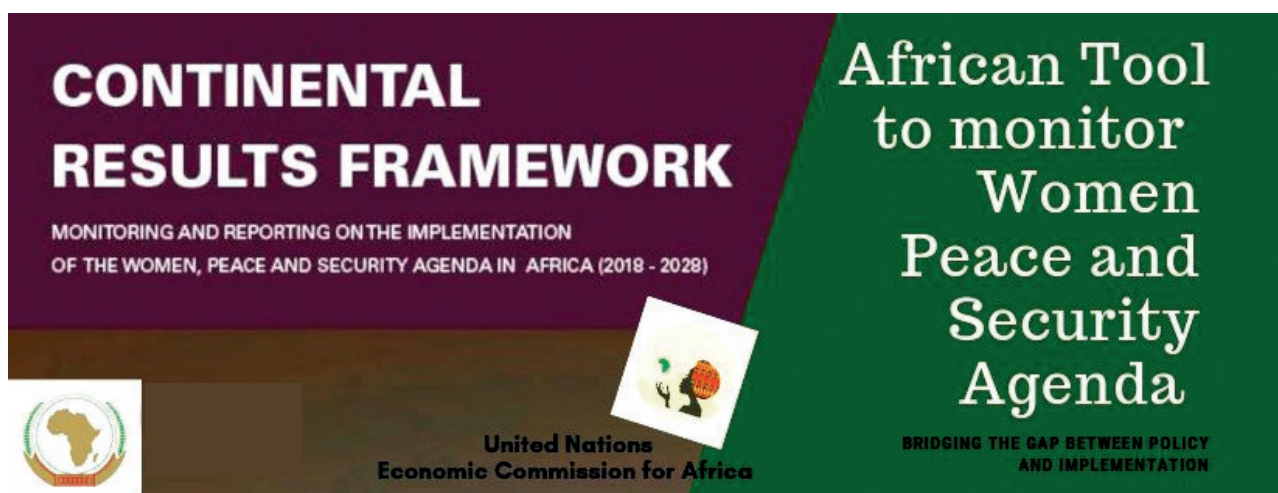
Internally, WPSI facilitated the implementation of KAIPTC’s Gender Policy by holding a gender mainstreaming workshop for selected staff with the aim of deepening understanding on the relevance of gender mainstreaming and processes, and ways of mainstreaming gender in their work.



Training on Mediation and Conflict Analysis for Queenmothers in Ghana Photo Credit: KAIPTC

KAIPTC Supports the Office of the Special Envoy on Women Peace and Security of the African Union in the development of a Continental Results Framework

Additionally, WPSI supported the development of a Continental Results Framework to be used by Member States in reporting back to the Commission on activities undertaken with regards to the WPS Agenda, National Action Plans and National Gender Policies. This would ensure a harmonized reporting system for all Member States.



Strengthening Border Control Capacities against Extremism and Terrorism in West Africa and the Sahel

The Centre in partnership with the Government of Japan and the United Nations Development Programme (UNDP) completed the “Strengthening Border Control Capacities against Extremism and Terrorism in West African and the Sahel” project in the first half of 2018. The project began in 2017 and has resulted in the development of a special Border Security Management Course focusing on preventing

and countering extremism and terrorism in West Africa and the Sahel and in the building of capacities of a total of 86 military, police, gendarmerie, customs, immigration, civil defence and other civilian personnel across West Africa and the Sahel. It is expected that this special course will be used by KAIPTC to train other key personnel for the security of the borders on the continent.

Improving Response Capacities of African Peacekeepers to Terrorism

A new terrorism-related KAIPTC-Japan-UNDP project began in June 2017 aimed at Improving Response Capacities to Terrorism in Peacekeeping Theatres in Africa. The project encompasses a policy engagement, research and capacity building, targeting eight Troop and Police Contributing Countries or peacekeeping theatres in Africa - namely; Burkina Faso, Ghana, Guinea, Mali, Niger, Nigeria, Senegal and Togo. It was developed as a result of continuing peacekeeping casualties from terrorist attacks to missions such as in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MUNISMA) and the African Union Mission in Somalia (AMISOM). In 2018, 5 - 6 June specifically, the project held a policy seminar in Senegal on Assessing the Status of Terrorism Training for Peacekeepers, which brought together representatives from

the UN, Governments, the security sector of the targeted African states, and project partners. The meeting served to introduce the project to the eight African states, gain their inputs, exchange ideas and experiences and build partnerships. This opened the door to scoping studies in these countries, which fed into the development of a course on Preventing Terrorism in Peacekeeping Theatres. So far, the course has been piloted at KAIPTC for participants from all eight countries including representatives from the military, police and civilian as well as in Nigeria for Nigerian military and police officials. The final course under this project will be held in Mali in 2019. It is expected that at the end of the project, the participating countries will be equipped with tools to strengthen their respective training packages on terrorism for their peacekeepers.



Counter-ambush drills for course participants of the Peacekeeping in Terrorism course in Jaji, Nigeria

Enhancing Democratic Governance by Facilitating Ghana-Nigeria Parliamentary Exchange

The Centre has supported different activities to promote and realise good and effective governance on the continent. From 13 to 16 March 2018, this trend was continued in partnership with Geneva Centre for Democratic Control of Armed Forces (DCAF) and the Policy and Legal Advocacy Centre (PLAC), through an Exchange of Good Practices on Legislative Oversight for Members of Security Related Committees in the National Assembly of

Nigeria and the Parliament of Ghana. The forum brought together 28 legislators who were taken through a series of seminars, study visits and plenary discussions. As Nigeria and Ghana face similar and diverging security threats, it is anticipated that these legislators will build upon the lessons learnt from each other as well as from past and current legislators and trainers to mainstream international and regional security policies into their national laws and practices.

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

KAIPTC is the first ECOWAS Training Centre of Excellence to publish a Journal on African Peace and Security



KAIPTC launched the maiden edition of its Journal of African Peace and Security (JAPS) on 12 December 2018. This edition brings together eight chapters of critical analyses of knowledge and practice on conflict prevention, peace-making, peacekeeping and peace-building with respect to the African experience. JAPS adds to discourses aimed at providing different and innovative perspectives for the stability of the African continent.

At a time when the peace and security environment on the continent continues to witness several challenges, the journal is one of the few publications on the African continent dedicated to enhancing the interfaces between theory and practice in peace and security through a commitment to policy-relevant research.

Shedding Light on the Contributions of Traditional Authorities to Peace and Security in West Africa

The Centre in collaboration with the University of Queensland and the support of Australian Aid (AUSAID) conducted a two-year research project from 2013 to 2015 on Understanding and Working with Local Sources of Peace, Security and Justice in West Africa. One of its outputs was published early in 2018; namely - an edited book entitled “Exploring Peace Formation:

Security and Justice in Post-Colonial States”. KAIPTC staff contributed to chapters on hybrid and heterogeneous political orders focusing on Ghana and Liberia. The book contributes to knowledge on West African realities in attempts to build idealist resilient states in the region. The list of 2018 research and publications can be found in Appendix 1.

Strengthening Regional and National Mechanisms for Peace and Security through Technical Support

The Centre provided institutional technical support on different areas in peace and security. The Centre concluded its assistance to the AU in its vulnerability assessment of Ghana, which began in 2017, by providing inputs at the *Validation Workshop on Country Structural Vulnerability and Resilience Assessment* from 13 to 15 March 2018. Additionally, the Centre contributed to the ongoing development of the ECOWAS Standby Force (ESF) Conduct and Discipline Policy Framework for ECOWAS Peace Support Operations at an *Independent Experts Validation Workshop on the Draft ESF Conduct and Discipline Policy Framework for ECOWAS Peace Support Operations* in Nigeria

from 7 to 8 June 2018. A staff member chaired the session on the *Whistle-blower Policy* within the framework. In addition, the Centre supported the peaceful and credible elections in Sierra Leone through election observation by a staff member with ECOWAS. The elections resulted in the swearing in of a new President on 12 May 2018. The Centre is also providing expert knowledge to the draft of a National Security Policy for Ghana through technical support to the National Security Working Group established by the Minister for National Security.

KAIPTC holds Celebratory Symposium to honour the life and legacy of HE Kofi Annan

The year 2018 was a contradiction in terms for any institution created by or simply named after the late UN Security General, Kofi Annan. The Centre commemorated his 80th birthday on 8 April by celebrating his achievements and then mourned his passing on 18 August by reflecting on his legacy as a Ghanaian, a citizen of the ‘international community’ and as a relentless advocate for inclusive security and a human rights-based approach to sustainable peace. KAIPTC joined people from all the world to celebrate the achievements of HE Kofi Annan. A celebratory seminar was held under the theme “Celebrating Kofi Annan: A World Class Statesman”. The event was moderated by Professor Henrietta Mensa-Bonsu, Former Director, Legon Centre for International Affairs and Diplomacy (LECIAD). The Guest Speakers

were: Honourable Shirley Ayorkor Botchway, Minister for Foreign Affairs and Regional Integration; Ambassador Patrick Hayford, Former Director, UN Office of the Special Advisor in Africa; Lieutenant General EA Erskine, First Force Commander, UN Interim Force in Lebanon (UNIFIL); and a Representative of Her Excellency Christine Evans-Klock, UN Resident Coordinator.

Thus, while we tried to set a forward looking agenda to ‘Silence the Guns in Africa by 2020’ and to respond to threats and trends to the security of the West African region and the continent, we inevitably worked on issues that were close to Mr Annan’s heart and to what he came to represent.



A guest signs the Book of Condolence for HE Kofi Annan at the Centre Photo Credit: KAIPTC

As part of measures to promote partner engagement, the Centre holds quarterly Governing Board meetings with its partners; three such meetings were held in 2018 as planned. Discussions at these meetings focused on implementation of activities and

achievements of the Centre’s 2014-2018 strategic objectives as well as the development of the KAIPTC’s 2019-2023 Strategic Plan. These board meetings continue to strengthen the relationship between the Centre and its partners.

KAIPTC strengthens ties with Regional and International Institutions

In recognition of the AU and ECOWAS as key partners in the achievement of the Centre's strategic objectives, several visits and meetings were held in 2018 between the Centre and the regional bodies. Continuous consultations and engagement resulted in fruitful decisions, which

include the holding of round table meetings and a High Level Dialogue and the set-up of a Task Force made up of representatives from the Centre and the AU Commission to operationalize the current Memoranda of Understanding between both institutions.



A delegation from the KAIPTC led by the Commandant, AVM GS Evans, paid a courtesy call on His Excellency Dr Mohamed Ibn Chambas, UN Special Representative of the Secretary-General for West Africa and the Sahel, and Head of UNOWAS in Dakar, Senegal

Aside engagements with AU and ECOWAS, the Kofi Annan-Dag Hammarskjöld (KA-DH) lecture was another important platform to engage with stakeholders on issues related to peacekeeping and peace support operations in Africa. This year's theme was "Preventing Armed Conflicts: Identifying and Mitigating Risks". Mr. Adama Dieng, Special Advisor to the United Nations Secretary-General on Genocide was the Guest Speaker. A High-Level Roundtable meeting held subsequent to the lecture identified the critical elements to strengthen the development and use of joint risk analyses in efforts to mitigate and prevent armed conflicts. It also discussed ways of deepening the inclusion of a broad spectrum of society in prevention efforts.



Guest Speaker, Mr Adama Dieng, at the KA-DH lecture Photo Credit: KAIPTC

Active Stakeholder Engagements bolsters KAIPTC's Institutional Sustainability

Networking and liaison activities were held with the Canadian, Danish, Norwegian, Swedish and Swiss partners with the aim of renewing and sustaining financial and technical support to the Centre to implement the new five-year strategic plan. In like manner and objective, meetings were also held with potential partners such as Australian High Commission, the Embassy of China, the Netherlands Embassy and the Embassy of Spain.

These engagements helped put the implementation of the new Strategic Plan 2019 - 2023, especially with relevant Development partners, into perspective by lending their continuous support to KAIPTC. Some have also yielded further engagements on different initiatives such as a collaboration with DCAF through Global Affairs, Canada, on the Elsie Initiative, an initiative that is aimed at promoting women in peace operations.

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

African Perspectives on Peace and Security Integrated into Discourses on Policy, Practice and Academic Theories

A regular Weekend Master of Arts in Conflict, Peace and Security (WMCPS 1) was introduced in 2018 to grant more opportunities and greater accessibility to post-graduate education and to enhance the sustainability of the Centre's academic programmes. WMCPS 1 opened its doors to 33 Ghanaian students, 11 females and 22 males, to a world of academic debates and hypotheses-testing through work experience and daily realities primarily on the African continent. They will join an alumni community with a broader perspective of what security means on international, African, state and personal levels and how their inaction or

actions can contribute to conflict prevention and sustainable peace.

A joint graduation ceremony was held in December 2018. Ninety eight graduates comprising 34 females and 64 males, of the Master of Arts in Conflict, Peace and Security (MCPS), the Master of Arts in Gender, Peace and Security (MGPS), and the Executive Master of Arts in Conflict, Peace and Security (EMCPS). In terms of nationalities, the graduates comprised of 88 from Ghana, two each from Benin, Nigeria and Sierra Leone, and one each from Côte d'Ivoire, Guinea, Liberia and South Africa.



The Special Guest of Honour, Nana Kobina Nketsia V, Paramount Chief for Essikado Traditional Area (5th from Right); and Mr. Ishmael Yamson, Guest Speaker and Chairman of Ishmael Yamson and Associates (3rd from Right) seated with other dignitaries, faculty and staff of KAIPTC during the joint graduation ceremony Photo Credit: KAIPTC

Furthermore, the campaign for the sustainability of KAIPTC's academic programmes was boosted with the award of a PhD to another staff member, particularly in the face of departures of two internal members of the teaching faculty. In addition, the expertise and range of knowledge of teaching faculty was expanded through a Memorandum of Cooperation with Charles University, Czech Republic, the oldest university in Central Europe. Under this cooperation, both institutions are expected to benefit from exchanges of academic staff, students and of knowledge.

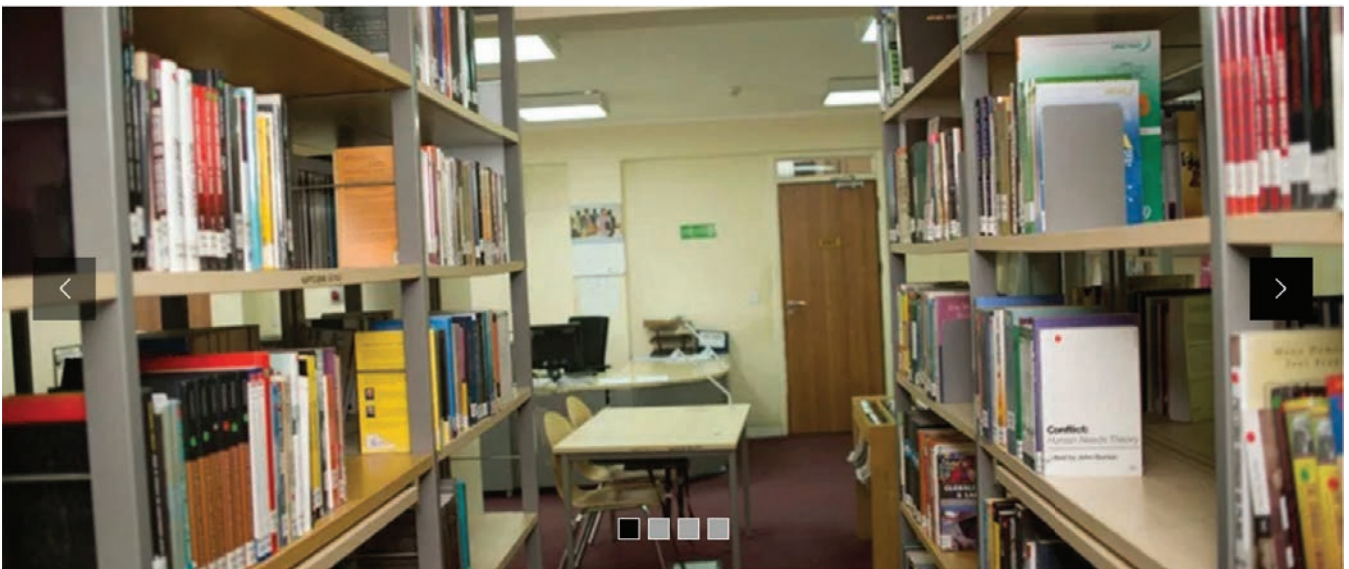
The Centre continued to contribute to other international platforms for academic discourses on peace and security. In the year under review, three staff members participated in the International Studies Association's (ISA) 59th Annual Convention on 'Power of Rules and

Rule of Power' in the United States from 4 to 7 April 2018. The ISA Annual Convention draws in academics and practitioners of diverse backgrounds related to peace and security across the globe. KAIPTC staff presented papers on 'Between Regional Politics and Sovereignty: ECOWAS Intervention in Domestic Politics of Member States' and 'ECOWAS Intervention in The Gambia: A Case of Collective Security or Newfound Power'. Additionally, another staff member presented a paper on 'Collaborating for Peace in Africa under the APSA Process: ECOWAS Peacekeeping Engagements' at The Next Frontier of Peacekeeping conference at Yale University, United States from 27 to 28 April 2018. The conference was to be followed by a meeting on publishing papers presented at the conference in a special issue.

On-site and Off-site Library Services enhanced to support teaching and learning

The availability of resources is the fulcrum of the post-graduate education. To meet the physical and virtual resource needs of students and faculty, the KAIPTC library increased its acquisition of book titles and its subscriptions to electronic and online databases. It also enhanced its reference and virtual service support systems to increase off-Centre access to library resources. Through its partnership

with the US Army War College, patrons have free access to the War College's library. Further, the library established inter-library loan agreements with other libraries including the University of Ghana (UG), University of Cape Coast (UCC), Ghana Armed Forces Command and Staff College (GAF CSC) and the University of Education, Winneba (UEW) among others.



The KAIPTC Library

Photo Credit: KAIPTC

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

The process of delivering the core business of KAIPTC – training, research, academic programmes – are hinged on a vibrant, agile and modern business systems and processes, and the year 2018, saw consistent improvements in this area.

Continuous implementation of Audit processes and recommendations strengthen governance systems

In compliance with national and global standards, KAIPTC implemented and adhered to key auditing processes such as Standard Operating Procedures (SOPs) across the Centre. Functioning as an independent Unit reporting directly to the Commandant, majority of the recommendations of the Internal Audit Unit were implemented. These include the implementation of a cost assessment exercise and the introduction of quarterly expenditure budgets to regulate spending, reduce cash flow pressures, and to ensure operational efficiency and cost control.

Periodic risk analyses were also carried out to flag areas of potential risks for the Centre to enable timely corrective measures to be implemented. Two main risks identified were the financial sustainability of the Centre and competition from similar institutions on the continent. Several actions were taken to mitigate these risks, one being active engagement and meetings with potential and current development partners to solicit financial and technical support for the Centre.

New systems speed up financial and procurement integration

The Centre continued to strengthen its financial management systems in 2018, particularly focusing on the implementation of Cost Centre management policies and a phased execution of a pricing policy. Procurement and accounting processes have been automated with the acquisition of an Enterprise Resource Planning

(ERP) software module at the latter part of the year. This software has integrated all requisition, financial and auditing processes at the Centre, and upon comprehensive implementation in 2019, will reduce irregularities, boost accountability, transparency and financial reporting.

Language Centre established to widen training and academic access to prospective patrons across Africa

The Centre in 2018 established a Language Centre with a two-fold objective – to own and self-manage interpretation service which hitherto had been outsourced for many years as part of prudent cost management exercise, and to provide interpretation for training courses in major languages on the continent to applicants, who previously, could not participate due to language barriers. With

the immediate term vision to increase the staff strength and merge it with the translation service, the Language Centre is a great springboard for KAIPTC to expand access to its training, research and academic programmes, and to harness untapped partnerships and networking opportunities on the continent and beyond.

Results-based Monitoring and Evaluation tools/processes support development of new Strategic Plan

A critical part of the process of developing KAIPTC's new strategic Plan in 2018 was the incorporation of monitoring and evaluation (M&E) methodologies to guide the achievement of expected outcomes of the plan. To this end, a Centre-wide M&E driven approach was implemented for all levels of staff to contribute to the development of the incoming plan and to ensure their understanding and buy-in.

The M&E unit also monitored the implementation of the 2018 work plans and made recommendations in relation to improvements around our key systems, procedures and processes. These will inform the implementation of the 2019 work plan to enhance efficiency.

Forecast of Activities for 2019

As has been the custom at KAIPTC, a Centre-wide 2019 annual work plan which is a consolidation of all departmental work plans has been developed based on the Strategic plan for the next five years. **Activities for 2019 will therefore be implemented in line with the below-stated strategic objectives.** The Vision, Mission, Overall Goal and the six Strategic Objectives of the KAIPTC 2019 - 2023 Strategic Plan are as follows;



Appendix 1: Research and Publications by KAIPTC Staff¹ and External Authors of KAIPTC Publications – 2018

KAIPTC Publications

Conflict Management Brief

Pokoo, J., Lamptey, A. & Aning, K. eds., 2018. *Conflict Management Brief* July-December 2018. Accra: KAIPTC.

- Lamptey, A., 2018. From Keeping the Peace to Protecting Peacekeepers: The Dilemma of Peacekeeping Mission in Volatile Operations. In: J. Pokoo, A. Lamptey & K. Aning eds. *Conflict Management Brief* July-December 2018. Accra: KAIPTC.
- Pokoo, J.M. and Okyere-Osei, F., 2018. Elections and Security in West Africa. In: J. Pokoo, A. Lamptey & K. Aning eds. *Conflict Management Brief* July-December 2018. Accra: KAIPTC.

Pokoo, J., Lamptey, A. & Aning, K. eds., 2018. *Conflict Management Brief* April-June 2018. Accra: KAIPTC.

Journal of African Peace and Security

Articles authored by KAIPTC Staff

- Aubyn, F., 2018. Realities and Pitfalls of Inter-Mission Cooperation in Africa. *Journal of African Peace and Security*, 1 (1), pp. 1-17.
- Danso, K. & Aning, K., 2018. Editorial Introduction to the Maiden Issue of JAPS. *Journal of African Peace and Security*, 1 (1), pp. ii-vii.
- Jaye, T., 2018. Review of *Security in Africa: A Critical Approach to Western Indicators of Theatres* by Claire Metelits. *Journal of African Peace and Security*, 1 (1), pp. 103-106.

Articles authored by External Authors

- Atintande, M., 2018. The Relevance and Practicability of Peace Journalism in Social Conflict Situations. *Journal of African Peace and Security*, 1 (1), pp. 67-86.
- Bangura, I., 2018. Bridging the Gulf: Civil Society and the Quest for Peace and Security in Sierra Leone. *Journal of African Peace and Security*, 1 (1), pp. 36-50.

¹ N.B. Two authors have since left KAIPTC but either began or submitted the papers for publication before leaving the Centre.

- Etyang, O. & Emurugat, C. A., 2018. Restoring Peace in a Fragile State? The Mediation Overtures of the East African Community in Burundi. *Journal of African Peace and Security*, 1 (1), pp. 18-35.
- Michalakea, T., 2018. Truth Commissions and Corporate Accountability in African Transitions. *Journal of African Peace and Security*, 1 (1), pp. 51-66.
- Wabuke, E., 2018. Female Militancy in Terrorist Groups and the African Union Counter-Terrorism Response. *Journal of African Peace and Security*, 1 (1), pp. 87-102.

Policy Briefs

Yekple, M., 2018. From Battlefields to Civilian Spaces: Prospects for using Drones in Ghana's Security Sector, *KAIPTC Policy Brief* July 2018/1.

Antwi, A., 2018. Penal Policy and Convict Management in Ghana: Rehabilitation and Reintegration in Nsawam Medium Security Prison *KAIPTC Policy Brief* August 2018/2.

Schaeffer, J.E., 2018. From Coups to Cooperation: The Ghana Armed Forces' Transition to Military Professionalism *KAIPTC Policy Brief* September 2018/3.

Lampsey, A., Allotey-Pappoe, S. & Abdallah, M., 2018. Liberia Post UNMIL: A Test for Security Consolidation, *KAIPTC Policy Brief* November 2018/4.

Aubyn, F.K., 2018. Towards a Sustainable Antidote to Political Vigilantism in Ghanaian Politics, *KAIPTC Policy Brief* December 2018/5.

External Publications

Book and Book Chapters

- Aning, K. ed., 2018. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge (with Brown, M. A., Boege, V. & Hunt, C. eds.)

Chapters authored or co-authored by KAIPTC staff:

- Aning, K., Annan, N. & Edu-Afful, F., 2018. Hybridity and Expressions of Power, Legitimacy, Justice and Security Provision in Ghana . In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge, pp. 121-139.
- Aning, K. & Aubyn, F., 2018. Challenging Conventional Understandings of Statehood: West African Realities . In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London : Routledge, pp. 24-38.

- Annan, N., 2018. Gender and Hybridity: Exploring the Contributions of Women in Hybrid Political Orders in West Africa. In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge, pp. 100-117.
- Brown, M. A. & Aning, K., 2018. Introduction: Seeking Peace in West Africa and Oceania - New Directions. In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge, pp. 3-23.
- Brown, M. A. & Aning, K., 2018. Peace Formation in Heterogeneous States: Concluding Thoughts. In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge, pp. 226-236.
- Jaye, T., 2018. Understanding and Explaining Hybridity in Liberia. In: K. Aning, M. A. Brown, V. Boege & C. T. Hunt, eds. *Exploring Peace Formation: Security and Justice in Post-Colonial States*. London: Routledge, pp. 140-157.

Journal Articles

- Edu-Afful, F., 2018. 'Deconstructing Ebola in West Africa: Options for Future Response'. Review of *Understanding West Africa's Ebola Epidemic: Towards a Political Economy* edited by Ibrahim Abdullah and Ismail Rashid and *Ebola: How a People's Science Helped End an Epidemic* by Paul Richards. *Journal of Intervention and Statebuilding*, pp. 1-7.
- Kotia, E. W. & Abdallah, M., December 2017. The Unwinding of UN Peace Operations in Africa: Implications for Regional Peace and Stability. *International Journal of Law, Humanities and Social Science*, II (2), pp. 51-66.

Magazine Article

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Working Paper

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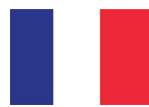
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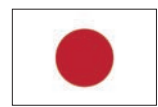
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