



**KAIPTC**  
...where peace begins



## ANNUAL REPORT

2



19



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## LIST OF ABBREVIATIONS

<b>AGA</b>	African Governance Architecture
<b>AGPSA</b>	African Gender, Peace and Security Architecture
<b>APSA</b>	African Peace and Security Architecture
<b>APSTA</b>	African Peace Support Trainers Association
<b>ARPSO</b>	African Review of Peace Support Operations
<b>A4P</b>	Action for Peacekeeping
<b>ARAP</b>	Accountability Rule of Law and Anticorruption Program
<b>AUC</b>	African Union Commission
<b>AU</b>	African Union
<b>AU DDR</b>	African Union Disarmament, Demobilization and Reintegration
<b>AU PSC</b>	African Union Peace and Security Council
<b>BDU</b>	Business Development Unit
<b>CSOs</b>	Civil Society Organisations
<b>CRF</b>	Continental Results Framework
<b>DCAF</b>	Geneva Centre for Security Governance
<b>DPU</b>	Design and Production Unit
<b>ECOWAS</b>	The Economic Community of West African States
<b>EMCPS</b>	Executive Master of Arts in Conflict, Peace and Security
<b>EU</b>	European Union
<b>FAAR</b>	Faculty of Academic Affairs and Research
<b>GAF</b>	Ghana Armed Forces
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GCSP</b>	Geneva Centre for Security Policy
<b>GIZ</b>	German Development Agency
<b>GPS</b>	Ghana Police Service
<b>GoG</b>	Gulf of Guinea
<b>HEAT</b>	Hostile Environment Awareness Training Course
<b>IAPTC</b>	International Association of Peacekeeping Training Centres
<b>IAWL-PS</b>	Inspiring African Women Leadership in Peace and Security
<b>ICT</b>	Information Communication Technology
<b>IPI</b>	International Peace Institute
<b>ISA</b>	International Studies Association
<b>IWD</b>	International Women's Day
<b>I4P</b>	Infrastructure for Peace
<b>KAIPTC</b>	Kofi Annan International Peacekeeping Training Centre
<b>LDD</b>	Learning, Design and Development
<b>LMS</b>	Learning Management System
<b>MCPS</b>	Master of Arts in Conflict, Peace and Security
<b>MGPS</b>	Master of Arts in Gender, Peace and Security
<b>M&amp;E</b>	Monitoring and Evaluation
<b>PICM</b>	PhD in International Conflict Management
<b>NGOs</b>	Non-Governmental Organizations
<b>POTI</b>	Peace Operations Training Institute
<b>RECs</b>	Regional Economic Communities
<b>ROs</b>	Regional Organizations
<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>SOPs</b>	Standard Operating Procedures
<b>TCCs/PCCs</b>	Troop/Police Contributing Countries
<b>TCE</b>	Training Centre of Excellence
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNOWAS</b>	United Nations Office for West Africa and the Sahel
<b>UNSSC</b>	United Nations System Staff College
<b>UNSC</b>	UN Security Council
<b>UNSCR</b>	United Nations Security Council Resolution
<b>WANEP</b>	West Africa Network for Peace building
<b>WGDD</b>	Women, Gender and Development Directorate
<b>WIPNET</b>	Women in Peacebuilding Network
<b>WMCPs</b>	Weekend Master of Arts in Conflict, Peace and Security
<b>WPSI</b>	Women, Peace and Security Institute
<b>WPS</b>	Women, Peace and Security



**Honorable Dominic Nitiwul (MP)**

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

intricacies and nuanced nature of peace and security issues in Africa, and the complex solutions needed to mitigate them. Additionally, the Centre provided technical advice and support to inform and influence practice and policy on different areas in peace and security.

The issue of maritime security and threats is one of major concern, and continues to remain a key priority to all actors and stakeholders. It is therefore a source of relief and delight that the Centre is partnering with the Government of Denmark to undertake a three-year project aimed focused on promoting a safer and sanitized maritime domain in the Gulf of Guinea. I understand that a data gathering exercise has been completed in seven countries, namely Angola, Benin, Cameroun, Cote d'Ivoire, Ghana, Gabon and Nigeria. Additionally, consultations and engagements have been held in Congo Brazzaville and at the Centre with relevant parties, to discuss the implementation of the Yaounde code of conduct by signatory countries, among others.

It is my highest hope and expectations that the goals of the project would be achieved to bring an optimistic story to the discourses around maritime security in the Gulf of Guinea.

In the year under review, the Centre also avidly begun preparations to review and update its Standard Operating Procedures (SOPs). This process is crucial to promote "an efficient, effective and responsive governance and management system in the Centre" as stipulated in Strategic Objective five (5). Beyond streamlining and codifying processes of work at the Centre, the SOPs are a key criteria to achieving financial sustainability. With the laudable preparatory work done in 2019, I look forward to a completion of this process in the coming year.

One intervention in 2019 I am particularly proud of, is the introduction of the scholarship support for women working in the peace and security sector. The scheme aims at increasing the number of targeted training opportunities available to females to help build their capacity to occupy key positions, with the ultimate aim to support efforts to close the parity gap at the executive level in the security sector. With

It is a delight for me as Chairperson of the KAIPTC Governing Board to superintend, and to be part of the new strategic phase of the Centre. The Strategic Plan 2019 to 2023 has set the Centre on a fresh path with six strategic priorities that will drive its journey for the next five years. The new vision - "to become the leading and preferred international Centre for training, education, research that are focused on ensuring a peaceful and secure Africa" harmonizes with the ultimate goals of continental and global actors to build and promote peace, prevent conflicts, and to overall promote human security and development in Africa.

In pursuit of the vision, the Centre, prior to the official roll-out of the new plan in January 2019, took bold steps to educate and re-orient staff on the need for attitudinal and behavioural shifts to embrace the Centre's new and demand-driven approach towards achieving its objectives.

For me, this is the crux of the fruitful implementation of the new plan, and the Centre commendably interwove periodic engagements with all levels of staff to bring all aboard and aligned with the new plan.

Several key activities and interventions were undertaken throughout the year in the respective focal areas of the Strategic objectives.

The Centre deployed its expertise, knowledge and shared insightful research perspectives in various fora such as local and international conferences, policy dialogues and workshops. Through their participation, they contributed to illuminating the

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

support for the German Government through GIZ, the first programme - The Inspiring African Women Leaders in Peace and Security Programme - was rolled out under the scheme in November 2019, with mid-level career women from the police, military, government departments and grassroots civil society organizations from 11 African countries in attendance.

This is a wonderful initiative, and it is evident of the Centre's commitment to actively support the implementation of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) and the United Nations Security Council Resolution (UNSCR) 1325 and follow up resolutions on women, peace and security in the context of Africa.

With the first year of the five year already over, it is critical for the Centre to undertake process evaluation to measure the results of its activities as the strategic plan unfolds. From the middle to the latter part of the year, some baseline assessments were undertaken in Ghana, Nigeria, Mali, Burkina Faso, Senegal, with plans to extend it to other countries. This mechanism is important to track the implementation of activities in adherence to the Strategic Plan.

I would also like to commend the Centre for putting Ghana and the Centre in the limelight at the United Nations when it partnered the Permanent Missions of Ghana, the United Kingdom and Norway, the International Peace Institute (IPI) and Wilton Park for a conference dubbed: "Peacekeeping in Africa: Fostering Partnerships and Synergies". This boosted the visibility of the Centre on the global stage and showcased KAIPTC's pedigree in research and policy engagement.

Indeed, the first year of the implementation of the Strategic plan was impressive. I urge the Centre to double its efforts to speed up implementation in any areas experiencing delays.

The successes so far achieved is due, partly, to the great support from the members of the Governing Board. Their genuine interest in the viability and longevity of the Centre, backed by the financial

and technical support, strategic advice and developmental feedback has steered the Centre on a progressive path. I want to express my deepest gratitude to all members, and solicit continuous support to and advocacy for the Centre.

I would like to commend the immediate past Commandant, Air Vice Marshal Griffiths Evans, for leaving an indelible mark under his leadership, and to praise the current Commandant, Major General Francis Ofori, for taking over the reins with such enthusiasm and exceptionalism. The Staff of the Centre are its life-blood, and they have demonstrated such open-mindedness and agility in embracing the new psyche in the delivery of their work. I am grateful for their hard work and commitment, and can only urge them to be a better version of themselves in the incoming year.

As we enter an election year for many countries in Africa including Ghana, the work of the Centre in contributing to a peaceful election is very critical. Through training, policy dialogues, research publications, stakeholder engagements and collaboration, and discourses on these elections, the Centre must proactively work with key stakeholders to contribute to a hitch-free electoral process across the Continent.

I look forward to another progressive year as we all make great strides in the second year of the Strategic Plan.

Thank you.



**Honorable Dominic Nitiwul (MP)**

Minister for Defence and Chairman  
of the Governing Board of KAIPTC



**Francis Ofori**  
Major General

I officially took over command of the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in September 2019, right after the inaugural edition of the Kofi Annan Peace and Security (KAPS) Forum.

I was indeed most privileged to join the Centre on the occasion of this regionally reputable event, which was held to memorialize the excellent achievements of the late United Nations (UN) Secretary General, H.E. Kofi Annan. Over 150 high-level delegates including seven (7) former African Heads of State, diplomats and experts from diplomatic missions, governmental and intergovernmental organizations, including the African Union (AU) and its Regional Economic Communities, the United Nations (UN) and the European Union (EU) attended the forum.

The forum was also attended by the wife of the late HE Kofi Annan, Her Excellency Mrs. Nane Annan, development partners, representatives from policy and research think tanks and security chiefs, to discuss evolving trends and the threats of violent extremism to peace and security in Africa.

Two months after the Forum, the Centre held another trail-blazing event, this time on a global scale at the United Nations Headquarters in New York. In collaboration with the Permanent Missions of Ghana, the United Kingdom and Norway, the International Peace Institute (IPI) and Wilton Park, the Centre held a one-day conference on the theme; "Peacekeeping in Africa: Fostering Partnerships and Synergies". The conference assembled high ranking officials from

## Message from the Commandant of KAIPTC

the United Nations (UN), the African Union (AU), the Regional Economic Communities (RECs), including the UN Under-Secretary General for Peacekeeping, H.E Jean-Pierre Lacroix, and HE Bintou Keita, UN Assistant Secretary General, to discuss the implementation of the Action for Peacekeeping (A4P) initiative.

Undoubtedly, these two events brought continental and global attention to the Centre and consolidated KAIPTC's international reputation as a Centre of Excellence for the delivery of training, innovative research, and policy dialogues.

I would like to acknowledge the invaluable achievements of my predecessor, Air Vice Marshal Griffiths Evans (Rtd), for his visionary leadership that propelled the Centre to great heights during his tenure.

The Centre, from January 2019, started implementing its new Strategic Plan which also stipulates a new business model for its successful implementation. Unlike the previous strategic period when the Centre's training courses and related programmes were purely supply-driven, for the next five years and beyond, the demand-driven approach is the new *modus operandi*. To actualize this, the Centre by mid-year undertook missions to the African Union and the ECOWAS to find out their capacity needs in the areas of training, research, policy reviews and development, advisory support services, and women, peace and security to enable the Centre support their structures and systems to function more effectively. This was a very successful exercise, and the Centre will be working collaboratively with them to design the relevant interventions to the identified needs in the coming year and beyond.

To enable all staff to work seamlessly to achieve the Strategic plan, a leadership development training was organized to emphasize the importance of renewed attitudes, and to equip them with the requisite knowledge and skills required. We plan to sustain such frequent engagements and capacity building initiatives on the strategic plan to stay aligned in the same corporate direction.



## Message from the Commandant of KAIPTC

On this note, I would like to acknowledge the tireless efforts of all staff at the Centre, in spite of the challenges. I am deeply grateful for their dedication to work and urge each one to stay committed to the vision of the Centre.

One major enabler for the achievement of the Strategic plan and for the survival of the Centre is funding. This is why the second strategic objective for the next five years is to increase the financial sustainability of the Centre. We realize that for us to achieve this objective, our financial governance and management systems needed to be strengthened. Expeditiously, an overall assessment was done by PwC Ghana. They have completed the assignment and have duly submitted a report. Management will apprise itself with the findings and recommendations therein, and see to their implementation to strengthen our processes to deepen accountability, transparency and to meet international standards and best practices. In tandem, the internal audit unit also updated its audit register which comprehensively covers the key risks we face as a Centre, and what we need to do to either reduce them to the barest minimum, or eliminate them completely.

In relation to funding, I would like to highlight the financial crunch at the beginning of January, when our core funding ended in December 2018. During this austere season, the Centre took key steps to engage with its key partners. I am delighted to report that the engagements yielded some results, and Denmark, Norway and Sweden have resumed their financial support to the Centre. I would like to express my deepest gratitude to them for their wonderful gesture. In like manner, I want to also acknowledge the great support of our Goodwill Ambassadors for their direct involvement in facilitating funding for us, and their continuous advocacy on our behalf.

Due to funding constraints, there was a dip in the total numbers of personnel trained for the three thematic areas i.e. Conflict Management, Peace Support Operations and Peace and Security Studies. We delivered 68 training courses compared to 78 conducted in 2018. Consequently, total number of participants trained decreased from 3,283 in 2018,

to 2,392 in 2019, representing a 27.1% percentage difference. In 2020, we hope to resume the incremental rise in the number of training participants we record every year.

On a brighter note, and in spite of the afore-noted challenge, the Centre increased the number of its training courses with three new additions, namely the Human Trafficking Course, the Hostile Environment Awareness Training Course and the Comprehensive Medical Support in Complex Emergencies Course. These new additions were developed to meet identified needs and to fill knowledge and skills gaps on how to operate productively in difficult environments. Collectively, the courses seek to enhance the knowledge of participants about hostile mission environments and how to work with all stakeholders in such environments. Additionally, the Centre continued to record positive evaluations of its training courses. Over 90% of participants expressed satisfaction with the content of the courses and confirmed the relevance of the courses to their current jobs.

For us as a Centre, the reality of dwindling funding brings into focus the urgent need for us to explore additional sources of revenue generation. In the past, the Centre took some initial steps to establish a Business Development Unit, which will focus attention on harnessing resources for the Centre. In 2019, the Centre completed the preparatory activities, and with the help of a consultant, the operational framework for the effective functioning of the Unit is now in place. The Unit will be fully operational in 2020.

In the year under review, the Centre continued to disseminate African thinking on peace, security and conflict issues through its publications, through its contributions and participation in local, national and international fora, and through technical advice and support to several actors in peace and security.

Additionally, our Women, Peace and Security Institute undertook a number of key activities, comprising, but not limited to providing support to the Office of the Special Envoy on Women Peace and Security and the Women, Gender and Development Directorate (WGDD), both located at the AU; they also provided

## Message from the Commandant of KAIPTC

technical assistance and research for the Elsie Initiative<sup>1</sup>.

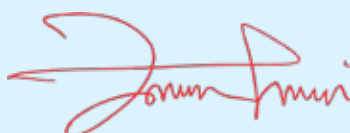
Looking ahead, the Centre would work to expand and deepen its collaboration with regional and international civil society organizations, think tanks, the private sector and other non-state actors to jointly implement interventions related to peace and security.

When I assumed office, the members of the Governing Board, the Executive Management and Staff of the Centre warmly received me into the Centre. I would like to express my heartfelt gratitude for the kind reception and co-operation. On behalf of the

Executive Management Committee, I would like to thank the members of the Governing Board for their technical and financial support to the Centre, as we count on same to continue steadily to achieve the strategic plan.

I look ahead to a fruitful year replete with several milestones to propel our vision *“to be the leading and preferred international Centre for training, education and research in African peace and security”*.

Thank you.



**Francis Ofori**

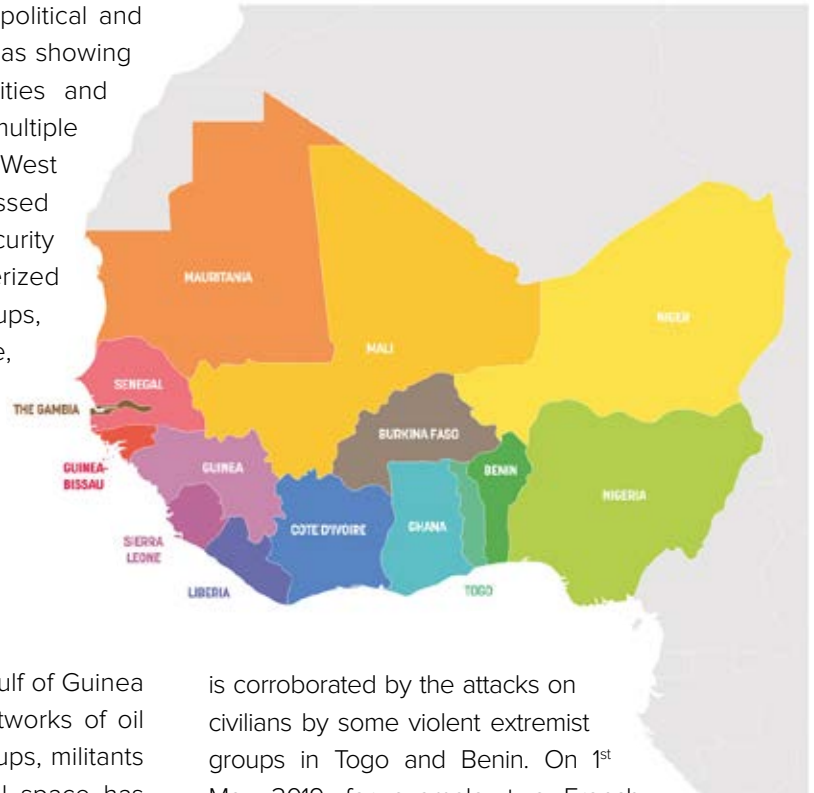
Major General  
Commandant

<sup>1</sup> In 2017, the UN Peacekeeping Defence Ministerial in Vancouver, Canada launched the Elsie Initiative for Women in Peace Operations. The initiative represents a global effort to increase women's meaningful participation in peace operations.

## General Outlook on Peace and Security Issues in West Africa in 2019

### Introduction

Currently, West Africa and its general political and security situation can be characterized as showing a combination of promise, opportunities and challenges. In 2019, there were multiple contradictory developments in parts of West Africa. While the region has witnessed a decline in political crises, its security circumstances continue to be characterized by the activities of violent extremist groups, piracy, transnational organized crime, intercommunal conflicts between sedentary farmers and herders, electoral violence, among many others.



### Piracy and maritime security (Gulf of Guinea)

Due to the economic potential of the Gulf of Guinea and the existence of sophisticated networks of oil syndicates, corrupt officials, armed groups, militants and narco-traffickers, the geographical space has become a hotspot for maritime insecurity in Africa. Insecurity in the Gulf of Guinea is characterised by armed robbery, piracy, unreported and unregulated fishing, narco-trafficking, oil bunkering and transport of counterfeit materials – drugs, firearms, pharmaceuticals and trafficking of persons. According to the International Maritime Bureau, the Gulf of Guinea accounted for about 90 percent of global kidnappings reported at sea, with some 121 crew members kidnapped on ships attacked in the region in 2019. More so, in 2019, the region also accounted for 64 incidents including four vessel hijackings and attacks on 10 vessels (International Maritime Bureau, 2020).

is corroborated by the attacks on civilians by some violent extremist groups in Togo and Benin. On 1<sup>st</sup> May 2019, for example, two French tourists and their guide were abducted in Benin's Pendjari National Park. Meanwhile statistics from the African Centre for the Study and Research on Terrorism reveals that there has been an increase in the number of attacks by violent extremist groups in 2019. Some of the countries most affected by the activities of violent extremist groups in 2019 are Burkina Faso, Nigeria, Cameroon, Mali, Chad, and Mauritania. Some violent extremist groups have also hijacked the intercommunal conflicts between sedentary farmers and nomadic pastoralists. This has increased ethnic tensions among some communities in parts of West Africa. Also, there are reports of the use of ethnic-based armed groups by States and their international partners to counter attacks from militant Islamist groups. On Saturday 23<sup>rd</sup> March 2019, for example, armed men dressed as traditional Dozo hunters attacked the villages of Ogossagou and Welingara in Central Mali and killed at least 160 inhabitants while injuring over 55 others (ACSRT/CAERT, 2019).

### Violent extremism / Conflict between Sedentary farmers and Nomadic pastoralists

Violent extremist groups which were hitherto confined to Mali, Niger, Burkina Faso, Mauritania and Chad appear to have infiltrated some West African coastal states – Benin, Ghana and Togo. This

## Political Crises

In 2019, elections were held in six (6) West Africa countries – Nigeria, Benin, Guinea Bissau, Mauritania, Cameroon and Senegal. Some incidences of election related violence were recorded during some of the elections. The generally peaceful nature of the elections held in some of these countries shows that election-related crises are on the decline in West Africa. The country to watch is Gambia where President Adama Barrow's three-year transitional period expired in 2019. There have been series of protest against the possibility of President Barrow extending his rule to the constitutional mandated five-year period.

In contributing to address the security challenges afore-noted, KAIPTC has partnered with the Danish Embassy on a three-year maritime security project to enhance regional research, capacity building and convening of Stakeholders towards a safer maritime domain in the Gulf of Guinea.

The increasing radicalization of the youth towards violent extremism and terrorism is becoming a major security threat that threatens the continental peace and stability. Against this backdrop, the Centre is undertaking a research on youth and radicalization in Africa as part of the Swedish International Development Cooperation Agency (SIDA) project on "Enhancing the Operationalization of the Women, Peace and Security Agenda in Africa" to enhance the knowledge of policy actors and practitioners on strategies aimed at preventing youth radicalization in respect of violent extremism. The research will be conducted in six (6) different countries namely, Mali,

Burkina Faso, Senegal, Côte D'Ivoire, Nigeria and Kenya. The primary goal of the research is to examine the drivers of youth radicalization and generate policy recommendations aimed at mitigating the drivers of radicalization.

As Ghana approaches another electoral cycle in 2020, a sequel to the first and second editions of the KAIPTC Elections Book is deemed necessary. The next edition will adopt a three-prong approach. First, it seeks a detailed analysis on the current security threats in Ghana in view of the upcoming elections in 2020. It will also examines the mechanisms that hold the country together irrespective of the identified threats. Thirdly, it forecasts into the future of Ghana's democratic journey and conditions for sustaining the relative stability. The editors believe that the provision of realistic, comprehensive, and dispassionate answers to these questions can contribute greatly to the generation of new insights and approaches needed to forestall violence in the upcoming national elections in 2020 and beyond, as well as to promote peace, security, and democratic stability in Ghana. As well, through the delivery of courses on election management and observation, the Centre, in 2019, continued to contribute to increased quality of election observation missions in West Africa and Africa as a whole.

The election book is KAIPTC's contribution to knowledge generation and knowledge sharing and provides a platform for stakeholders to discuss and share the Ghana experience while drawing on best practices.

# The story of KAIPTC

1998



**KAIPTC**  
...where peace begins



Ghana, at the time and even now, is globally acclaimed for its exceptional competence in peacekeeping and Peace Support Operations around the world.

The story of KAIPTC began in 1998 when the Ministry of Defence published a directive to set up the Centre.

**TCE**

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.



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.



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.

2014

Strategic phase 2014 -2018.

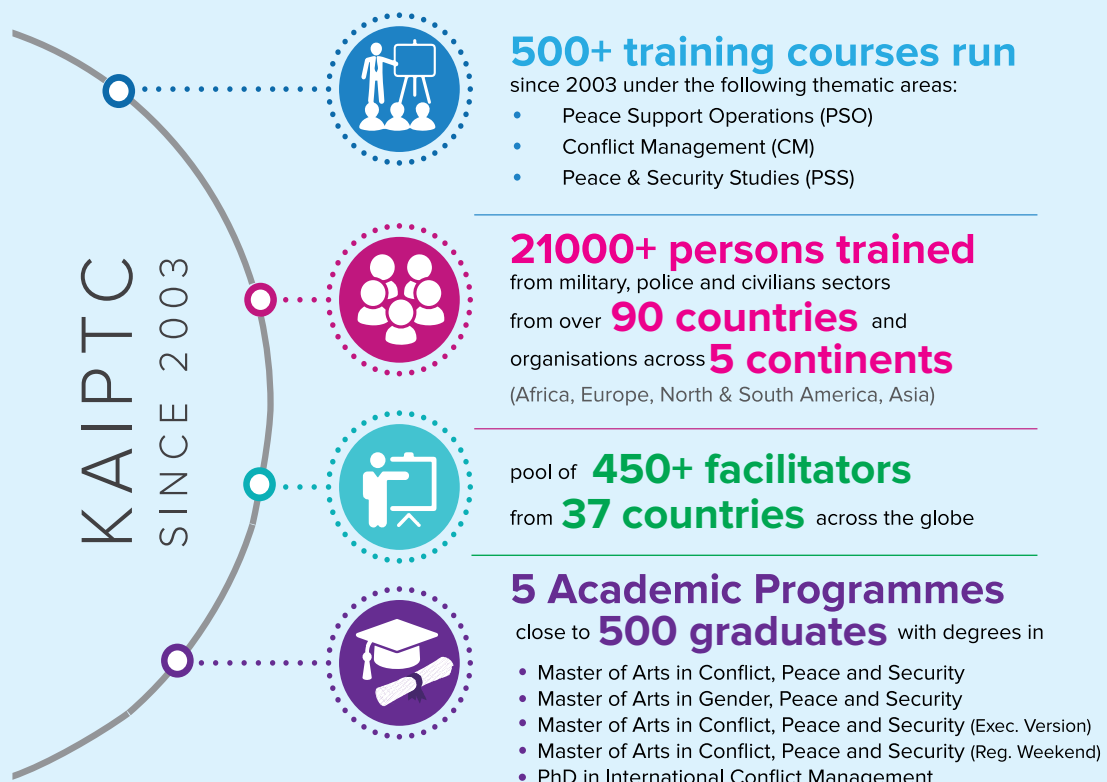
2011

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

2019

New five (5) year strategic phase rolls out.





## 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.



### Overview

The Centre entered a new dawn and era in January 2019 when it began the implementation of its Strategic Plan for 2019 to 2023.

With a revised vision and six (6) Strategic Objectives highlighting the Centre's clear focus for the next five years, this new chapter marks a watershed in the operations and corporate psyche of the Centre. It also marks a radical shift from a supply-driven way of doing business, to a needs-based business approach.

To put it simply, the old way of doing business, which was to deliver pre-packaged training courses and programmes, was no longer viable. Under the supply-driven approach, development partners either selected existing courses to sponsor, or proposed new courses to be developed and delivered, with funding support.

Secondly, using research to identify the capacity gaps of key actors in peace and security, a collaboration between the research and training teams resulted in the development of a course, which was subsequently piloted. The course then undergoes a Learning, Design and Development (LDD) process and matures to become a fully developed course

to attract the attention and funding of interested donors.

This approach, with all its merits, reflectively was not sustainable in the long term due to the rising competition from other training institutions who offered similar products, and the increased call for needs-based interventions by key actors.

With the adoption of the demand-driven approach, the Centre will now focus its attention and efforts on engaging with its primary stakeholders – ECOWAS, AU, member states and other stakeholders – to understand their needs, interests and gaps, and work with them to develop the required interventions to meet their specific needs.

It must be added that the supply-driven approach will not be totally discarded, but overtaken by the demand-driven approach as the primary approach to doing business under this strategic phase to guarantee the institutional and financial sustainability of the Centre.

Thus for the next five years and beyond, the needs-based approach will underpin the implementation of the Strategic Objectives/priorities of the Centre.

## KEY RESULTS

### ***Joint partnerships to promote safer maritime security in Africa:***

In collaboration with the Government of Denmark, a three-year project is ongoing to implement a number of activities that aims at promoting a safer maritime security domain in the Gulf of Guinea (GoG). Among others, the activities will comprise research-based knowledge products and institutionalization of a platform for regular dialogue among international actors.

### ***Increased engagement and support to AU and ECOWAS:***

The Centre undertook a capacity needs assessment at the Economic Community of West African States (ECOWAS) and the African Union (AU) to enable the development of tailor-made training programmes, research and other initiatives to address the specific needs of the two institutions and to enable their structures and systems to function more effectively.

### ***Maiden edition of KAPS forum assembles peace and security experts, Ex African Presidents/Heads of State to discuss ways of tackling Violent Extremism:***

The maiden edition of the Kofi Annan Peace and Security (KAPS) Forum brought together experts and practitioners to discuss evolving trends and threats to peace and security in Africa. It was also held to honor and immortalize the memory and sterling achievements of the late UN Secretary General, H.E. Kofi Annan.

### ***Additions to KAIPTC's training courses:***

Three new courses - the Human Trafficking course, the Hostile Environment Awareness Training (HEAT) course and the Comprehensive Medical Support in Complex Emergencies course were successfully developed and piloted to respond to identified capacity needs in Peace Support Operations.

### ***Increased pool of practitioners on African peace and security:***

A total of 124 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, adding to an ever increasing pool of African academics and practitioners on peace and security. Additionally, the first set of PhD candidates successfully completed an oral examination overseen by a pool of international academics and experts.

### ***Increased discourses on Responsibility to Protect, Political Vigilantism and Violent Extremism:***

Engagements on local, national and international platforms enriched discourses on Responsibility to Protect, Political Vigilantism and Violent Extremism and reinforced the Centre's reputation as a hub for knowledge and expertise in peace and security in Africa.

### ***Research publications enriches discourses on peace, security and conflict:***

Through the publication of the African Review of Peace Support Operations (ARPSO) journal and research papers, policy briefs, journal articles, the Centre shared deep insights, and enriched discourses on peace, security and conflict.

### ***Key contributions to global call for “Action for Peacekeeping (A4P)” initiative:***

The Centre, in collaboration with the Permanent Missions of Ghana, the United Kingdom and Norway, the International Peace Institute (IPI) and Wilton Park, held a half-day conference at the United Nations Headquarters, New York on the theme “Peacekeeping in Africa: Fostering Partnerships and Synergies”. It was attended by high-level government officials from the UN and key stakeholders from AU Member States, the African Union, African Regional Economic Communities (RECs), think tanks, as well as international partners. Stakeholders made key policy suggestions on ways to sustain longer-term peace and stability and shared commitment to challenges confronting peacekeeping, especially on the African continent.

### ***Continuous rise in positive evaluation of training courses:***

As has been the pattern over the years, the Centre recorded a continuous positive rise in the evaluations by course participants. Ninety-three percent (93%) of participants asserted that the courses were relevant to their current jobs, while 91% were satisfied with the course content.

### ***Increased access for women through institution of scholarship scheme:***

The Centre, through its Women, Peace and Security Institute (WPSI), and with financial support from the German Government through the German Agency for International Co-operation (GIZ), established a support scheme with the aim of increasing female participations on its courses and to promote Gender Equality and Women’s Empowerment (GEWE). With this support scheme in place, eligible women from all over Africa benefitted from great learning and training opportunities. They also honed their skills and expanded their networks with other gender and security practitioners to drive the continental and global agenda on Women Peace and Security.

### ***Maiden edition of ‘Inspiring African Women Leadership in Peace and Security’ enhances leadership capacity of selected African women:***

Under the Women Support Scheme, a course named “Inspiring African Women Leadership in Peace and Security (IAWL-PS)” was developed. The maiden course brought together 16 middle-level women from the police, military, governmental agencies and grassroots civil society organizations from 11 African countries namely; Cameroon, The Gambia, Ghana, Kenya, Liberia, Malawi, Mali, Nigeria, Uganda, Zambia and Zimbabwe. The course built the capacities of African Women to fully participate and contribute in all spheres to ensure sustainable peace and security in Africa and beyond.

### ***Capacities of Women built in Conflict Analysis and Prevention in West Africa and the Sahel:***

WPSI, in partnership with the United Nations Office of West Africa and the Sahel (UNOWAS), United Nations System Staff College (UNSSC), ECOWAS and the West Africa Network for Peace building (WANEP) delivered a five-day training in Conflict Analysis and Conflict Prevention in West Africa and the Sahel. The course empowered and built the capacity of women leaders to enhance their skills in conflict analysis and prevention, thereby reinforcing their impact as peacebuilders in support of conflict prevention in West Africa and the Sahel region.

### ***Significant contributions to the Elsie initiative for women in Peace Support Operations:***

WPSI led the barrier assessment research on women's participation in peacekeeping operations. In all, a total of 380 personnel sampled from seven (7) garrisons of the Ghana Armed Forces (GAF) (Tamale, Sunyani, Kumasi, Takoradi, Ho, Accra and Tema) responded to a structured questionnaire. Additionally, high ranking personnel of GAF were also interviewed. It is expected that findings from the research will support GAF in identifying best practices and existing challenges, to enable the institution to create policies to promote female participation in Peace Support Operations. The Elsie initiative is a global effort to integrate gender perspectives and to increase women's full participation in Peace Support Operations to ensure a sustainable peace and security on the continent.



### ***Support to global campaigns increases awareness on Gender-Based Violence against women and girls:***

WPSI, together with selected partners, commemorated the 2019 International Women's Day (IWD) with a durbar to sensitize selected Senior and Junior High School students on gender-based violence and sexual harassment. Additionally, WPSI embarked on an advocacy campaign dubbed "16 days of Activism against Gender-Violence" to draw attention to the prevalence of rape and gender-based violence in communities and workplaces. These activities were in support of the global campaigns and advocacy to end all forms of violence against women by 2030.



### ***Continuous support to Office of the Special Envoy on Women Peace and Security at the AU:***

WPSI supported the Office of the Special Envoy on Women Peace and Security by providing technical support for the development and the validation of the comprehensive Continental Results Framework (CRF) that will ensure effective harmonization of reports on WPS agenda. This support started in 2018 and continued in 2019. The framework is a tool for monitoring and reporting on national and regional progress in implementing action plans on the Women Peace and Security Agenda.



### ***Continuous updates of KAIPTC risk register strengthens audit systems and boosts risk management processes:***

Regular updates of KAIPTC's risk register facilitated effective monitoring and reduction of risks associated with the Centre's operations. The register captures key risks facing the Centre and their respective mitigating measures to ensure they are reduced to a minimum, or eliminated completely.

## KAIPTC Achievements aligned to Strategic Objectives

### Strategic Objective 1:

#### **To enhance the capacity of ECOWAS, AU, and their relevant structures to perform their mandates in ensuring peace and security in Africa**

Under the new strategic phase, the Centre's foremost focus to develop and deliver internationally recognized and professional training courses to build the capacity of civilians, police and military personnel remained unchanged. The Centre therefore continued to employ diverse approaches through multidimensional training courses, research and policy engagements to;

- Equip personnel with selected skills and competencies required to meet Africa's present and future complex peace and security challenges and
- To support the fulfilment of the regional and continental mechanisms and frameworks such as the African Peace and Security

Architecture (APSA), the African Gender, Peace and Security Architecture (AGPSA), and the African Governance Architecture (AGA), among others.

The new plan came with a new business approach and shift in the operation modus operandi; the new way of work is to consult and engage with actors like ECOWAS, AU, member states, new and prospective partners and clients to cooperatively identify the areas of need in their institutions and work with them to design the appropriate interventions to meet those needs.

To this end, the progress made towards achieving the targets set for 2019 under this strategic objective are highlighted as follows;



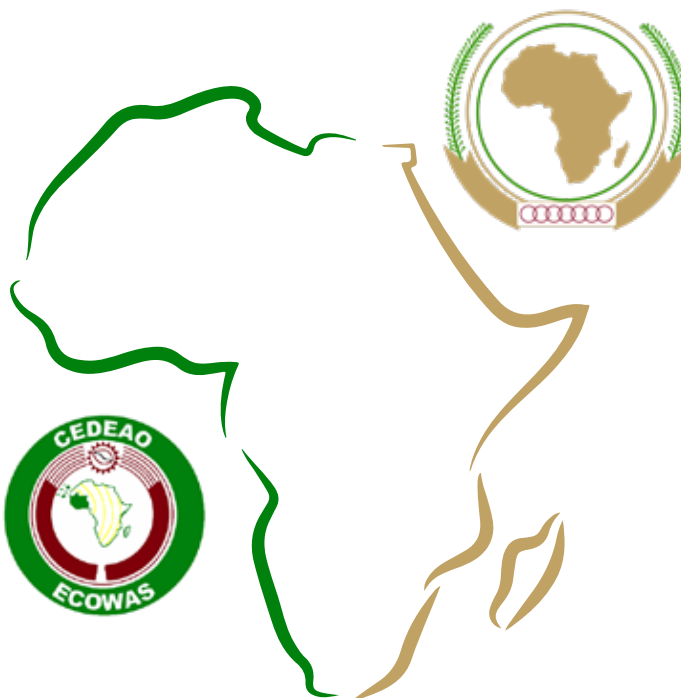
Photo credit: venturesafrica.com

## KAIPTC engages the African Union and ECOWAS on their Capacity Needs

On the heels of the roll-out of the Strategic Plan in January 2019, a delegation comprising representations from key departments at the Centre undertook a capacity needs assessment exercise at the ECOWAS and the AU. This was to enable the development of tailor-made training programmes, research and other initiatives to address the specific needs of the two institutions. The team engaged with several departments and units within both bodies. Various areas of need were identified in training, research, capacity enhancement and women, peace and security issues.

A model of engagement between KAIPTC and the two institutions was identified for carrying out future actions and opportunities. To this end, ECOWAS and the AU will support proposals designed by KAIPTC that respond directly to the capacity needs of both institutions as well as follow – up engagements. The engagement with ECOWAS and AU resulted in;

- a. the development of an action plan on capacity needs identified.
- b. determination of capacity opportunities the Centre can offer.
- c. review of existing KAIPTC courses and the development of new courses as well as research proposals to reflect the needs of both institutions.



## KAIPTC equips Civilian, Police and Military personnel with knowledge, skills and competencies in peace and security

In fulfillment of its mission to provide globally recognized capacity in African peace and security, the Centre delivered training courses to civilian, police and military personnel. Due to funding challenges, 68 courses were conducted as compared to 78 conducted in 2018. Consequently, the number of participants decreased from 3,283 to 2,392, representing a 27.1% decrease in comparison with the figures for 2018. Out of the 2,392 participants trained, 1,657 were males and 735 were females.

In terms of the component representation in the courses, 625 were civilians, 378 were military and 1,389 were police, representing 29%, 14% and 57% respectively. In respect of regional representation, 29 course participants were from Central Africa, 79 from East Africa, 3 from North Africa, 28 from South Africa, 2225 from West Africa and 28 from non-African countries.

## Three new courses developed to respond to identified capacity gaps

During the year, the Centre developed and piloted three new courses - the Human Trafficking course, the Hostile Environment Awareness Training course and the Comprehensive Medical Support in Complex Emergencies course. The courses

provided participants with the needed knowledge and skills to operate in hostile and critical Peace Support Operations environments, and acquainted them with the international guidelines, concepts and principles that apply to complex emergencies.

### List of courses, period of delivery and attendance in 2019

**Table 1. Courses conducted**

SRL	Conflict Management	Date	Gender	
			Male	Female
1	Disaster Management Planning – Incident Command System French Pilot Course	21 January - 25 January 2019	10	0
2	Disaster Management Planning – Planning Pilot Course	22 January - 25 January 2019	10	7
3	Election Observation Training Course	4 February - 9 February 2019	25	5
4	Disaster Management Planning –Design & Development English Pilot Course	8 - 12 April 2019	14	4
5	Disaster Management Planning: Emergency Operation Centre French Pilot	13 May – 17 May 2019	9	0
6	Disaster Management Planning – Delivery &Evaluation English Pilot Course	13 May – 17 May 2019	12	6
7	Election Management Training Course	27 May - 7 June 2019	26	4
8	Disaster Management French Pilot Course	3 June - 7 June 2019	9	1
9	Human Rights Course	2 July - 11 July 2019	21	17
10	ECOWAS Human Rights Training For Multidimensional Peace Operations Course	19 August - 24 August 2019	26	6
11	Disaster Management Planning - Delivery &Evaluation French Pilot course	15 - 19 July	8	2
12	Disaster Management Planning - Delivery &Evaluation French Pilot Course	19 – 23 August 2019	8	2
13	Women Leadership Development Program	16 September 20 September 2019	0	14
14	Women Leadership Development Program	23 September 27 September 2019	0	13
15	Humanitarian Assistance In West Africa	7 October - 18 October	9	15
16	Child Protection Course	4 December - 6 December	15	6
17	Women Leadership Development Program	9 December - 13 December	0	11
18	Women Leadership Development Program	15 December - 20 December	0	16
			<b>202</b>	<b>129</b>

	Peace Support Operations	Date	Male	Female
19	Disarmament, Demobilization & Reintegration Foundation Course	4 February - 15 February 2019	<b>15</b>	<b>15</b>
20	Police Middle Management Course -Gambia	11 February - 22 February 2019	<b>25</b>	<b>4</b>
21	Investigating Sexual Gender Based Violence Course -Gambia	12 February - 22 February 2019	<b>9</b>	<b>22</b>
22	Investigating Sexual Gender Based Violence Course -Ghana	4 March - 15 March 2019	<b>18</b>	<b>14</b>
23	Joint Campaign Planning Course	11 March - 22 March 2019	<b>17</b>	<b>3</b>
24	Military Observers Course -Guinea	13 May – 24 May 2019	<b>10</b>	<b>20</b>
25	Security Sector Reform Course -Ghana	27 May - 7 June 2019	<b>18</b>	<b>16</b>
26	Peace Operations Course and CJAX Purple Volta 2019	20 May - 31 May	<b>117</b>	<b>19</b>
27	Hostile Environment Awareness Training	10 June - 14 June 2019	<b>15</b>	<b>13</b>
28	Advance Stabilization And Reintegration Course	10 June - 21 June 2019	<b>23</b>	<b>12</b>
29	Political Advisors Course	17 June - 28 June 2019	<b>13</b>	<b>7</b>
30	Multidimensional Peace Operations Course	24 June - 5 July 2019	<b>15</b>	<b>9</b>
31	Intelligence Support For Peace Operations	19 August - 30 August 2019	<b>11</b>	<b>8</b>
32	Police Middle Management Course	6 May - 17 May	<b>18</b>	<b>13</b>
33	Collaborative Policing Course -Guinea Bissau	17 June - 28 June	<b>45</b>	<b>32</b>
34	Police Middle Management Course - Mali	17 June - 28 June	<b>27</b>	<b>1</b>
35	Security Sector Reform Course - Mali	17 June - 21 June	<b>27</b>	<b>1</b>
36	Security Sector Reform Course - Mali	24 June - 28 June	<b>26</b>	<b>0</b>
37	Collaborative Policing Course - Mali	17 June - 28 June	<b>25</b>	<b>3</b>
38	Collaborative Policing Course - Ghana	8 July - 19 July	<b>25</b>	<b>18</b>
39	Police Middle Management - Senegal	8 July - 19 July	<b>53</b>	<b>6</b>
40	Investigating Sexual Gender Based Violence Course - Sierra Leone	8 July - 19 July	<b>19</b>	<b>20</b>
41	Security Sector Reform Course - Sierra Leone	8 July - 19 July	<b>19</b>	<b>20</b>
42	Police Middle Management Course - Niger	2 September - 13 September	<b>44</b>	<b>8</b>
43	Collaborative Policing Course - Niger	2 September - 13 September	<b>40</b>	<b>15</b>
44	Police Middle Management Course -Burkina Faso	30 September - 10 November	<b>37</b>	<b>20</b>
45	Collaborative Policing Course - Burkina Faso	30 September - 10 November	<b>18</b>	<b>9</b>
46	Investigating Sexual Gender Based Violence - Burkina Faso	30 September - 10 November	<b>34</b>	<b>36</b>
47	Investigating Sexual Gender Based Violence -Liberia	1 October - 4 October	<b>18</b>	<b>27</b>
48	Police Middle Management Course - Liberia	7 October - 18 October	<b>46</b>	<b>14</b>
49	Security Sector Reform Course - Liberia	7 October - 18 October	<b>30</b>	<b>5</b>
50	Election Violence And Security Course-Guinea	30/09 - 25/10	<b>263</b>	<b>47</b>

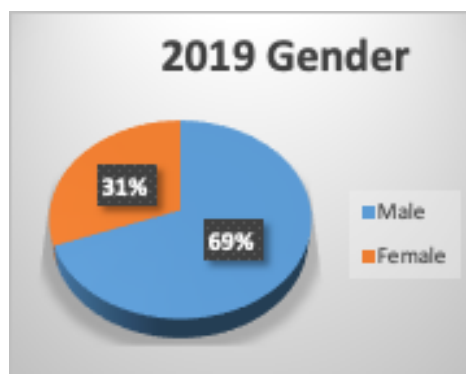
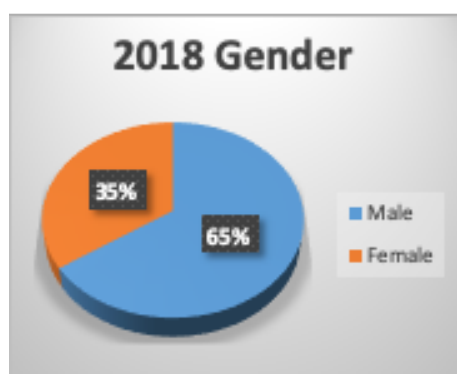
Peace Support Operations		Date	Male	Female
51	Joint Campaign Planning Course	7 October - 18 October	19	0
52	Protection Of Civilians	21 October - 1 November	18	13
53	Hostile Environment Awareness Training	21 October - 25 November	20	11
54	Integrated Civilian-Military Coordination Course	28 October - 8 November	20	6
55	United Nations Staff Officer Course	4 November - 22 November	20	11
56	Preventing And Countering Violent Extremism 19 - 1	11 November - 14 November	21	6
57	Preventing And Countering Violent Extremism 19 - 2	18 November - 22 November	17	2
58	Comprehensive Medical Support In Complex Emergencies	11 November - 22 November	16	7
59	Predeployment Military Observers Staff Officers Course	18 November - 29 November	28	1
60	Responsibility to Protect Course	25 November - 6 December	15	9
61	Criminal Justice Course -Ghana	9 December - 13 December 2019	16	15
62	Police Middle Management Course - Ghana	9 December - 20 December 2019	20	14
			1350	552
Peace and Security Studies.		Date	Male	Female
63	Conflict Analysis and Mediation Course	19 February - 28 February	18	12
64	Maritime Security and Transnational Organized Crime Course	May 13 - 24	26	8
65	Maritime Security and Transnational Organized Crime Course	2 September - 13 September	24	5
66	Conflict Prevention Course	24 September - 3 October 2019	12	12
67	Inspiring Women Leadership Course	18 November - 28 November		16
68	Maritime Security and Transnational Organized Crime Course - Guinea	2 December to 13 December	25	1
			105	54
<b>TOTAL TRAINED</b>			<b>1657</b>	<b>735</b>

### Gender Representation

Gender representation recorded (-19.4%) decrease in male and (-40%) decrease in females trained as against 2018 Gender distribution. A total of 735 females were trained in the year compared to 1,226 in 2018.

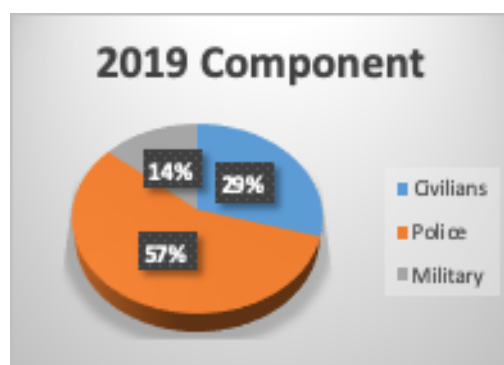
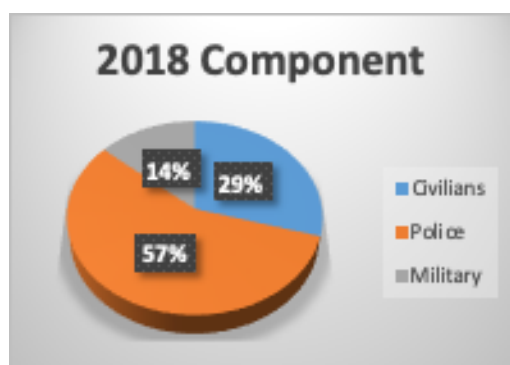
**Table 2. Gender**

Srl	Gender	Numbers 2018	Numbers 2019
1	Male	2057	1657
2	Female	1226	735
<b>Total</b>		<b>3283</b>	<b>2392</b>



**Component Representation.** The data below depicts component representation of total participants trained. Civilian, Police and Military attendance compared to 2018 component structure saw percentage decreases of **-39.3%**, **-20.4%**, **-25.4%** respectively.

Srl	Component	Numbers 2018	Numbers 2019
1	Civilian	1030	625
2	Police	1746	1389
3	Military	507	378
<b>Total</b>		<b>3283</b>	<b>2392</b>

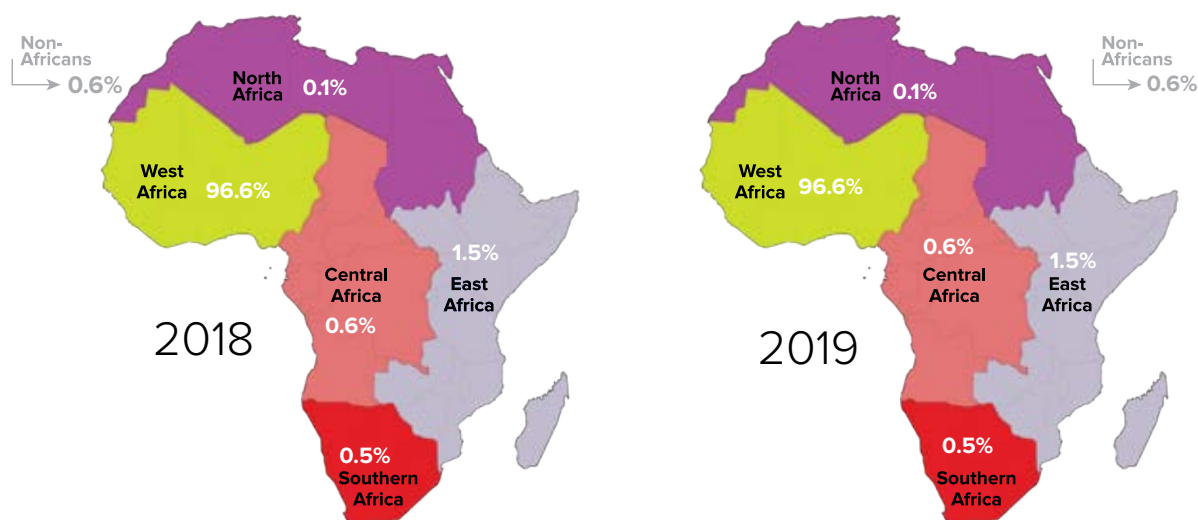


### Regional Representation.

The regional representation recorded decreases in percentages. In respect of representation from North, South, East, West, and Central Africa, there were decreases of -25.0%, 47.4%, 51.9%, -29.7%, 26.1 % and 33.3% respectively as against 2018 regional distribution. For non-Africans who attended courses, there was a decrease of 33.3%.

**Table 4. Regions**

Srl	REGION	Number 2018	Numbers 2019
1	North	4	3
2	South	19	28
3	East	52	79
4	West	3164	2225
5	Central	23	29
6	Non-African	21	28
<b>Total</b>		<b>3283</b>	<b>2392</b>



# TESTIMONIALS

*"It was great attending a course in KAIPTC, and it turned out to be very interesting especially the content of Responsibility to Protect course."*

**Ms Marilyn Arumadri Bako -Uganda**

*"I am grateful to have been nominated for this very important course, which has greatly improved my productivity on the job. Consequently, I do hope to be awarded similar opportunities in order to continually refresh and improve on my performance; which is necessary to maintain peace and stability in Sierra Leone"*

**Augustine J. Koroma -Sierra Leone**

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

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

**Tayimlong Robert Afuh - Cameroon**

*KAIPTC has helped in the following ways below;*

- 1. Strengthened my capacity to enhance my career progression*
- 2. Built my knowledge to be able to work well in my organization*
- 3. Given me international exposure*
- 4. Exposed me to diversity needed to thrive and sustain in multi-cultural environment.*
- 5. Given me opportunity to give back to Women and girls in my country and Africa as Whole.*
- 6. Exposed me to e-learning course of POTI.*
- 7. Meeting diverse people from UN PSO, Humanitarian actors, facilitators in my pool of network for different opportunities.*

**MOJISOLA FLORENCE AKINSANYA-Nigeria**

## Learning Management System (LMS) Offline solution yields positive results

An offline Learning Management System that was established to complement the online system yielded positive outcomes, with a 100% data collection success rate. Five (5) courses successfully deployed the offline learning management system in administering its

courses. They comprise the Women Peace and Security Institute Project, the Military Observation Course, the Security Sector Reform Course, the Police Middle Management Course and the Collaborative Policing Course.

## Participants give positive evaluation of training courses

To maintain the relevance of its courses, all courses are evaluated to determine levels of satisfaction with course delivery and the administrative arrangement for the delivery of courses. Ninety-three percent of participants asserted that the course was relevant to their current jobs, while 91% and 90% were satisfied with the course content and delivery respectively.

Overall feedback from participants demonstrated the relevance of KAIPTC training courses in addressing capacity gaps to respond to security challenges in West Africa and beyond.

## E-Learning continues to support delivery of training courses

Since introducing e-learning some years ago, the Centre continues to integrate it into the delivery of training courses, due to its borderless advantages to learning. In the course of the year, the online version of the KAIPTC Joining Instructions was instituted. The joining instructions is an important guide for participants to learn about the Centre and to help

them prepare adequately prior to participating in a course.

As part of continuous collaboration between KAIPTC and the Peace Operations Training Institute (POTI), a total of 1,693 enrollments were recorded in 2019.

## KAIPTC and Denmark collaborate to promote safer maritime security in Africa

The Centre, in collaboration with the Government of Denmark, began the implementation of a three-year project aimed at promoting a safer maritime security domain in the Gulf of Guinea (GoG).

The project - “Enhancing Dialogue and capacity development towards a safer maritime domain in Africa” - will undertake a series of activities that will encompass the development of research-based knowledge products; institutionalization of a platform for regular dialogue among international, regional and national actors in the maritime domain, and capacity development of maritime practitioners in the Gulf of Guinea. The field-related data gathering phase covered seven Gulf of Guinea countries namely: Angola, Benin, Cameroon, Côte d’Ivoire, Ghana, Gabon and Nigeria on topics related to;

1. Exploring Maritime crime incident reporting mechanisms under the Yaoundé Process towards a streamlined reporting system for the Gulf of Guinea:
2. Mapping maritime actors under the Yaoundé Protocol – establishing mandates, inter-relationships, gaps and prospects:

3. Exploring a consensus model for “Coordinated national action at sea” in the Gulf of Guinea

Already, consultation meetings have been carried out in Côte D’Ivoire, Angola, Cameroon, Nigeria and Ghana to get buy-in from the participating countries. As well, a policy dialogue and a training conference were held in Congo Brazzaville and at the Centre respectively to discuss the implementation of the Yaoundé code of conduct by signatory countries, and to establish a platform for dialogue among international and national actors on maritime security respectively. The expected outcomes are a safer and secure maritime domain in the Gulf of Guinea.



Participants at a policy dialogue on maritime security at KAIPTC

## KAIPTC contributes to technical engagements on the African Peace and Security Architecture (APSA)

As part of its continuing support to the AU, staff made inputs into the *Workshop on The APSA we want? Scenario process on the future of the African Peace and Security Architecture* and its follow up meetings and the (Protection of Civilians Trainer

of Trainers Workshop. The Centre carried out research to highlight some of the pressing security challenges and provided recommendations to inform governments and institutions on policies in the area of peace and security in Africa.

## KAIPTC provides inputs into the AUC's training curriculum on Mediation

The Centre contributed to the work of the African Union Commission (AUC) by participating in the validation workshop for the Advanced Mediation Training Curriculum held in Addis Ababa, Ethiopia. The main objective of the workshop was to validate the curriculum and manual to be used to develop/strengthen participants' advanced understanding and skills required for the design, conduct and evaluation of mediation interventions. This intervention is within the framework of the AU Standard Operating Procedures for Mediation Support and the AU Mediation Support Handbook.

Further, at an international colloquium held in Bamako last year to assess the success, limits, opportunities and prospects for improving on mediation in Africa, the Centre contributed to the discussion on "Role of AU and Regional Economic Commission (REC's) Training Centres of Excellence in the Training of Mediators".

This engagement is part of the Centre's vision to support the African Union in its mandate to promote peace, human security and development in Africa.



Photo credit: [www.theverge.com](http://www.theverge.com)

## Strategic Objective 2:

### To ensure financial sustainability of the Centre

For the next five years and indeed for its future, the Centre recognizes that its viability and longevity is hinged on its ability to mobilize and attract funding from traditional and non-traditional sources. The Centre began the year with the framework of a dynamic financial strategy in place to achieve financial sustainability to implement its strategic and operational mandate.

#### KAIPTC engagement with Nordic Partners bears fruit

The immediate past Commandant led a mission to Norway, Denmark and Sweden to engage with partners and to discuss future collaborations and financial support for KAIPTC activities. Following a fruitful meeting in Norway, Her Excellency the Prime Minister, Erna Solberg, visited the Centre during a state visit to Ghana in May, and the Norwegian Government subsequently pledged to support KAIPTC with core funding of Ten Million Norwegian Kroner per year for three years. Again, following fruitful engagements with the Government of Denmark, a prior decision to discontinue supporting KAIPTC with core funding was favorably reviewed for core support to resume from 2020.

Similar productive engagements were held with the Government of Sweden who also committed Five Million Swedish Kroner annually for three years, from 2019. Evidently, these engagements strengthened the bond, cooperation and partnership between the Centre and its Nordic partners, and re-energized their support for KAIPTC.

From a precarious financial standing towards the end of 2018, the Centre, by the latter part of 2019, had appreciably recovered from a dire financial health.



Selected members of KAIPTC Executive Management Committee in a meeting with Peace Research Institute in Oslo, Norway, to discuss different opportunities for collaboration

## First phase of activities to set up a Business Development Unit completed

During the past strategic phase, the Centre undertook a number of resource mobilization activities, including the launch of its Goodwill Ambassadors. One major strategy that transitioned into the 2019 – 2023 strategic era was the creation of the Business Development Unit (BDU) to boost the Centre's financial sustainability. The BDU, as intended, will be a key driver for harnessing resources from various avenues. These include, but not limited to, prospecting for the Centre using its reputable services, expertise, knowledge products and interventions, and utilizing different and relevant traditional and electronic approaches to engage with relevant stakeholders such as Civil Society Organizations, the private sector, to mobilize resources and strengthen the financial and institutional base of the Centre.

The first phase for this process was rolled out during the year; a consultant from the University

of Ghana Business School was contracted to steer and oversee the establishment of the BDU. The consultant undertook a desk research and reviewed key reports and strategic documents of the Centre that directly and indirectly related to resource mobilization processes at the strategic, policy and operational levels. Additionally, the scope of work covered identifying potential service offerings for KAIPTC based on the needs and interest of existing and potential clients/partners such as the AU, ECOWAS and the UN.

In tandem with the above, the consultant undertook a series of internal consultations with all levels of staff and management and immersed himself into the Centre's systems and organizational set-up. The engagement yielded a comprehensive report with key recommendations for the successful birth and effective functioning of the BDU.

With the first phase successfully complete, the second phase, which would see the establishment of the Unit, is expected to be operational in 2020.

## Goodwill Ambassadors support fundraising and institutional sustainability efforts of the Centre

Since the inauguration of KAIPTC's Goodwill Ambassadors in 2017, they have played key roles in contributing to the Centre's financial sustainability, by leveraging strategic partnerships and advocating for funding, on behalf of the Centre. Through their efforts, an amount of Ghc 4.2 million was allocated by the Government of Ghana to support the completion of the training and academic block. Additionally, they engaged with different Governments, including the Governments of Denmark to rally financial support for the Centre.

The Goodwill Ambassadors also utilized their networks

and experiences to advance the work of the Centre by providing guidance and direction where needed. Following a meeting with the Goodwill Ambassadors in September, an action plan was developed to chart their prospective engagements on behalf of the Centre.



Some of KAIPTC's Goodwill Ambassadors in a group picture with some members of Executive Management Committee and staff

## Financial systems audit completed to strengthen the foundation for institutional sustainability

Over the past years, the Centre has been reviewing and improving its financial management systems. The introduction of the cost-centre financial management and accounting system in 2017 came with a bouquet of processes and procedures to strengthen the financial governance at the Centre in the long term. As part of this process, and in strengthening the foundation for the financial sustainability of the Centre, an internationally recognized audit firm, PwC, was engaged, with the support of the Government of Germany through GIZ, to assess the Finance Unit

and the financial processes of KAIPTC. The objective of the engagement was to strengthen the Centre's financial management system and to ensure effective financial governance during the 2019-2023 strategic period and beyond. The firm successfully completed the assignment and produced a report. It is expected that the findings and incremental implementation of the recommendations in the report will significantly boost financial governance and processes at the Centre to meet international standards.

## Strategic Objective 3:

**To build African capacity to fully implement the AU Protocol to the African Charter on the rights of women in Africa (Maputo Protocol) and the UN Security Council Resolution (UNSCR) 1325 and follow up resolutions on women, peace and security in the context of Africa**

The global and continental drive to ensure that women assume their rightful and deserved place at all strata of society, and fully enjoy their rights, be it social, economic, cultural, environmental, civil or political, has facilitated the adoption and establishment of national, regional and international frameworks to promote the development of women. Indeed, the greatest enablers of the drive for equal opportunities are the United Nations Security Council Resolution 1325 (UNSCR 1325) and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (Maputo Protocol) adopted by the UN and AU in 2000 and 2003 respectively. In the new strategic phase, the Centre recognised the need

to strengthen its capacity building, policy discourse, research, and field work in the area of women, peace and security, and boldly affirmed its commitment to advance the empowerment of women through its third strategic objective.

The KAIPTC's Women, Peace and Security Institute (WPSI) in 2019 undertook a number of activities in the area of training, research, advocacy, policy and technical engagement on the women, peace and security (WPS) agenda in alignment with the Maputo Protocol and the UNSCR 1325 and follow up resolutions.

## KAIPTC introduces scholarship scheme to increase access for women course participants

The WPSI, with funding support from the German Government through GIZ, launched a novel scholarship scheme for women with the objective to increase opportunities for capacity building for women working in the peace and security sectors. The scheme is also aimed at increasing female participation and leadership in Peace Support Operations by grooming them to occupy top-level leadership positions. It also aims at equipping them to fully assume the central role they play in conflict

prevention, resolution, and to also respond to the vulnerabilities, experiences and systemic barriers they particularly encounter at many levels in all facets of society.

This scheme has contributed to reducing the financial barrier that, hitherto, prevented mid-career women in peace and security from developing themselves to assume key leadership positions in their fields of work.

## KAIPTC rolls out first “Inspiring African Women Leaders in Peace and Security Programme” to strengthen leadership capacities of selected women from across Africa

As a follow-up to the establishment of the KAIPTC Women Support Scheme, the Inspiring African Women Leaders in Peace and Security (IAWL-PS) programme was established as a maiden project under the scheme to create a cohort of mid-career female leaders who will work to promote the WPS agenda across Africa. The IAWL-PS is a year-long programme (2019-2020) which includes an initial leadership training course, coaching sessions, webinar sessions and a final mentorship training programme. The course was organized by KAIPTC in partnership with GIZ and the Geneva Center for Security Policy (GCSP). It brought together 16 middle-level women from the police, military, governmental agencies and grassroots civil society organizations from 11 African countries - Cameroon, Gambia, Ghana, Kenya, Liberia, Malawi, Mali, Nigeria, Uganda, Zambia and Zimbabwe.

Participants received practical skills and in-depth knowledge on leadership, emotional intelligence, communication, strategic messaging and

pitching, work and life balance, building resilience, advocacy, public policy, good governance, conflict analysis, mediation and negotiation, just to mention a few.

A highlight of the programme was ‘Lunch with Mentors’ which offered the participants an opportunity to interact with senior women leaders. The Mentors shared their leadership journeys within the peace and security sector.



Participants of the Inspiring African Women Leaders in Peace and Security (IAWL-PS) course in a mentoring session

In a bid to ensure knowledge transfer and develop in-house capacity to support the delivery of the course, GIZ supported the training of two members of staff at the GCSP. These staff supported the facilitation of the IAWL- PS course.

Through this programme, the beneficiaries received the competencies, the skills set and the tool set to make a meaningful difference and to drive change in their areas of work.



Participants engaged in various activities during the training programme

## WPSI facilitates Trainer of Trainers Course for women participants from 11 West African countries

In May 2019, the Centre, through WPSI partnered with United Nations Office of West Africa and the Sahel (UNOWAS), United Nations System Staff College (UNSSC), ECOWAS and the West Africa Network for Peace building (WANEP) to run a one-week trainer of trainers course in Conflict Analysis and Conflict Prevention. Twenty-eight participants from eleven West African countries (Burkina Faso, Benin, Ghana, Gambia, Guinea, Guinea Bissau, La Côte D'Ivoire, Liberia, Mali, Nigeria and Togo) were equipped with knowledge and facilitation skills to provide training on conflict analysis, peace building, mediation and conflict prevention in the West Africa and the Sahel. WPSI supported with the content development and facilitation for the workshop.



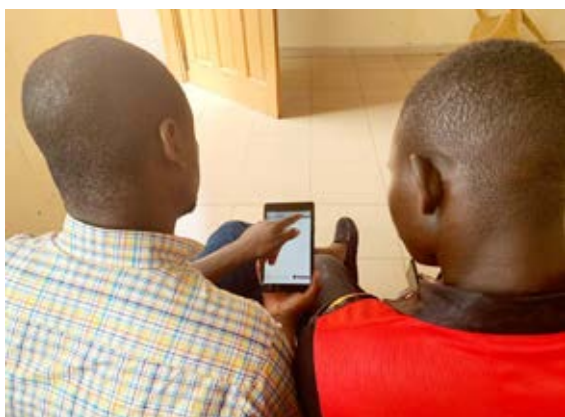
Scenes from the Trainer of Trainers' course in Conflict Analysis and Conflict Prevention

## WPSI provides technical assistance and research for the Elsie Initiative for Women in Peace Support Operations

In 2017, the UN Peacekeeping Defence Ministerial in Vancouver, Canada launched the Elsie Initiative for Women in Peace Operations. The initiative represents a global effort to increase women's meaningful participation in peace operations. The WPSI was engaged to provide technical assistance to the Elsie Initiative Implementation Committee of the Ghana Armed Forces (GAF) which is focused on Ghana's bilateral partnership with the Government of Canada under the Initiative.

During the year, WPSI was contracted by the Geneva Centre for Security Governance (DCAF) to implement the Barrier Assessment Research of the Ghana Armed Forces. WPSI led a team from the Centre to interview a total of 380 personnel sampled from the seven (7) garrisons of the GAF (Tamale, Sunyani, Kumasi, Takoradi, Ho, Accra and Tema). The team also interviewed high ranking personnel of GAF.

The report of the research will support GAF in identifying best practices and existing challenges as it works to create policies to promote female participation in PSO under the Elsie Initiative.



Interview of selected staff of Ghana Armed Forces (GAF) as part of Barrier Assessment Research exercise

## WPSI deploys expertise to develop Gender Policy for the Ghana Police Service

As part of efforts to enhance policing in Ghana, WPSI, was engaged by the Accountability Rule of Law and Anticorruption Program (ARAP), an European Union funded program in Ghana to develop a comprehensive gender policy for the Ghana Police Service (GPS).

The WPSI team engaged with 252 Senior and Junior Police Officers across nine regional police headquarters to gather data through a survey and interview that fed into the development of the Gender Policy. This engagement was preceded by a desk review of existing documents, reports, training manual and policies in the Police Service.



WPSI interacts with personnel for the development of Gender policy for the Ghana Police Service

A validation workshop was held in December 2019 to review the draft gender policy with Senior Police Officers. After the incorporation of inputs from the Police Officers, it will be handed over to the Ghana Police Service for adoption and implementation.

The development of the Gender Policy will contribute to the achievement of the new Police Service's strategic program dubbed 'Police Transformation Agenda', which aims at providing adequate protection and security for Ghanaian citizenry including women, men, boys, girls and other vulnerable groups in line with international best practices. The gender policy will also support the integration of gender mainstreaming perspectives into police administration and policies, into training courses, programs and the organizational culture to address gender inequalities in the Police Service.

Additionally, it is envisaged that the Policy will be utilized by the police administration to strengthen professionalism, enhance internal control mechanisms and improve its complaints management systems.

## KAIPTC continues support to the Office of the Special Envoy on Women Peace and Security of the AU

In 2018, WPSI supported the Office of the Special Envoy on Women Peace and Security of the AU to develop a Continental Results Framework (CRF) for monitoring and reporting on the implementation of national and regional action plan on the WPS agenda. The framework was adopted in 2019 and shared with all member states.

WPSI continued to support the Office in 2019, by proposing to develop a standardized data collection

methodology, and to train relevant national agencies and stakeholders on its use to ensure harmonization in reporting from all member states using the CRF.

Barring any resource constraints, the project which stalled in 2019, is expected to be implemented in 2020 in five (5) African countries comprising Ghana, Gambia, Mali, Liberia and Sierra Leone.

## KAIPTC joins global campaign to ‘#balanceforbetter’ on the occasion of International Women’s Day Celebration

To commemorate the 2019 International Women’s Day (IWD), WPSI in collaboration with the Women In Peacebuilding Network (WIPNET) Program of the West Africa Network for Peacebuilding (WANEP) and the Gender and Communication unit of GIZ organized a durbar for students selected from 10 Senior and Junior high schools within Accra. The theme for the durbar was “*Empowering the Youth to Advocate against Gender Based Violence.*”

This was derived from the theme for the global IWD campaign - #BalanceForBetter” - which called for equal opportunity for both men and women.

A total of 228 students and teachers comprising 123 female and 105 male participated in the durbar. They were educated on Gender-Based Violence (GBV), what constitutes sexual harassment, how to identify it, and the avenues and resources for seeking redress should they fall victim. One key highlight of the event was the opportunity given to the students to interact with trained and professional counselors. This was to offer anyone who needed a listening ear, and an avenue to seek re-dress, to voluntarily share their stories in a private and trusted environment.



Scenes from International Women’s Day 2019

The ultimate goal was to deepen awareness on gender-based violence and create a generation of advocates against GBV who will also promote gender parity in their communities and spheres of influence.



## KAIPTC marks “16 Days of Activism Against Gender-Based Violence” with online campaign and staff sensitization

From 25<sup>th</sup> November to 10<sup>th</sup> December 2019, WPSI embarked on a strong advocacy campaign for “16 days of Activism against Gender-Based Violence” to support the call by United Nations Secretary-General, António Guterres, for increased awareness and advocacy to end violence against women by 2030. The 2019 campaign was marked under a global theme: “Orange the World: Generation Equality Stands against Rape!”

As part of activities to mark the 16 day campaign, WPSI rolled out online sensitizations for KAIPTC staff, participants, alumni and stakeholders about the



prevalence of rape and Gender-Based Violence. The campaign highlighted the effects of this menace against women and girls in particular, and provided education on how to identify and prevent triggers of GBV, and where to seek redress should they become victims.

Further, WPSI organized an inter-departmental debate to sensitize staff on GBV, and to correct misconceptions and misunderstanding of same, especially rape. The debate also created a platform to specifically, re-sensitize staff on the Centre’s Sexual Harassment Policy which was officially adopted in 2014. The Commandant and members of the Executive Management Committee attended the debate. The campaign was marked with a solidarity message #StandAgainstRape, to call for stakeholders to be activists against rape and violence against women.





Staff of KAIPTC join global campaign on “16 days of Activism against Gender-Violence”

## KAIPTC provides technical support to promote gender equality and women empowerment in Africa

As a follow up to the African Union's Agenda 2063, the African Union Commission (AUC), through its Women, Gender and Development Directorate (WGDD), has developed and adopted the AU Strategy for Gender Equality and Women's Empowerment (GEWE). Following from this, an operational plan as well as a Harmonization Matrix and Results Framework were developed to facilitate the implementation of the AU new GEWE. In line with WPSI's objective of supporting the promotion of Gender Equality and Women's Empowerment, the Unit provided technical support for the validation of these strategic documents developed by AUC to ensure full implementation of Agenda 2063.

The WPSI also provided technical inputs in selected meetings/workshops/conferences during the year under review: they include the Annual Child Participation and knowledge sharing learning event, the 4<sup>th</sup> Specialized Technical Committee on Gender Equality and Women's Empowerment on the Review of the 25th Anniversary of the Beijing Declaration and Platform Action (STC on Beijing + 25), a workshop for the conceptualization of the Regional Women's Platform on Security Sector Reform and Governance, a meeting on the elaboration of Guidelines on developing and implementing National Action Plan on UNSCR 1325, among others.

## Strategic Objective 4:

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

A new way of doing business as a Centre, which envisions repositioning the Centre to be client-focused, responsive and resilient, largely depends on a governance system that is efficient and nimble at the same time. Throughout the year, the Centre implemented some foundational activities

to structurally and intellectually align to the new business model and to make the leadership and management system more agile.

The Centre also undertook a number of activities which resulted in deepening cooperation between KAIPTC and its partners.

### KAIPTC proactively deepens engagements with Partners and Stakeholders

As has been the custom to proactively engage with its stakeholders, in 2019, the Centre undertook a number of stakeholder engagements with Development Partners, both locally and internationally. Issues of discussion focused on deeper collaboration towards ensuring peace and security on the continent. Within the period under review, the immediate past Commandant and current Commandant paid courtesy calls on Partners.

These visits provided a platform for discussions on possible areas of cooperation within the context of the Centre's new strategic plan and to strengthen cooperation and partnership in order to ensure deepened collaboration on issues of mutual interest.

As earlier noted, working visits to Partners outside the country positively yielded continuous financial and technical support for the Centre's activities.

### ECOWAS and AU strengthen relations with KAIPTC on Governing Board

Three Governing Board meetings were successfully held in the year, with members playing their oversight roles for the strategic direction of the Centre.

Through the Centre's relentless engagements with the ECOWAS and AU at the strategic and technical levels, both institutions participated in the 32<sup>nd</sup>

Governing Board meeting and acquainted deeply with operations of the Centre. Also, the structure and objectives of the Partners Forum – an annual platform for discussing technical matters – was jointly reviewed to mutually serve the needs of partners and the Centre and to re-align it to the new strategic plan.





Governing Board Meeting held in December 2019

## KAIPTC maintains continental and global ties with peacekeeping training fraternity

KAIPTC, as part of efforts to sustain its relevance and reputation on issues of peace and security at the international level, maintained its membership of regional and international associations. Key among them were the African Peace Support Trainers Association (APSTA) as well as the International

Association of Peacekeeping Training Centres (IAPTC). The Centre provided technical contributions to meetings of these bodies on matters of peace and security, while showcasing the Centre's work and building its network in peace and security.



KAIPTC participates in annual conference of Association of Peacekeeping Training Centres (IAPTC)

## Top, middle and operational staff receive leadership development training to facilitate implementation of Strategic Plan

In the last quarter of 2019, the Centre organized a leadership management training for Executive Management, Middle Managers and Junior Staff. The objective of the training was to raise awareness on the leadership and management approaches required to implement the new business model espoused in the Strategic Plan. Additionally, participants were equipped with new knowledge, skills and tools to enhance the achievement of the strategic objectives. As part of the training, a joint leadership session was held for members of the Executive Management Team and all middle managers to discuss innovative solutions and approaches to identified challenges.

In line with efforts to sensitize and re-orient staff on the Strategic Plan, the Commandant held a staff durbar

and featured Professor Robert Hinson, who was formally engaged as consultant for the establishment of the BDU. Professor Hinson highlighted the need for a business orientation and attitude towards work, for the BDU to thrive, and for the Centre to achieve the objectives set out in the Strategic Plan.

This training was in pursuit of the provisions of the Strategic Plan to institute a strategic human resource management system that will ensure regular capacity building, staff rationalization, among others, in line with the Strategic Objectives.

It is expected that the leadership training programme will be held periodically to sustain attitudinal and behavioral changes in support of the new business model.



Some staff of KAIPTC participating in a group exercise during the leadership and management training

## KAIPTC begins processes to review and update Standard Operating Procedures to meet international requirements and standards

To ensure synchronization of the Centre's processes to the objectives of the Strategic Plan, the Centre began a Centre-wide review of its Standard Operating Procedures (SOPs). Consequently, some SOPs were reviewed and new ones developed. A road map for

the comprehensive development of relevant SOPs is currently in place, with the process expected to be completed in 2020 to meet the evolving needs of the Centre.

## KAIPTC continues investment in ICT infrastructure to support its systems, processes and services

The Centre, in the course of the year, made substantial investments in the ICT infrastructure to solve the perennial challenges it encounters. This included the installation of hardware and software systems. The investment made, together with the implementation

of recommendations from an ICT survey conducted during the year is expected to enhance the quality of IT services in the coming years.

## Baseline Assessments support measurement of interventions and highlights key issues relating to peace and security

As part of the implementation process for the 2019 - 2023 Strategic Plan, the Centre began a baseline assessment to establish benchmarks to measure the results of its interventions. The exercise involved field assessments in five (5) countries in all the sub regions on the African continent. Field assessments have so far been carried out in Nigeria, Mali, Burkina Faso, Senegal and Ghana. It is expected that the assessment will be replicated in additional countries beyond the West-African sub-region.

Findings from the assessment indicate that there is a general disconnect between the societal expectations and the goal of the State. This has

created mistrust between the populace and the government on one hand, and security agencies on the other. Criminal networks have taken advantage of the strained relationships to promote their agenda, and this has contributed to increasing terrorist attacks in countries such as Burkina Faso and Mali, leading to insecurities in the region. The officials interviewed proposed capacity building support in various areas such as negotiation and mediation, counter-terrorism, the role of civil society in preventing terrorism, intelligence gathering and reporting, human rights and stockpile management, among others.



Group picture of KAIPTC staff member with some participants in field assessments

## KAIPTC strengthens its internal audit systems through continuous updates of risk register.

To ensure that the Centre reduces risks associated with its operations, its risk register was continuously updated in 2019. The register captures key risks facing the Centre and their respective mitigating measures to ensure they are reduced to a minimum, or eliminated completely. Concurrently, an internal auditing procedure was instituted to periodically monitor the Centre's risks and provide preemptive advice to management.

Some units at the Centre were routinely audited in the year under review; they include the Library, the Design and Production Unit (DPU), and the Transport

Unit. The exercise for the Procurement, Mess, Finance, Hospitality and ICT Units is expected to be completed in early 2020.

As part of the measures to enhance the Centre's auditing systems, efforts are being made to establish an audit committee. The committee will oversee the internal audit functions and monitor the implementation of recommendations in the internal audit report. Consultations are currently ongoing with key internal and external stakeholders to complete the necessary steps to set up the committee.

## KAIPTC re-energizes efforts to expand/complete physical infrastructure

The Centre is working towards expanding its infrastructure in order to increase the intake of students for the academic and training programmes. Construction works for the Training and Academic block, which stalled for some time due to lack of funds, has resumed. Additionally, a new building to house the DPU, as well as the Language Centre is nearing completion.

Throughout the year, several maintenance works and installations were carried out to support the training, research and education goals of the Centre, and to provide a conducive atmosphere and environment for work and learning.

## Strategic Objective 5:

### To strengthen collaboration with CSOs, Think Tanks and Private Sector in advancing policy dialogues and improvement in peace operations in Africa

The first year for the implementation of the Strategic Objective to deepen collaboration with governmental, civil society groups and private institutions started on a positive note. The Centre undertook key engagements with national, regional and international governments and institutions and also participated in fora to disseminate knowledge, provide technical assistance and deepen policy engagement and advice in the area of peace and security.

While expanding and deepening collaboration with regional and international civil society organizations and actors, interventions in and beyond peacekeeping training remains a major focus area for the Centre in the 2019-2023 strategic period.

### KAIPTC contributes to discourses on Responsibility to Protect, Political Vigilantism, and Violent Extremism

Recognition for the Centre's sterling research expertise and pedigree in peace and security in Africa grew by leaps and bounds in 2019, as proven by the numerous invitations and contributions on local, regional and international platforms. At the annual convention of the International Studies Association's Convention (ISA), which is a gathering of academics and practitioners of diverse backgrounds related to peace and security across the globe, representatives from the Centre delivered presentations on *Infrastructure for Peace, African Experiences of R2P Implementation and Improving Response Capacities to Terrorism in Peacekeeping Theatres in Africa and Unmasking the Realities of Violent Extremism in United Nations Missions*.

Additionally, a member of staff delivered a lecture on 'Political Vigilantism and Ghana's Democracy', at Ghana's Annual New Year School and Conference on 'Building Strong Institutions for Democratic

consolidation in Ghana' organised by the School of Continuing and Distance Education at the College of Education of the University of Ghana, in collaboration with the Ministry of Local Government and Rural Development.

Additionally, staff of the Centre participated in the Potsdam Spring Dialogues on peace and security in Africa, while also contributing to the knowledge base on emerging security issues with a presentation on Peace Operations in the Context of Violent Extremism in Africa.

Through these, the Centre brought rich perspectives, insights, and knowledge to steer policy directions on these critical topics on peace and security. There is no gainsaying the fact that these engagements are indicators of the recognition of the Centre as a hub for knowledge and expertise in peace and security in Africa.

## Government delegation from Gambia benefit from KAIPTC's expertise on "Infrastructure for Peace" (I4P)

The Centre, in March 2019, hosted a delegation made up of senior government and public officials from the Ministry of Interior, United Nations Development Programme, and Civil Society Organizations from The Gambia. The purpose of the visit was to learn

about the Centre's role in building "Infrastructure for Peace" (I4P). The Centre shared key findings and insights from a workshop held to establish lessons learnt on national initiatives on peace infrastructure. In further support, the Centre contributed to build the capacity of members of Parliament of The Gambia in the oversight of the security sector.



Visit by Gambian delegation to KAIPTC

## KAIPTC assembles panel of experts to discuss increasing terrorist threats in the sub-region

In July 2019, the Centre hosted its 'Reflections on Security Series' to provide the platform to unpack the complex security dimensions of the surge in terrorist attacks in West Africa. The 'Reflections on Security Series' seeks to provide an open space within which topical and sensitive national, regional and international issues can be discussed by relevant stakeholders on the premise of trust, openness and reciprocal respect.

The experts in attendance discussed the asymmetrical tactics used by these radical extremist groups to undermine governance and security through a series of attacks such as kidnappings, bombings, etc.

The panelists reflected on the level of state preparedness to respond to these emerging threats and the role of all stakeholders, including the citizenry, the business community, religious bodies, community leaders, community 'watch dogs' and the international community, in mitigating these threats.

Participants comprised members of the diplomatic corps, academia, students, civil society organizations, media practitioners, the business community, security agencies, the hospitality industry, and religious organizations.

The event gave participants in-depth knowledge on the threats from radical extremist groups and how they could serve as advocates and partners in the prevention of terrorist threats.

## KAIPTC disseminates and enriches policies on peace, security and conflict through publications

In the year under review, the Centre generated in-depth knowledge and provided insightful perspectives on peace and security in Africa through key publications. The Centre published the African Review of Peace Support Operations (ARPSO) journal which, increasingly, serves as a platform to disseminate African analyses and inputs into matters of peace and security (See Appendix 3 on page 55). Staff of the Centre, in collaboration with selected external authors, are contributing to critical thinking

on security issues of “*Reforming the Security Sector in a Volatile Political Environment: The Case of La Côte d’Ivoire, transitional justice processes in Côte d’Ivoire; failure or success and Certifying Elections in Post-Conflict Environment; the Dilemmas and Lessons from UNOCI’s intervention in la Côte d’Ivoire*”, among others. The research publications in 2019 comprised edited books, research papers, policy briefs, journal articles, among others.

## KAIPTC spearheads high-level conference on peacekeeping at the UN Headquarters

The Centre, in collaboration with the Permanent Missions of Ghana, the United Kingdom and Norway, the International Peace Institute (IPI) and Wilton Park, held a half-day conference at the United Nations Headquarters, New York on Tuesday 12th November 2019. The theme of the conference was “Peacekeeping in Africa: Fostering Partnerships and Synergies”.

During the conference, there was a general consensus that partnerships are key in addressing

contemporary security challenges that confront Africa. It was also established that peace operations are a joint endeavor and no organization can succeed without partnering with other key actors. Moreover, stronger political commitments to the implementation of the Action for Peacekeeping (A4P) initiative as well Women, Peace and Security Agenda were reiterated by speakers and participants. Speakers also reflected on the future of larger multidimensional peace operations in the context of current challenges, including resource constraints.



Commandant and staff of the Centre speaking at KAIPTC-led conference at the UN Headquarters



between all actors on the mission grounds in the implementation of mission mandates. Better communication and information sharing among the various actors and entities is essential to building trust among partners.

6. The UN and the AU/RECs should undertake joint assessments after mission transitions to draw lessons to

improve upon existing and future peace operations.

Policy suggestions included:

1. Stronger partnerships are needed between the UN, Regional Organisations (ROs), Civil Society Organisations (CSOs), Non-Governmental Organisations (NGOs), member states and other actors to improve peacekeeping to foster peace and long-term stability.
2. Political solutions are essential to longer-term peace and stability. There is the need to move beyond the political rhetoric and ensure stronger political commitments to promote long-term peace and stability.
3. Responses to contemporary conflicts and security challenges require broader partnerships within and outside the UN. Internally, there is the need for effective cooperation between the different departments that work on peace and security issues. Externally, there is the need for regular dialogues between the UN, Troop/Police Contributing Countries (TCCs/PCCs), member states, ROs, RECs and other partners to promote long-term stability.
4. Enhance the partnership between the UN Security Council (UNSC) and the AU Peace and Security Council (AU PSC) through more regular consultations, structured and institutionalized relationships. The RECs should be actively engaged in the UN and AU partnership endeavors.
5. Establish joint strategic frameworks to ensure strategic coherence and strong collaboration
7. To address conflicts and ensure lasting peace, there is the need for stronger engagement of women in political processes and their increased participation in peace and security by addressing the barriers to women in the security sector with regards to recruitments, retention and progression.
8. Clear, sequenced and achievable mandates are critical to peacekeeping performance. To achieve this, there is the need for greater coherence between mandates, resource allocation and disbursements.
9. Emphasis should be put on national and local ownership in the promotion of peace and stability. This can be achieved by strengthening legitimate institutions to build resilient states structures.
10. Ensure holistic approaches in addressing the current threats that blend conflict prevention, peacekeeping, peacemaking and peacebuilding programmes.
11. Resolute and principled political action is essential to eliminating and minimizing the threats posed by armed groups in Africa.
12. Increase the use of peacekeeping Training Centres of Excellence (TCEs) in the training and capacity building of TCCs and PCCs in Africa.

## KAIPTC calls for submissions for 3<sup>rd</sup> edition of 'Managing Election-Related Violence for Democratic Stability in Ghana III: Threats, Resilience and Sustainment'

Towards the end of the year, the Centre opened invitations for papers for the *Third Edition* of 'Managing Election-Related Conflict and Violence for Democratic Stability in Ghana' in advance of the 2020 elections. This is in fulfilment of the Centre's commitment to deepening Ghana's democratic governance through free, fair and peaceful elections.

The proposed publication, like the ones before it, seeks a detailed analysis on the current security threats in Ghana as it enters another electoral

cycle. Also, it will scrutinize what makes the country hold together in spite of the threats identified, by examining the resilient sources and mechanisms. The contributions from scholars of Ghanaian or African politics is expected to make prognoses into the future of Ghana's democratic journey and conditions for sustaining the relative stability in the country. Upon publication, this body of knowledge will contribute to the discourse, policies and practices for peaceful elections.

## Peer to peer exchanges and analyses on peace and security sharpen research outputs

The Centre continued its Work in Progress series, which essentially, is a platform for discussions and discourse on research outputs of staff. The objective is to share knowledge, critique and shape upcoming or ongoing research work while in progress. Some of the titles or topics discussed include *Hybrid*

*Security Systems in West Africa; the case of Ghana; the Political Economy of Media Jihad and the Delimitation and Demarcation of Maritime Borders in West Africa. (See more details in Appendix 2 on page 54).*

## KAIPTC successfully holds maiden edition of the Kofi Annan Peace and Security (KAPS) Forum

In September 2019, KAIPTC, once more carved its name into the annals of repute in peace and security in Africa, when it successfully organized the maiden edition of the Kofi Annan Peace and Security (KAPS) Forum in Accra. The aim of the forum was to facilitate discussions on evolving trends and threats to peace and security in Africa. It was also held to honor and immortalize the memory and sterling achievements of the late United Nations (UN) Secretary General, H.E. Kofi Annan.

The forum was held in collaboration with the Governments of Ghana and the Federal Republic of Germany and Norway, under the theme, 'Peace Operations in the Context of Violent Extremism in Africa'.

It was held under the Distinguished patronage of H.E. Nana Addo Dankwa Akufo-Addo, President of the Republic of Ghana and the chairmanship of H.E. Dr. Mohamed Ibn Chambas, Special Representative of the UN Secretary-General and Head of the UN Office for West Africa and Sahel (UNOWAS) and Goodwill Ambassador of KAIPTC.

Her Excellency Nane Annan, wife of the late Mr. Kofi Annan and Board Member of Kofi Annan Foundation (KAF) attended the Forum.

The forum was attended by over 150 high-level delegates including seven (7) former African Heads of State, diplomats and experts from diplomatic



missions, governmental and intergovernmental organizations, including the African Union (AU) and its Regional Economic Communities, the United Nations (UN) and the European Union (EU). Also among the delegates were security chiefs, and representatives from policy and research think tanks, development partners, peacekeeping missions and Training Centres of Excellence (TCEs) on peacekeeping and peacebuilding in Africa.

The seven (7) former African Heads of State who attended the forum were: His Excellency Pierre Buyoya, former President of Burundi, who is also the AU High Representative for Mali and Sahel (MISAHEL); Her Excellency Catherine Samba-Panza, former Head of State of the Central African Republic (CAR); His Excellency John Dramani Mahama, former President of the Republic of Ghana; His Excellency Prof. Amos Sawyer, former Head of State of Liberia; His Excellency Olusegun Obasanjo, former President of Nigeria; His Excellency Ernest Bai Koroma, former President of Sierra Leone; and His Excellency Hassan Sheikh Mohamud, former President of the Federal Republic of Somalia.

Below are a summary of the observations and recommendations made at the forum;

### Context

- Violent extremism is embedded in structural violence, regional and global security complexes, and weak state capacity;
- Violent extremist groups are shrinking the space for consent-based peace operations

and rendering current peacekeeping principles obsolete; this is necessitating new doctrines that inform mechanisms and approaches to countering violent extremism;

- Multiple narratives and logics underpin the growing diversity and spread of violent extremism; this should be analysed and understood from a structural perspective in order to design responsive interventions.

### Recommendations

- Build state capacity and legitimacy by upholding the rule of law, human rights and democracy in order to win the hearts, minds and confidence of populations;
- Emphasise the primacy of prevention in order to minimise and obviate the need for military interventions in violent extremism;
- Strengthen synergies between formal and informal governance mechanisms and frameworks in preventing and countering violent extremism;
- Recognise the growing salience of non-state contexts - both as sources of violent extremism and resilience;
- Encourage greater participation and inclusiveness of civil society organisations, communities and the media in preventing and countering violent extremism;

The KAPS forum will be held annually to discuss critical issues on peace and security on the continent and the world at large.



Maiden edition of Kofi Annan Peace and Security (KAPS) Forum held in September 2019

## Strategic Objective 6:

### To ensure the sustainability of the Centre's Post-Graduate academic programmes and other knowledge generation initiatives in peace and security

The Centre continued its capacity building interventions for future scholars and policy-makers on peace and security-related topics through the continuous delivery of its academic programmes in conflict, gender, peace and security. A regular weekend Master of Arts in Conflict, Peace and Security (WMCPs 2) opened its doors to 60 Ghanaian students and two (2) international students, comprising 28 females and 34 males. The Master of Arts in Gender, Peace and Security (MGPS 8) attracted 48 students made up of 41 females and seven (7) males, the Master of Arts in Conflict, Peace and Security (MCPS 9) class had 14 females and 24 males whilst the Executive Master of Arts in Conflict, Peace and Security (EMCPs 6) was made up of six (6) females and 27 males. The students, through their tutelage, were exposed to a world of academic debates and hypotheses-testing through work experience and daily realities primarily on the African continent.

#### KAIPTC increases pool of practitioners in Peace and security

KAIPTC's community of graduates increased by 124 persons, comprising 51 females and 73 males from the Master of Arts in Conflict, Peace and Security (MCPS) programme, the Gender, Peace and Security (MGPS) programme, and the Executive Master of Arts in Conflict, Peace and Security (EMCPs) programme. They comprised of 119 graduates from Ghana, one

(1) each from Benin, Nigeria and Canada and two (2) from Cameroon.

This increase in the pool of peace and security experts will contribute to fill the current gap in professionally trained personnel needed to respond to the peace and security challenges on the continent.

#### KAIPTC holds maiden 'viva voce' for first batch of PhD candidates.

KAIPTC held its first "viva voce", or thesis defence, for the first batch of Doctor of Philosophy students. Two (2) students successfully passed the intellectually demanding oral examination to justify their years of research in the area of study.

Having rolled out the academic programmes in 2011, and admitted the first cohort for the PhD programme in 2015, this joint feat by the students and the Centre marks a significant milestone and achievement worthy of note.

#### KAIPTC's Director of the Faculty of Academic Affairs and Research promoted to Professor by GIMPA

The Director of the Faculty of Academic Affairs and Research, Kwesi Aning, was in December 2019 elevated to the status of Professor by the Ghana Institute of Management and Public Administration

(GIMPA). Professor Aning's promotion was in recognition of his hard work and sterling contributions to academia.



**Professor Kwesi Aning, Director of the Faculty of Academic Affairs and Research (FAAR), KAIPTC**

Some of his recent publications include;

- 'Ghana' in Fiona Mangan and Matthias Nowak, Eds. ***Mapping Illicit Arms Trafficking in West Africa*** Geneva: Small Arms Survey 2019
- ***Exploring Peace formations: justice and security in post-conflict states.*** Edited by Kwesi Aning, M. Anne Brown, Volker Boege & Charles T. Hunt (London: Routledge) 2018 ***Africa in Global International Relations - Emerging approaches to theory and practice*** Edited by Amitav Acharya, Paul-Henri Bischoff, Kwesi Aning (London: Routledge) 2016

Additionally, a staff member was sponsored to enroll onto a PhD programme at the University of Ghana. These positive developments serve as a big boost to the sustainability of KAIPTC's academic programmes.

## FORECAST FOR 2020

The forecast of activities for 2020, as aligned to the Strategic Plan, are as follows;

- Contribute to building capacities and enhancing policy-making at AU and ECOWAS through joint capacity needs assessments, course development and research with these institutions and other TCEs;
- Create an African platform for exchange of ideas, policies and good practices for peace and security in Africa through an annual KAPS Forum;
- Extend accessibility to post-graduate education on peace and security in Africa through the piloting of mobile education programmes in selected West African countries;
- Organize Training for ECOWAS and AU in Conflict Management, Peace and Security and Peace Support Operations;
- Undertake review of selected courses;
- Design and develop at least four (4) new courses;
- Design and develop one (1) course for women and youth within ECOWAS (Ghana / Burkina Faso);
- Conduct joint baseline assessment with AU on manuals for AU missions and develop AU Disarmament, Demobilisation and Reintegration (DDR) Training Manuals;
- Conduct Impact assessment for Training Courses and develop course evaluation reports for all courses;
- Organize three (3) Reflections on Security Series' seminars;
- Organize conferences and symposia on maritime security in the Gulf of Guinea;
- Undertake Technical Meetings and Consultative Visits;
- Organize maritime security training courses and course reviews;
- Organize one (1) technical roundtable meeting jointly with ECOWAS and AU.

## APPENDIX 1

### KAIPTC 2019 Publications

#### **Edited Books**

Pokoo, J. M., 2018. Restricting the Spread of Small Arms and Light Weapons. In: K. P. Coleman & T. K. Tieku, eds. *African Actors in International Security: Shaping Contemporary Norms*. Boulder & London: Lynne Rienner Publishers, Inc., pp. 39-50.

Lartey, E. A., and Kwesi A., 2019. "Constitutional Reform and Security Sector Reform in Ghana". In *Security Sector Reform in Constitutional Transitions*, edited by Zoltan Barany, Sumit Bisarya, Sujit Choudhry, Richard Stacey, 139-162. United Kingdom: Oxford University Press.

Okyere, F. O., 2020. "African Experiences of R2P Implementation." In *Implementing the Responsibility to Protect: A Future Agenda*, by Cecilia Jacob and Martin Mennecke, 109-123. London: Routledge.

#### **Journal Articles**

Aning, K. & Edu-Afful, F., 2019. 'Fostering Strategic Partnerships in Implementation R2P Doctrine: Canada's Africa Foray', *Canadian Journal on the Responsibility to Protect*, vol.1, pp 21-28.

Salihu, N., 2019. Concordance Civil-Military Relations in Ghana's Fourth Republic. *Armed Forces and Society* (April), pp. 1-17

Salihu, N., 2019. Elections in the Democratic Republic of the Congo, *Conflict Trends*, Issue 2.

Lartey E.A., & Aning K., 2019. *Governance perspectives of human Security in Africa*, in *Asian journal of peace building*, Vol. 7, No. 2.

#### **Research Paper**

Aning, K. & Siegle, J., 2019. Assessing Attitudes of the Next Generation of African Security Professionals. *Africa Center for Strategic Studies Research Paper No.7*. African Centre for Strategic Studies. Washington, DC.

Edu-Afful, F., 2019. *Assessing the Effectiveness of the United Nations Mission in Mali*. No. 4. Norwegian Institute of International Affairs. Oslo, Norway.

#### **Policy Briefs**

Aubyn, F., Aning, K., Edu-Afful, F. & Birikorang, E., 2019. Ghana's Peacekeeping Efforts Abroad have an Impact at Home: The Many Implications of UN Peacekeeping. *DIIS Policy Brief* January 2019 (with Christensen, M.M. & Albrecht, P.).

Edu-Afful, F., Aning, K., Birikorang, E., Aubyn, F. & Salihu, N., 2019. UN Funding Cuts for Peacekeeping have Consequences for Ghana: After Sixty Years of UN Peacekeeping. *DIIS Policy Brief* January 2019 (with Christensen, M.M. & Albrecht, P.).

Christensen, M., M. & Edu-Afful, F., 2019. Ghana Response to Threat of Terrorism Requires Enhanced Interoperability. *Policy Brief October 2019*, Copenhagen: Royal Danish Defence College

## APPENDIX 2

**2019 RESEARCH/WORK-IN-PROGRESS SEMINAR SERIES**

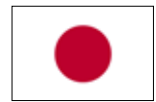
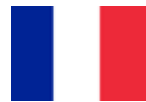
NAME	CHAIRPERSON	TOPICS	DATE
Mrs. Serwaa Allotey-Pappoe		TBC	22 May 2019
Mr. Frank Okyere & Devante Duncan		Regionalization of Armed Groups in Central Africa: Unpacking Violence and Chaos in a Volatile Region	29 May 2019
Mrs. Margaret Akakpo		The role of border communities in Border Security Management	5 June 2019
Ms. Nana Bemba Nti		Paper on Yaa Asantewaa	19 June 2019
Dr. Festus Aubyn		Hybrid Security Systems in West Africa [case study of Ghana]	3 July 2019
Ms. Lydia Amedzrator		The Political Economy of Media Jihad	14 August 2019
Mrs. Afua Lamptey		Delimitation and demarcation of maritime borders in West Africa	4 September 2019
Dr. Kwaku Danso		Operations of external forces in the Sahel	18 September 2019

## APPENDIX 3

### ARPSO 2018: SELECTED TOPICS

SRL	AUTHOR	TOPIC
1	Emma Birikorang, Frank Okyere, Kwesi Aning & Naila Salihu	Introduction: Sustaining Peace after Mission Closure
2	Ibrahim Bangura	A Critical Assessment of the United Nations Mission in Sierra Leone's Role in the Disarmament, Demobilization and Reintegration Exercise in Sierra Leone
3	Muma Loveline	Story Telling as a Tool in Transforming Conflict Actors and Building Peace: The Case of Sierra Leone
4	Serwaa Allotey-Pappoe	Implementing UNSCR1325 and the Realities of Women's empowerment and participation in peacebuilding in Côte d'Ivoire
5	Benjamin Olagboye	Transitional Justice Processes in Côte D'Ivoire: Failure or Success?
6	Naila Salihu	Reforming the Security Sector in a Volatile Political Environment: The Case of La Côte d'Ivoire
7	Festus Aubyn	Certifying Elections in Post-Conflict Environment: The Dilemmas and Lessons from UNOCI's Intervention in Côte D'Ivoire
8	Anna Mensah	United Nations Operations in Côte D'Ivoire and Protection of Women and Children against Sexual and Gender-Based Violence
9	Margaret Adomako	Working Together: Hybrid Forms of Peacebuilding and its Challenges in Côte d'Ivoire
10	Afua Agyeiwaa Lamptey	Unpacking 'Ivoirite' and the Politics of Identity in Post-conflict Côte d'Ivoire

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