

## Promoting Peace and Security in West Africa: Danish support to KAIPTC 2021-2022

### Key results:

- Improved knowledge base on conflict-related sexual violence in West Africa.
- Higher awareness among policymakers of remaining challenges in enhancing women's role in security institutions and peace-keeping.
- Enhanced knowledge of country-level implementation of R2P in West African countries.
- Improved ability of regional and national stakeholders to operationalise and implement R2P in their respective settings.
- Enhanced awareness of ECOWAS and related stakeholders of how to improve national resilience and build Infrastructure for Peace (I4P).

### Justification for support:

- Significant regional security-related threats to Ghana's business environment (Danish priority for Ghana) and to Ghana in general.
- Insecurity and instability of Sahel countries (Danish priority, including in a migration perspective) at the centre of these risks.
- KAIPTC well placed to convene security-related stakeholders at regional and national level for awareness creation and knowledge transfer to address the above challenges.

### Major risks and challenges:

- The further development of COVID-19 in West Africa risks to restrict KAIPTC's possibility to conduct its activities, as well as the target groups' possibility to attend courses and other events. This risk can only be mitigated to a limited extent, except by prolonging the project period.
- The same outcomes could be the result of a quickly deteriorating security situation in West Africa, which however is considered less likely. Mitigation would be difficult in the short term, while in the medium term, courses could be based on distance learning.
- Denmark runs a reputational risk of becoming associated with a possible political "faux pas" or a case of financial mismanagement by KAIPTC. Mitigation could include suspension of project.

### Strategic objectives:

To strengthen national and regional structures and mechanisms for sustaining peace and security in West Africa. More specifically, to improve performance and better achievement by ECOWAS, AU, other RECs, CSOs and Member States in their respective peace and security mandates

### Justification for choice of partner:

The project is part of the Danish transitional programme in Ghana aiming to improve the country's business environment, which i.a. is threatened by the deteriorating security situation in the region. The Kofi Annan Peacekeeping Training Centre (KAIPTC) is a Ghanaian institution with a thoroughly regional orientation. KAIPTC is recognised by ECOWAS as a centre of excellence in its field. Denmark has a longstanding and constructive relationship with KAIPTC through the APP (until 2017) and the PSF Gulf of Guinea maritime programme.













### Summary:

The project will fund KAIPTC activities in three areas: **Women Peace and Security (WPS)**, **Responsibility to Protect (R2P)**, and **Conflict Prevention**. Activities will comprise research, training, and awareness-raising, with the research findings feeding into training courses, policy dialogues, and other events for stakeholder representatives at all levels (from UN General Assembly participants and ECOWAS and AU officials to community-level leaders). In addition, KAIPTC will be supported to enhance its ability to use ICT and to further improve on the cost effectiveness of its activities.

### Budget:

<b>Output 1:</b> KAIPTC's outreach and contribution to full implementation of the Women Peace and Security (WPS) agenda through capacity building and awareness creation for key actors in the sub-region enhanced in quality and quantity	DKK 2.9 mill.
<b>Output 2:</b> Evidence-based discourse and capacity in preventing R2P crimes enhanced	DKK 2.1 mill.
<b>Output 3:</b> Representatives of major stakeholders exposed to concepts and experience in conflict prevention and building infrastructure for peace	DKK 2.2 mill.
ICT	DKK 0.6 mill.
Value-for-money review, audit, overhead cost, contingencies	DKK 1.2 mill.
<b>Total</b>	<b>DKK 9.0 mill.</b>

<b>File No.</b>	2020 – 26506 / 2020-41652		
<b>Country</b>	Ghana/West Africa		
<b>Responsible Unit</b>	Embassy in Accra		
<b>Sector</b>	Peace and Security		
<b>Partner</b>	KAIPTC, Accra, Ghana		
<i>DKK mill. (M)</i>	<b>2021</b>	<b>2022</b>	<b>Total</b>
<b>Commitment</b>			9.00 M
<b>Projected ann. disb.</b>	6.00 M	3.00 M	
<b>Duration</b>	24 months		
<b>Previous grants F2: 2018-21737</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	2.38 M	2.99 M	2.13 M
<b>Finance Act code</b>	06.32.01.15		
<b>Head of unit</b>	Tom Nørring		
<b>Desk officer</b>	Thomas Raahauge Norup		
<b>Reviewed by CFO</b>	Toke Hauch Arnoldi (FRU)		

<b>Relevant SDGs</b>					
 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

## Abbreviations

AMG	Aid Management Guidelines
APP	Africa for Peace Programme
APSA	African Peace and Security Architecture
ASF	African Standby Force
AU	African Union
AUC	AU Commission
CP	Conflict Prevention
Danida	Danish International Development Assistance
DDD	Doing Development Different
DIIS	Danish Institute for International Studies
DKK	Danish Kroner (currency)
ECOWAS	Economic Community of West African States
EU	European Union
FAAR	Faculty of Academic Affairs and Research
GDP	Gross Domestic Product
GHS	Ghana Cedi (currency)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technology
KAIPTC	Kofi Annan International Peace Keeping Training Centre
MFA	Ministry of Foreign Affairs
JFA	Joint Financing Agreement
ODA	Official Development Assistance (DAC defined)
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
PD	Project Document
PSF	Peace and Stabilisation Fund
PSO	Peace Support Operation
R2P	Responsibility to Protect
RDE	Royal Danish Embassy
REC	Regional Economic Community
ToR	Terms of Reference
UN	United Nations
USD	United States Dollars (currency)
WANEP	West Africa Network for Peacebuilding
WPS	Women Peace and Security

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## 1. Introduction

The strategic frames underpinning the present project are the Kofi Annan Peacekeeping Training Centre's (KAIPTC's) Strategic Plan covering the years 2019-23, the Danish strategy for development cooperation and humanitarian action, "The World 2030", and the outline by the Danish Embassy in Accra (the Embassy) of its transitional programme 2020-2022 for Ghana, of which the present project is part.

**KAIPTC's Strategic Plan 2019-23** states that KAIPTC's overall goal is to become a trusted partner of the Economic Community of the West African States (ECOWAS), the African Union (AU), the United Nations (UN), the Regional Economic Communities (RECs), and member states in the development of their capacity to ensure peace and security in Africa.

The strategy indicates the following strategic objectives of the Centre:

- To enhance the capacity of ECOWAS, AU, and their relevant structures to perform their mandates in ensuring peace and security in Africa
- 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 1325 and follow-up resolutions on women, peace and security in the context of Africa
- To strengthen collaboration with civil society organisations (CSOs), think tanks and the private sector in advancing policy dialogues and improvement in peace operations in Africa

In addition, three objectives concern internal issues (financial sustainability of the Centre, governance and management, and sustainability of the academic programmes).

Strategic priorities for the period include:

- Focus on the core mandate of training in peacekeeping and Peace Support Operations (PSOs)
- Ensure sustainability of the academic programmes
- Strengthen KAIPTC's collaboration with CSOs, think tanks and the private sector
- Ensure financial sustainability of the Centre
- Ensure decentralized results-based management.

The start of the new Strategic Plan in 2019 marked a revised vision for the Centre and a partial shift away from a supply-driven approach (to a large extent driven by donor interests and funding opportunities) towards a more demand-driven and needs-based business approach. Attention was focused on engaging with the Centre's primary stakeholders, in particular ECOWAS, AU, and the ECOWAS member states, to understand the needs and interests of these and to enable KAIPTC to develop tailor-made training programmes, research and other initiatives to address specific needs.

Another important feature of the strategic plan, reflected in one of the strategic objectives quoted above, is an increased focus on gender, both internally at the Centre and at the level of training and research. In the latter field, KAIPTC will strengthen its Women Peace and Security Institute (WPSI) to become a full-fledged department, acting as a Pan-African institute located in KAIPTC.

The KAIPTC Strategic Plan is costed at USD 44.7 million over its 5-year period, however with two lower scenarios as fallback options, at 80% and 60% respectively. For the 2019 annual budget, the 60% scenario

was selected, which appears to have proved realistic. More information on KAIPTC's funding situation can be found in the budget section below.

The evaluation of the APP which includes the support to KAIPTC from 2010-2017, while being generally positive, raises the issues of the need for more outcome monitoring of efforts as well as the need for more demand driven trainings and research. This is being addressed presently as also reflected in the present KAIPTC strategy. The evaluation also raises the issue of better governance and weak administrative and financial management, due to the quick turn over of the seconded Ghanaian military staff. This is being addressed by the German support through GIZ and will, together with monitoring the necessary balance between training and research, be monitored by Denmark, through the seat on the Governing board.

**The Danish development and humanitarian strategy "The World 2030"** was adopted in 2017 and has four strategic objectives. These concern security and development, migration and development, inclusive sustainable growth and development, and freedom and development, respectively. A further key focus area of the strategy is the role of youth.

In the present context, the first of the objectives – "Security and development – Peace, security and protection" - is particularly relevant. Under this heading, Denmark will invest in peace, security and increased resilience in developing countries; target internally displaced people, refugees, and local communities in areas neighboring conflict and crisis zones through strengthened protection and improved livelihoods, education and employment opportunities. This is also meant to counter refugee pressures on Europe's borders.

Under the fourth objective – "Freedom and development – democracy, human rights and gender equality", Denmark will i.a. work to promote that societies ensure inclusive participation and equal opportunities for all in security and without fear, and Denmark will put sexual and reproductive health and rights at the centre of its work.

Among the Sustainable Development Goals (SDGs), no. 16 (on peace, justice and institutions) and no. 17 (on partnerships) will underpin all activities undertaken under the strategy, while no. 5 (on gender and equality) among others will receive particular attention.

The strategy further specifies that Denmark will focus particularly on fragile countries and regions characterized by fragility, and that the bulk of the Danish funds will be spent there as well as in poor and stable countries. Burkina Faso, Niger, and Mali are mentioned as priority countries and the Sahel as a priority region.

Finally, in its outline of the **transitional programme in Ghana**, the Danish Embassy in Accra in 2018 took as its starting point the changing relationship between Denmark and Ghana after Ghana's attainment of middle-income country status, transitioning from a relation dominated by development cooperation to one characterized by investment and trade. On that background, the transitional programme is intended to bolster the business environment in Ghana through support to a number of organisations in Ghana over the period 2020 - 2022. The paper puts particular emphasis on the threats to Ghana's security emanating from the worsening security situation in the West Africa region, which in combination with internal security

threats and economic and political challenges in Ghana risk to undermine the intended future Danish relations with Ghana.

The programme therefore comprises projects supporting KAIPTC, the West African Network for Peace (WANEP), and the National Peace Commission in the area of regional and national security and stability; the Centre for Democratic Development (CDD) with a focus on anti-corruption; the Institute for Democratic Governance (IDEG) in the field of local democracy and good governance; and the African Center for Economic Transformation (ACET) in the area of the business environment. KAIPTC is to receive nearly half of the total amount available.

## 2. Brief summary of issues to be addressed and institutional context

The overall issue to be addressed by the present project is the security, political and economic threats to Ghana emanating from the worsening security situation in West Africa, and in particular in the Sahel. There are numerous elements to this which are often interwoven and difficult to disentangle: Intensifying terrorist attacks by Islamic extremists belonging to a number of different organisations and networks and gradually spreading their area of operation towards the borders of the coastal countries; continued trafficking of narcotics, humans, human organs, weapons and other commodities across the desert and between the countries by criminal networks which are not necessarily always separate from the political/religious terrorist groups; corruption and possibly complicity by the political and administrative authorities of the countries concerned; armed forces with insufficient training and equipment to effectively counter the threats and to control the national territories; repeated or continuous political instability and crisis in some of the countries concerned.

As a result of the escalating insecurity and instability, the Sahel countries presently have more than 30 million internally displaced persons and others in need of humanitarian assistance (source: OCHA), economies that suffer, and political processes that are compromised, i.a. with respect to conducting elections on the whole of the national territories. Thousands of people have been killed and wounded in attacks, with Burkina Faso on its own having had nearly 2000 deaths in the first 9 months of 2020, huge numbers of women have been submitted to rape and other sexual crimes, access to health care and other services has been constrained (with Burkina Faso having had to close down 12% of its health facilities by October 2020), and the human-rights situation has generally deteriorated significantly.

In addition to the threats coming from the Sahel and in particular from Burkina Faso, Ghana's other neighbour Côte d'Ivoire presently risks degrading into renewed political unrest that may well result in instability and violence for a long time to come.

Also, piracy and armed robbery in the Gulf of Guinea is a significant threat to regional and international shipping, with a significant number of incidents (95 in 2016 and 97 in 2017) occurring in international and territorial waters (particularly in the waters around Nigeria). Incidents include piracy and theft of property (including illegal oil bunkering), kidnap for ransom, illegal fishing, and drug trafficking.

Pertaining to the institutional environment, efforts to counter all of these developments and to re-establish peace, stability and law and order are conducted by many West African as well as external actors.

Armed responses are conducted by the national governments and their security forces as well as by international peacekeeping forces backed by ECOWAS, AU and UN and involving military personnel and

equipment from both African and non-African countries. Denmark takes part in the French-led operation “Barkhane” supporting the Government of Mali to regain control of the North of Mali.

Political responses are the mandate of national governments, with ECOWAS and AU as important additional actors through their assemblies of Heads of State.

KAIPTC together with a number of other organisations is delivering the technical underpinnings of the abovementioned responses through its training of security personnel as well as civilians and through its research activities that seek to provide evidence on which to base the peacekeeping, conflict prevention and other regional and national efforts to respond to the security challenges. Other organisations contributing at this level, but of less renown than KAIPTC for the quality of their products, are the other ECOWAS Peacekeeping Training Centres of Excellence (in Bamako and Abuja) and a number of other training centres in Africa in the field of peace and security. Another type of contributor to the peace and security agenda in West Africa is the Accra-based West Africa Network for Peace (WANEP) that is also a partner in the Danish transitional programme in Ghana and with which KAIPTC has a longstanding and close working relationship.

For further background and context kindly refer to Annex 1.

### 3. Thematic areas of support

Through the present project, Denmark will support three important areas of KAIPTC’s work that presently suffer from insufficient funding commitments, but are highly relevant in the present context of conflict, instability and vulnerability in West Africa and potentially in Ghana.

See [Annex 3](#) for brief presentations of the individual activities to be funded.

#### a. Women, peace and security (WPS)

The fact that conflict and insecurity, including violent extremism and terrorism, are “gendered “phenomena has been increasingly recognised over the past several years. Conflict and insecurity affect men and women differently, and men and women traditionally have had different roles in peacekeeping, conflict resolution, and stabilisation.

In the year 2000, the United Nations Security Council unanimously passed Resolution 1325 on Women, Peace and Security. UNSCR 1325 called on the international community to prevent violence against, and protect women during conflict and promote participation of women in peace processes. Despite varied efforts at addressing the WPS agenda since, huge challenges with preventing violence and protecting women during conflict still remain. There have also been increased calls to go beyond the basic inclusion and participation of women in peace processes by promoting meaningful participation of female leadership in the peace and security environment, such as in peacekeeping missions and in community-level resilience-building.

The mobilization and activities of civil society organizations contributed greatly to spearheading the WPS agenda and pushed for its adoption by the Security Council. CSOs and grassroots community-based organizations continue to be core to ensuring local penetration of the agenda and addressing the needs of vulnerable groups within the agenda. Thus, there is need for continued engagement and capacity building for personnel working at the community level.

WPS is one of the areas of work that is most explicitly and repeatedly highlighted in KAIPTC’s Strategic Plan. The area is mainly being taken care of by the WPS Institute (WPSI) established by KAIPTC in order to profile

and highlight the importance of this field of work. The ambition is to transform the institute over the present planning period to a full-fledged department within KAIPTC functioning as a Pan-African Institute. The aim is to build African capacity to fully implement the AU Protocol to the African Charter on the rights of women in Africa (the Maputo Protocol) and the UNSCR 1325 with its follow-up resolutions pertaining to Africa. To this effect, the number and caliber of the Institute's staff, the budgetary allocations and external support, and other resources available to the Institute are to be increased over the planning period.

The Danish funds will finance research into conflict-related sexual violence in localized conflicts in West Africa, policy-level dialogue on women in security institutions, sensitisation and capacity-building events for both community leaders and mid-level female staff of the main regional organisations, and a series of webinars relating to WPS.

### **b. Conflict prevention**

Conflict prevention is an essential part of the mandate of both the AU and ECOWAS, and these organisations being defined as KAIPTC's main audience and beneficiaries, the thematic area of conflict prevention is a natural element in KAIPTC's portfolio of activities, both with regard to training and research. Enhancing capacities at all levels to act effectively in conflict prevention is an important part of making the African Peace and Security Architecture (APSA), the African Gender Peace and Security Architecture (AGPSA), and the African Governance Architecture (AGA) work better and more effectively.

The area of conflict prevention is as relevant as ever in the West African context, with national as well as regional political processes being upset by the regional security developments. Latent conflict that should have been prevented from escalating into violence are not attended to at the local/state level, and the result is that avoidable deaths and destruction of property have become the new normal in several countries. National structures and institutions, civil society, and regional actors have had little impact in preventing threats to peace and security. ECOWAS through its conflict prevention framework has developed a mechanism through which several actors could play a critical role in preventing violent conflict in West Africa. However, the current political situation and conflict trends around the sub-region point to the need to explore and revisit national mechanisms and structures for conflict prevention in order to institutionalise and strengthen them. The project activities therefore seek to build and develop the capacity of state, sub-state and regional actors to respond to conflict in a timely manner.

Funding from the project will i.a. be allocated to country consultations on preventing conflict and building national resilience, policy consultations with ECOWAS in follow-up on earlier studies on creating an architecture for peace, and, based on the findings from these activities, capacity development of country-level actors in Ghana in conflict risk and vulnerability assessment, a regional course on conflict prevention, and webinars in related areas.

### **c. Responsibility to Protect (R2P)**

The year 2020 marks 15 years since the Responsibility to Protect (R2P) was adopted by world leaders at the United Nations World Summit meeting. Since then, there is increasing consensus that downstream prevention, that is, processes and structures to inhibit atrocity crimes at the national and grassroots levels, is equally important as upstream prevention that addresses strategic and policy interventions to promote a global culture of prevention. KAIPTC's activities in the field of R2P reflect a belief that national-level prevention experience can be useful in influencing global policy decisions, particularly in informing context-specific interventions, and vice versa.



The activities planned under the project are intended to respond to this dual approach to effective atrocity prevention and will feed into two critical strategic objectives of KAIPTC: To enhance the capacity of ECOWAS, AU, UN and their relevant structures to perform their mandates in ensuring peace and security in Africa; and to strengthen collaboration with CSOs, women's groups, think tanks and the private sector in advancing policy dialogues and improvement in peace operations in Africa.

Project funds will finance research into the implementation of the R2P norm at national level as well as an international conference on atrocity prevention. Following from these activities, KAIPTC will review and further develop the courses it offers in this field, will host a capacity-development workshop in atrocity prevention, a course, as well as a series of webinars on R2P-related issues.

#### d. Organisational strengthening of KAIPTC

In addition to the three areas outlines above, the project will contribute to further developing the capacity and effectiveness of KAIPTC as an organisation, across all of its fields of activity. Two areas are concerned:

- ICT: The project will support the development of KAIPTC's ability to fully embrace and to extend its use of new and emerging technology that can maintain and increase the outreach of the Centre's training and other activities in an increasingly difficult regional environment. In addition to the worsening security situation making mobility within and among countries more risky and costly, the recent Covid-19 outbreak with all of its associated restrictions relating to travel, work, and interaction in general has pointed to the huge advantage of being able to rely on up-to-date technology as an information and communication platform. KAIPTC needs to invest considerable amounts in new equipment and software in order to catch up on this agenda and thereby to remain accessible and relevant to its target groups under the changing circumstances.
- Cost effectiveness: The project will support KAIPTC to improve the cost effectiveness of its programmes, projects, and activities, thereby enabling the Centre to achieve higher impact for the resources available to it. Improvements in this area may also be expected to help KAIPTC attract more resources from its existing as well as new funding sources. KAIPTC is already in the process of reviewing its modes of operation, and the value-for-money study to be funded by the project will further strengthen this work.

Both of these cross-cutting areas of support will be further specified over the first months of the project in terms of identification of necessary equipment and software, procurement specification, terms of reference, etc.

#### 4. Strategic considerations and justification

The immediate context of the project is the Embassy's wish to support the transition of the Danish relations with Ghana from development cooperation to trade and investment through work aimed at maintaining and further developing a business-friendly environment in Ghana. The present project is one of five under this overall goal, and one of two seeking to address the security-related aspects of it, largely focusing on the regional dimension of Ghana's security and stability.

As briefly laid out above, there are all too valid reasons for the regional focus, considering the serious and indeed worsening security situation in West Africa, not least in the three central Sahelian countries closest to Ghana. The danger this poses for Ghana is compounded by a number of domestic security issues such as electoral violence and vigilantism and competition for resources with associated violence primarily between herding and farming communities. Both of these issues increasingly relate to the regional security situation

and regionally active political, ideological and criminal forces; they provide the latter with vulnerabilities that can be exploited as access points for infiltration and promotion of instability and conflict.

With regard to the project's stakeholders, and in line with its context, the direct partner of the project is a Ghanaian organisation with a thoroughly regional outlook and with formal regional recognition as a centre of excellence in its field. The other important stakeholders of the project are KAIPTC's primary interlocutors and beneficiaries, ECOWAS and AU, both of which are primary actors in the establishment and maintenance of peace and stability in West Africa. KAIPTC's training and related activities are however not restricted to these two institutions, but comprise courses and interaction with a huge number of other stakeholders in the peace and security agenda in West Africa at all levels, from national decision-makers to community-level leaders and representatives, within and outside the security sector.

Pertaining to the results and learnings from previous cooperation with KAIPTC, previous Danish support to KAIPTC has come through the Africa Programme for Peace (APP) (2009-17) as well as through an engagement under the Gulf of Guinea Maritime Security Programme (2019-22). The support through the APP was in the form of core funding as part of a joint financing agreement (JFA) with the other Scandinavian countries. The results of this can therefore not be specified but relate to the general success of KAIPTC in attaining its objectives over the support period. The widely acknowledged quality and relevance of KAIPTC's work and products and the Centre's continued ability to attract funding for its activities speak to this. It is worth mentioning, however, that KAIPTC made a point of spending part of the APP funds on two Danish priority areas: The responsibility to protect (R2P) and conflict prevention.

One issue raised during the APP period concerned the balance between the research and the training activities of KAIPTC and the purpose of research in an organisation mainly created for training purposes. In this regard, the activities of the present project may be said to confirm KAIPTC's position at the time that the research activities served to provide knowledge for use in training and other events (policy dialogue, etc.) aiming at practical application.

The funds under the maritime programme are earmarked and are until now yielding the expected outputs.

As far as the aid effectiveness agenda is concerned, the project supports three thematic areas selected by KAIPTC. The areas are all important aspects of KAIPTC's Strategic Plan but are at present not sufficiently funded. The Plan was adopted by the Governing Board of KAIPTC whose Chairman is Ghana's Minister of Defence and whose members represent essential stakeholders both at national and regional level. It may therefore be assumed that the Plan is in alignment with Ghanaian national priorities as well as with relevant regional priorities and needs. Denmark was a driving force in the creation of a JFA under the APP, but had to abandon core support for earmarked support due to DAC ODA eligibility criteria and can therefore not participate in a genuinely joint financing arrangement. The Danish funds will however be handled entirely by KAIPTC itself, using its existing management and financial-management set-up. Planning, implementation, and reporting will also be entirely according to KAIPTC's routine procedures, as will the governance and oversight functions.

While reduced insecurity and conflict in the region should lead to fewer refugees and IDPs and hence reduced humanitarian needs, the project does not offer any practical synergies between development and humanitarian assistance.

Similarly, the area of training and research for peace and security in Ghana and West Africa does not immediately lend itself to collaboration with Danish civil-society actors or business entities. KAIPTC does however collaborate with Danish research institutions (presently DIIS), and the project can be seen to be complementary to the Danish military engagement in Mali, seeking to tackle the regional security situation from another angle and in the longer run possibly reducing the need for military presence. Also, while the maritime project targets one particular aspect of Ghana's and the region's insecurity, it does provide a link to Danish commercial entities, though not as direct project stakeholders. The same is the case with the Embassy's overall transitional programme of which the project is part.

With regard to Danish political priorities, the development of the Sahelian countries towards peace and stability is a top Danish foreign and security policy priority, as reflected in the Danish contribution to the Barkhane military operation in Mali and the significant development cooperation programmes in both Mali, Burkina Faso and Niger. The present project also addresses the important policy priority of gender equality (very much including WPS and fragile settings) and the human-rights issue of R2P which is also a policy priority. Finally, the project addresses the wish to see the Danish relations with Ghana (as a recently graduated middle-income country) from development cooperation to private sector-led trade and investment relations.

The project design reflects the five OECD quality criteria of relevance, impact, effectiveness, efficiency, and sustainability through its targeted support for selected high-priority areas of immediate relevance to the regional and national stakeholders in West Africa, delivered by a regionally embedded specialist institution with which Denmark has a longstanding and positive relationship, and which is widely recognised for the quality and relevance of its training and research activities as well as for its convening power.

Finally, relating to sustainability and exit, the project covers the two years of 2021 and 2022 and is not expected to be followed by a further phase. To help KAIPTC improve its future funding situation, however, the Embassy will participate, together with other donors, in efforts at having KAIPTC included in the DAC list of organisations to which donors can provide Official Development Assistance (ODA) in the form of core funding. It is the absence of KAIPTC from this list that made Denmark abandon core funding to KAIPTC in 2018 and which may be assumed to keep other donors as well from providing core funding to the Centre. More core funds as a proportion of total funding would improve the overall quality of KAIPTC's funding and facilitate a balanced implementation of its Strategic Plan.

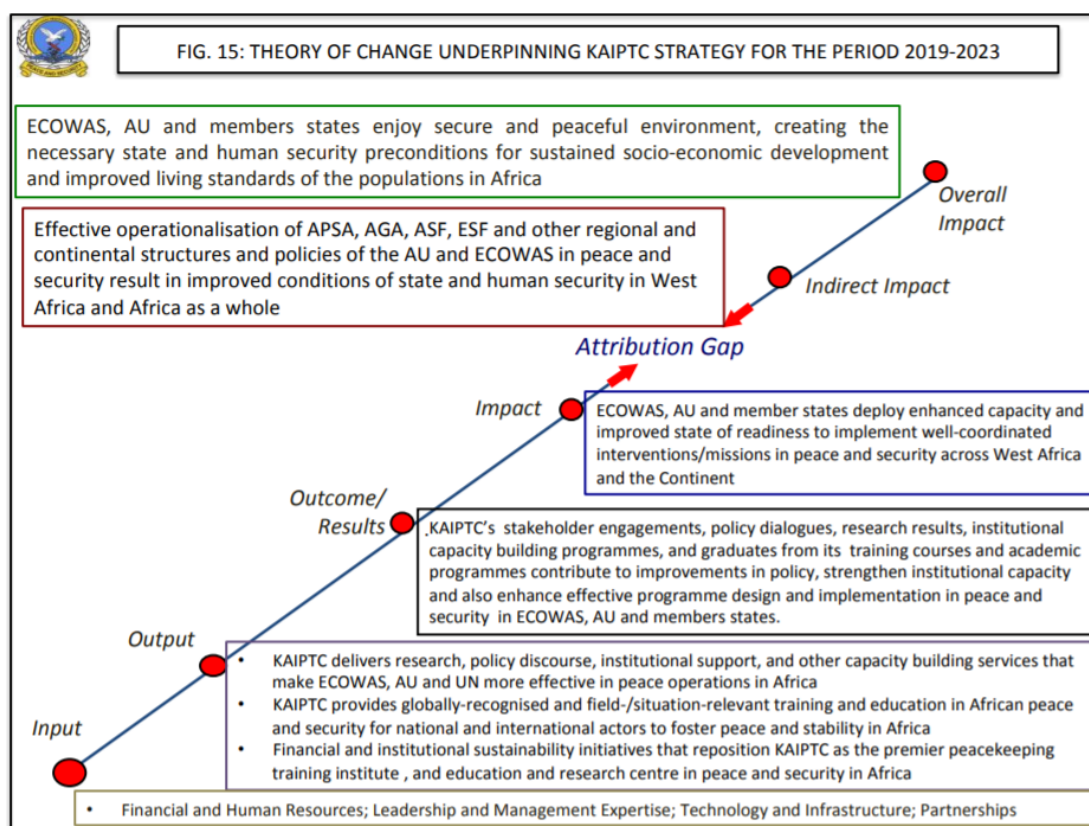
Denmark will also support KAIPTC in its intention to move closer to ECOWAS and the APSA and thereby become eligible for funding from sources focusing their support on these targets.

## 5. Theory of change and key assumptions

The present project represents a contribution towards KAIPTC achieving its strategic objectives. These are summarised as the "ultimate outcome" in the KAIPTC Centre-wide logframe that shares its wording with the "outcome" of the present project: "Improved performance and better achievement by ECOWAS, AU, other RECs, CSOs and Member States in their respective peace and security mandates" – an essential element in bringing about peace and security for the populations of West Africa.

The theory of change (ToC) of KAIPTC therefore provides the basis for the intervention logic of the project, with the project contributing to certain elements and processes of the KAIPTC ToC (as well as contributing to the ToC as a whole through its contribution to the financial foundation and sustainability of KAIPTC).

The KAIPTC ToC presents itself as follows (as shown in the Strategic Plan 2019-23):



The ToC is a brief and precise statement of the way KAIPTC's activities are meant to influence the development of peace and security in Africa (within which KAIPTC obviously has a particular focus and a clear comparative advantage on West Africa). KAIPTC shares this intervention logic with the Danish support that contributes part of the resources needed to enable KAIPTC to realise its ToC and achieve its goal.

The main assumptions behind this close relationship between the intervention logics of the two partners are that

- the three output areas of the Danish support are important elements in KAIPTC's work and in KAIPTC's relevance to the major stakeholders in the West African peace and security community;
- the activities selected by KAIPTC within the three areas meet specific demands and needs among the client institutions, and KAIPTC implements the activities to the satisfaction of the respective audiences, thus securing the uptake by these of the advice and guidance provided;
- without compromising on its expertise- and evidence-based approach, KAIPTC proves able to adjust the activities in the course of the project in response to emerging needs and demands, in accordance with KAIPTC's new demand-driven business model.

## 6. Project objective and summary of results framework

It is the objective of the development cooperation among the parties to strengthen national and regional structures and mechanisms for sustaining peace and security in West Africa.

The Danish Embassy in Accra will base its support on progress attained in the implementation of the project as described in the present project document. Progress will be measured through KAIPTC's monitoring framework. For Danida's reporting purposes, the following key outcome and output indicators have been selected to document progress:

Project title		Promoting peace and security in West Africa: Danish Support to KAIPTC 2021-2022	
Project Objective		To strengthen national and regional structures and mechanisms for sustaining peace and security in West Africa.	
Impact Indicator		Rating of West African countries in the Global Peace Index (GPI)	
Baseline	Year	2020	11 out of 15 (73%) West African countries are in a high to medium state of peace category – 2019 GPI
Target	Year	2023	11 out of 15 (73%) West African countries consolidate positions in the high to medium state of peace category – 2022 GPI

Outcome		Improved performance and better achievement by ECOWAS, AU, other RECs, CSOs and Member States in their respective peace and security mandates	
Outcome indicator		Number of casualties related to armed conflicts in the region	
Baseline	Year	2020	5323 <sup>1</sup>
Target	Year	2023	4000

Output 1		KAIPTC's outreach and contribution to full implementation of the Women Peace and Security (WPS) agenda through capacity building and awareness creation for key actors in the sub-region enhanced in quality and quantity.	
Output indicator		Number of participants in WPS-related activities	
Baseline	Year	2020	n.a. <sup>2</sup>
Target	Year 1	2021	192
Target	Year 2	2022	142

Output 2		Evidence-based discourse and capacity in preventing R2P crimes enhanced	
Output indicators		a. Number of stakeholders/participants in R2P-related policy and capacity engagements. b. Number of R2P policy papers and reports published and disseminated.	
Baseline 1	Year	2020	a. n.a. <sup>3</sup> b. n.a.
Target 1	Year 1	2021	a. 50 b. 2

<sup>1</sup> 2019 estimates - Uppsala Conflict Data Program

<sup>2</sup> Targets are for the Danish funding only. KAIPTC also conducts training activities in the area of WPS using other funds. In 2020, these were attended by 286 participants.

<sup>3</sup> Targets are for the Danish funding only. In addition, KAIPTC usually trains approx. 30 participants in its annual R2P Course. In 2020, however, this course was cancelled due to Covid-19.

Target 1	Year 2	2022	a. 80 b. 1
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Output 3	Representatives of major stakeholders exposed to concepts and experience in conflict prevention and building infrastructure for peace		
Output indicator	Number of participants in the events (policy dialogues, trainings, etc.) conducted by KAIPTC in the area of conflict prevention		
Baseline	Year	2020	n.a. <sup>4</sup>
Target	Year 1	2021	70
Target	Year 2	2022	55

Using the KAIPTC Learning Management System (LMS), KAIPTC will conduct evaluation surveys on the training immediately following the end of the course. Furthermore, KAIPTC will conduct additional surveys 6 and 12-18 months after the course using qualitative and quantitative questionnaire on the participants utilisation of skills acquired within the Danish funded capacity development at KAIPTC. This will be done via the KAIPTC online Alumni platform. The results will serve as quality assurance for present and potential future programmes.

## 7. Inputs/budget

The total financial resources to be made available to KAIPTC by the Embassy amount to DKK 9 million. The funds (in '000 DKK) will be allocated as follows among the two project years and the three output areas as well as the organisational development and other expenses that are not attributable to any of the three output areas:

		2021	2022	Total
1	WPS	1,867	1,030	2,897
2	R2P	1,576	533	2,109
3	Conflict prevention	1,535	651	2,186
4	ICT	298	298	596
5	<u>Subtotal</u>	<u>5,276</u>	<u>2,512</u>	<u>7,788</u>
6	Value-for-money review			239
7	Contingencies			421
8	Administrative cost			458
9	Audit			94
10	<b>Total</b>			<b>9,000</b>

All disbursements will be done in DKK following the disbursement plan below provisory actual spending:

January 2021: DKK 3.00 million

January 2022: DKK 1.50 million

July 2021: DKK 3.00 million

July 2022: DKK 1.50 million

In case reallocation of funds between the budget lines proves necessary or desirable in the course of implementation, KAIPTC will consult the Embassy before revising the budget.

<sup>4</sup> Targets are for the Danish funding only. In addition, KAIPTC trains approx. 60 participants annually in its Conflict Prevention Course and Conflict Analysis and Mediation Course. However, one of these was cancelled in 2020.

The budgets for the three output areas (budget lines 1 to 3) include coverage of varying proportions of the cost of involved KAIPTC staff, totalling approx. 7% of the project budget. The administrative/overhead costs amount to 5.1 % of the total project cost. Funds set aside for contingencies amount to 4.7%.

A more detailed budget (in USD at an exchange rate of 6.27) indicating the individual activities for which the Danish funds are earmarked as well as the administrative and other costs can be found in [Annex 5](#). All disbursements will be in DKK converting to USD in the exchange rate in force at the time of future disbursements.

The Danish project is one of several sources of funds available to KAIPTC over the project period. Assuming annual budgets in 2021 and 2022 to the amounts indicated in the 60%-scenario of the KAIPTC Strategic Plan, the Danish support will amount to approx. 15%. It is not possible to indicate the total funds available for the output areas to be supported by Denmark, except for the WPS area, which (as opposed to the two others) is an explicit element of the KAIPTC budget (Outcome area 3). In this area, the total funds for 2021 and 2022 in the above-mentioned budget scenario amount to USD 852,256, with the present project contributing USD 462,000.

While KAIPTC's funding situation in 2021 and 2022 is not yet clear, according to the audited accounts for 2019 the major donors to KAIPTC in 2019 were Germany (GHS 18.3 million), Norway (GHS 6 million – the only donor still providing core funding), Switzerland (GHS 5.2 million), Sweden (GHS 2.8 million), Denmark (GHS 2.2 million), and France (GHS 1.3 million). Other donors were Austria, Australia, and Japan among others. The 2019 contribution from the Government of Ghana amounted to GHS 2.9 million, while KAIPTC had internally generated funds and unspecified receipts amounting to 5.8 million. The total income stood at GHS 47.4 million (approx. USD 8.1 million) – slightly more than in 2018.

[Annex 5b](#) presents the total KAIPTC budget projection for the strategy period.

## 8. Institutional and management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions about the project.

General management arrangement: The project will be managed by KAIPTC as the implementing partner, and the management will follow KAIPTC's routine procedures overseen by the Commandant. The Commandant will delegate the day-to-day project management to the relevant department and will appoint a staff member to serve as liaison officer between KAIPTC and the Embassy. The project's management will reflect best practice in project management and will be transparent and accountable.

The activities funded through the project will be part of KAIPTC's general work plans and budgets and as such approved annually by the Governing Board. The annual planning and budgeting cycle will therefore adhere to the relevant routine procedures at KAIPTC. These procedures will ensure coordination and complementarity of the project activities between the various KAIPTC departments involved.

Thus, the project is submitted to the general oversight of the Governing Board like all other activities carried out by KAIPTC.

The project activities will draw on KAIPTC staff from a number of departments and entities. Some of these will have part of their working time paid for from project funds, but will remain KAIPTC staff in all respects.

KAIPTC will ensure regular concertation between the involved departments throughout the project period to ensure smooth, efficient and effective implementation.

Reporting: Apart from including the project activities and achievements in its general reporting as relevant, KAIPTC will report specifically to the Danish Embassy on the project-funded activities. Progress reports will be half-yearly and will include progress and achievements against the agreed work plan and budget as well as the results framework in the present project document. The reports will also highlight key successes achieved as well as major constraints and challenges encountered and the measures taken to deal with them.

Reports are to be submitted before 31 March (annual reports) and 30 September (reporting on 1<sup>st</sup> semester).

The reporting format may be chosen by KAIPTC.

In addition, KAIPTC will share its Annual Reports and other relevant reports and material with the Embassy.

On financial reporting, see below.

Monitoring and review: KAIPTC has an established monitoring and review mechanism covering all KAIPTC activities, aimed at keeping track of progress, drawing lessons from the activities implemented, and improving future performance. KAIPTC will submit the project activities to this mechanism and document the findings as appropriate. Vis-à-vis the Danish Embassy, KAIPTC will report as stated above, including on the progress made against the results framework in the present document.

The Embassy shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme.

After the termination of the programme support, the Ministry of Foreign Affairs reserves the right to carry out an evaluation in accordance with this article.

Consultation between the parties: KAIPTC and the Danish Embassy will meet formally three times for consultations on the project, as follows: In October 2021 at the beginning of the annual planning exercise for 2022, in April 2022 upon finalisation of the annual report 2021, and in April 2023 upon finalisation of the annual report 2022.

In addition to this, Denmark will take part in the overall oversight of the project through its seat on the KAIPTC Governing Board.

Communication of results: KAIPTC will include the project activities in its established approach to communicating its activities and achievements to the public and to particularly relevant stakeholders. The Centre will keep the Embassy posted in this regard. The Embassy may also from time to time request KAIPTC to help develop brief communication material for the Embassy's use. For more detail, see Annex 7: Communication Plan.



## 9. Financial Management and reporting

Both parties will strive for alignment of the Danish support to the implementing partner's existing rules and procedures while adhering to the minimum requirements as stipulated in the Ministry of Foreign Affairs' Guidelines for Financial Management for Development Cooperation that must be considered an integral part of this project document.

The financial management of the project is delegated to KAIPTC, who will also monitor the activities undertaken. The project will utilise KAIPTC's financial management arrangements, which are in accordance with the International Financial Reporting Standards (IFRS) and the International Accounting Standards (IAS). KAIPTC shall receive and manage the funds from the Danish Embassy and submit biannual and annual financial reports to the Embassy according to the same level of detail as the budget presented in Annex 5 (sheet "Budget Summary").

Funds will be transferred by the Danish Embassy semi-annually into a bank account to be specified by KAIPTC (Annex 5a). Each disbursement of funds from the Embassy will be based on a written request for disbursement indicating detailed information on recipient bank account. The request should take into account the balance of funds previously received in order to avoid accumulation of funds as well as the FMG Chapter 4. KAIPTC must confirm receipt of funds as soon as possible and no later than 14 days after receipt of funds from the Embassy, indicating the value of the transfer in the currency in which the transfer has been received. The funds must be kept separate from other funds available to KAIPTC and must be stated in the annual accounts/accounting system as income.

In the event there is need for reallocation between budget lines, the agreement of the Danish Embassy in Accra shall be sought.

Any loss due to the variation of exchange rates between the grant in DKK and the currencies of expenditure must be covered within the grant.

Any unspent balance or any savings of project funds shall be returned to the Danish Embassy in Accra together with any interest accrued from deposit of Danish funds.

Procurement will be done in accordance with KAIPTC's procurement guidelines. Travel will also follow KAIPTC rules. However, all air travel shall be in economy class.

The total budget cannot be exceeded and shall be used for the agreed purposes only.

Financial reporting: The semi-annual progress reports shall include budget monitoring reports, which must be submitted in due time prior to a new disbursement, and at the latest as an attachment to the new disbursement letter. These shall be drawn up to the same level of detail as is done in the budget above (reflecting any agreed changes made). budget monitoring reports must clearly state the disbursements made by the Embassy as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible KAIPTC officer and shall include a bank statement and a bank reconciliation.

Audit: The Danish funds shall be audited annually by auditors selected by the Embassy. The auditors must be certified and must perform the audits in accordance with international standards.

Obligation to report on changes and irregularities: Denmark has a zero-tolerance policy towards corruption. This requires that strict measures must be in place to minimise the risk of corruption or misappropriation of

funds, and any suspected case of corruption or misappropriation of funds related to the programme must be immediately reported to the Danish MFA regardless of whether or not the funds involved are Danish funds, and regardless of whether the case has been successfully handled or not.

Failing satisfactory implementation of the above, the Danish support may be withdrawn and a claim for refund of monies previously transferred may be made, and, in case of gross negligence, mismanagement or abuse, legal redress may be sought.

## 10. Risk Management

Contextual risks relate to KAIPTC's continued ability to raise funds for its activities, KAIPTC's continued ability to respond relevantly to its major clients' needs, and possible consequences of the future development of the Covid-19 situation. Only the latter is considered of medium likelihood, while the others appear little likely within the project period. All three would however be difficult to do much about within the project time span.

Two programmatic risks are considered to be of medium likelihood, both of which are to some extent linked to the Covid-19 pandemic: Insufficient attendance of the project-funded courses and other events (which could also be due to perceived lack of relevance or high cost), and travel restrictions (which could also be due to security developments). Both would be difficult to respond to adequately in the short term and could have some or significant impact on the project's ability to attain its objectives.

Two institutional (reputational) risks (for both the Embassy and KAIPTC) could have significant negative effects on the project, but are considered to be of low probability: KAIPTC committing a political "faux pas" while navigating the complicated political landscape of (West) African security, and KAIPTC having a case of mismanagement or governance failure, both of which could lead to donors, including the Embassy, suspending funding in the short term.

See the full risk management matrix in [Annex 4](#).

## Annexes

**Annex 1: Context Analysis**

**Annex 2: Partner assessment**

**Annex 3: Presentation of project activities related to Results Framework**

**Annex 4: Risk Management Matrix**

**Annex 5: Budget details**

**Annex 5a: Implementation timeline**

**Annex 5b: KAIPTC 5-year budget forecast 2019-23**

**Annex 6: List of supplementary material**

**Annex 7: Plan for Communication of Results**

**Annex 8: Process Action Plan**

**Annex 9: Signed Quality Assurance Checklist – to be added**

## Annex 1: Context Analysis

### Overall African context

The global positive trend over the past three to four years in the decrease in the number of state-based conflicts and overall fatalities caused by organised violence is partly counterbalanced by an increase in the number of active conflicts involving non-state actors and resulting fatalities, driven in particular by intra-state conflicts in sub-Saharan Africa<sup>5</sup>. Crises in Africa are becoming more complex and protracted. Over the last decade, Africa has faced a significant increase in conflict caused by terrorism, human and drug smuggling, conflict between pastoralist and sedentary farmers, and related threats. The impact of terrorism on conflict dynamics has also become more acute and the complex linkages between terrorism and conflict needs to be addressed. While some successes have been achieved, the overall situation on the continent remains concerning<sup>6</sup>.

The negative impact of violent conflict in Africa on the fight against poverty and the continent's prospects for sustainable economic and social development is significant. Violent conflict also constitutes the main driver of forced displacement, currently affecting more than 29 million people in Africa<sup>7</sup>. According to the Office of the United Nations High Commissioner for Refugees (UNHCR), seven out of the 10 main countries of origin of refugees are African states<sup>8</sup>. The management of ongoing violent conflicts and activities preventing the escalation of emerging crises can therefore positively contribute to the realisation of Africa's potential for sustainable development, as well as positively reduce the number of forcibly displaced in Africa.

### APSA

The African Peace and Security Architecture (APSA) is the continental framework within which the African Union (AU) – which has the primary responsibility for promoting peace, security and stability in Africa – the eight recognized Regional Economic Communities (RECs)<sup>9</sup> and the two established Regional Mechanisms (RMs)<sup>10</sup> contribute to the prevention, management and resolution of conflicts in Africa. The RECs/RMs constitute the building blocks of the APSA at regional level, with ECOWAS being an important REC.

The APSA is built on the following pillars: the AU Peace and Security Council, supported by the African Union Commission (AUC), a Panel of the Wise, a Continental Early Warning System, an African Standby Force (ASF) and a Peace Fund. The APSA provides the AUC and the RECs/RMs with a common context to employ recommended mechanisms to address evolving issues of peace, security and stability in a coordinated manner. Strong cooperation and an effective identification and distribution of responsibilities between the AU and the RECs/RMs in order to maximize synergies is thus critical for the success of the APSA in delivering on its objectives. However, the degree of operationalization of the various APSA pillars has been uneven. The same holds true for the level of readiness and engagement on peace and security issues by the AU and the

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5 Pettersson, Thérèse, Eck, Kristine: Organized Violence, 1989-2017, In: *Journal of Peace Research* 55(4), 18 June 2018, p. 535-547.

6 International Institute for Strategic Studies: *Armed Conflict Survey*, Vol. 4, 2018.

7 <https://africacenter.org/spotlight/record-29-million-africans-forcibly-displaced/>

8 In order of magnitude of the total number of refugees, these are South Sudan, Somalia, Sudan, Democratic Republic of Congo, Central African Republic, Eritrea, Burundi.

9 Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Communities of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD), Southern African Development Community (SADC), Community of Sahelo-Saharan States (CEN-SAD) and Arab Maghreb Union (AMU).

10 North African Regional Capability (NARC) and East African Standby Force (EASF).

various RECs/RMs. Clarification (if not identification) of roles and responsibilities as well as capacity building support are therefore needed to strengthen this architecture.

It is important to note that the promotion of peace and security is one of the key objectives formulated in the AU Constitutive Act of 11 July 2000, which highlights the link between security and development in its preamble. The present strategic framework for the socio-economic transformation of the continent over the next 40+ years is provided by the AU's Agenda 2063<sup>11</sup>. Its aspiration for "a peaceful and secure Africa" aims at putting in place functional mechanisms for peaceful conflict prevention and management by 2020. This commitment has been developed further in the AU initiative "Silencing the guns by 2020", adopted in 2014.

The APSA Roadmap 2016-2020<sup>12</sup> guides the way for collaboration between the AU, the RECs and the RMs in achieving the goals of the "Silencing the guns by 2020" initiative. It identifies five strategic priorities:

- 1) conflict prevention, with a focus on early warning systems and preventive diplomacy;
- 2) crisis and conflict management, with a focus on mediation and on the African Standby Force;
- 3) post-conflict reconstruction and peacebuilding, including Security Sector Reform and Disarmament, Demobilisation and Reintegration of ex-combatants;
- 4) strategic securities issues, such as the fight against terrorism, the proliferation of small arms and light weapons, and illicit financial flows; and
- 5) coordination and partnerships within APSA structures, among the APSA members and with other international actors.

### **West Africa**

Reflecting the overall African trend, there has in West Africa been a decline in violent conflicts but "the advent of intra-state conflicts or 'new wars' has brought many of its economies to the brink of collapse, creating humanitarian casualties, and concerns"<sup>13</sup>. The insurgencies in the Sahel region affecting Mali, Niger, Mauritania and Burkina Faso, the Boko Haram insurgencies affecting not only North Eastern Nigeria, but also Cameroon, Niger and Chad, in addition to potential conflicts within notably stable countries such as Ghana, Nigeria and Senegal as well as recent election related violence in Guinea and Ivory Coast sends alarming signals of the re-surfacing of internal and regional violent conflicts.

Many actors, not least ECOWAS but also the international community (especially AU and the UN) and civil society organisations have attempted to prevent and resolve conflicts in West Africa, but conflicts continue, have become more complex and their resolution is often protracted.

### **ECOWAS**

Historically, through the Economic Community of West African States Monitoring Group (ECOMOG), ECOWAS has achieved some notable successes by deploying peacekeepers combined with the mediating role of ECOWAS in Liberia, Sierra Leone, Guinea-Bissau and Ivory Coast which helped peace efforts in the region. ECOWAS has also brokered and led numerous peace agreements in and in the region<sup>14</sup>. In terms of

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11 African Union: The Agenda 2063 - The Africa we want. Agreed in the Solemn Declaration on the 50th Anniversary of the Organisation of African Unity/African Union adopted by African Heads of States and Governments, 25 May 2013

12 <https://www.peaceau.org/uploads/2015-en-apsa-roadmap-final.pdf> and expected to be extended for another 3-5 years.

13 Annan, N 2014: "Violent Conflicts and Civil Strife in West Africa: Causes, Challenges and Prospects". *Stability: International Journal of Security & Development*, 3(1) p. 1

14 *Ibid* p. 9.

mediation examples include ECOWAS' attempts to mediate both in 2012 and in 2020 after military coups in Mali, in 2017 it intervened in Gambia to 'restore democracy' after a presidential election, where the loser refused to leave and after the recent elections in Ivory Coast is attempting to mediate after the disputed elections.

Especially after developing the ECOWAS Conflict Prevention Framework (ECPF) in 2008, with Danish support and a Danida advisor provided through the APP, ECOWAS has enhanced and affirmed its role as a key player in conflict prevention and resolution and peacekeeping in West Africa. As part of this ECOWAS has, with the operationalisation of its early warning mechanism, ECOWARN, which seeks to prevent and monitor conflicts in the region, worked with civil society organisations, mainly the West African Network for Peacebuilding (WANEP), also supported by the Danish Embassy, to monitor elections most countries in West Africa.

ECOWAS has established a Council of the Wise, similar to the AU Panel of Wise, consisting of eminent West African persons to assist in mediation and is also attempting to establish the ECOWAS Standby Force as a peacekeeping force in the region. Together with similar standby forces, such as the Danish-supported East African Standby Force, from other regions contributes to the African Standby Force. However, the fact that France and other international actors had to intervene in Mali in 2013, as well as the creation of ad hoc groups outside of ECOWAS, such as the G-5 Sahel and the Multinational Joint Task Force of the Lake Chad Basin (fighting Boko Haram) although both includes non-members of ECOWAS, also points towards gaps in ECOWAS' peace and security efforts.

ECOWAS as an important part of APSA is obviously also guided by the APSA Road Map as referred to in the above. The AU, which through the subsidiarity principle allows regional bodies to take the lead, often supports ECOWAS' peace efforts, but occasionally the AU takes the lead such as in the post-electoral violence in 2010-11 in the Ivory Coast. Also, the UN has led several peace-keeping missions in West Africa e.g., UNOCI in Ivory Coast and UNMIL in Liberia and the establishment of the UN Office for West Africa (UNOWA) has assisted the region in addressing issues of human rights, election violence, drug trafficking etc.

#### **KAIPTC**

Despite all of the mentioned conflict resolution and peacekeeping efforts, the region continues to be affected by conflicts, which have become much more complex and often protracted. Therefore, in order to deal more effectively with conflict and security, a better understanding of the fundamental causes of the conflicts as well as more and different capacities to deal with these is necessary and KAIPTC's training and research activities are intended to contribute to this.

Providing trained personnel – military, police and civilian – to peacekeeping and PSO operations, whether led by UN, AU or ECOWAS continues to be important, but the new types of conflict means that conflict prevention and early warning capacities become increasingly important both at community and national levels. Providing trained personnel to these activities should take place in close cooperation and with guidance from the ECOWAS commission and in cooperation with the two other ECOWAS 'centers of excellence', the National Defense College in Abuja, Nigeria and the Ecole de Maintien de la Paix Alioune Blondin Beye, in Bamako, Mali to increase the capacity of the ECOWAS standby force, as well as conflict resolution capacities of regional, national and local actors.

Internationally, e.g., UN security Resolution 1325 and follow-up resolutions, it is increasingly recognized that women are important stakeholders and actors in peace and security activities: Women are presently underrepresented in peacekeeping, conflict prevention and early warning structures in West Africa. KAIPTC

is through its new strategy planning to address this by including more women in its training and research activities and fully establish a Women Peace and Security Institute.

Finally, KAIPTC is known for recognizing that the conflicts in the region have become more complex and its research capacities has made it possible to understand this and based on this knowledge adapt training to the new needs as well as increasing the training of national and community actors both in government and in civil society. Including civil society actors such as members of WANEP and women community groups are part of this adaptation of training to the needs of the new conflict patterns in the West African region.

### **Experiences of past support**

EU is, as has been the case for many years, the biggest and most important partner of the APSA. A recent evaluation of the European Court of Auditors<sup>15</sup> as one of its major recommendations suggest that the EU Commission should make interventions consistently results-based and improve monitoring of outcomes.

The Evaluation of the APP<sup>16</sup>, which includes the support to KAIPTC from 2010-2017, also notes a lack of outcome reporting and monitoring: *“the support to KAIPTC is challenged by the lack of adequate information of the organisation’s results at outcome level. Nonetheless, it is stated that the demand for PSO training remains high due to the number of peacekeeping missions on the continent.”*<sup>17</sup> This is related to another issue of KAIPTC being supply driven is mentioned in the evaluation: *“The APP funding is ... for providing courses that are demanded. In practice, however, it is not clear whether KAIPTC uses the APP support solely for such trainings, which is partly due to the fact that the administrative capacity of the centre is very weak.”*<sup>18</sup>

The issue of the administrative capacity is linked to the governance set-up of KAIPTC: *“The current governance setup and linkages to the Ghana Ministry of Defence reportedly hinders progress in this regard, [demand-driven, ed.] resulting in an abundance of external consultants while that money could be used to strengthen the capacity of KAIPTC’s own staff.”* (p.99)

While the center is clearly a regional center, the fact that it is owned by the Ministry of Defense and the Ghana military unilaterally appoints the commander and other military staff (e.g., Head of Training and other department Heads) in principle for a three-year period, but in practice there has been a much faster change of senior managers, hinders progress on these issues and also influences the administrative and financial management of the center.

As presented in the project document the issue of outcome monitoring and KAIPTC activities being demand driven is addressed in the present strategy and having renewed MoU’s with both AU and ECOWAS as well as ensuring active participation of the ECOWAS Commission in the Governing Board. The Governance issue remains a challenge while the administrative and financial capacity is being built especially with support from GIZ, Germany.

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15 “Special Report: The African Peace and Security Architecture: need to refocus EU support”. European Court of Auditors

16 “Evaluation of the Africa Programme for Peace 2004-2017”. Danida, November 2018

17 Ibid. p. 71

18 Ibid p. 79

## Annex 2: Partner assessment

### Summary of stakeholder analysis

The West African security situation and the ways it influences Ghana's domestic security and stability constitute the main elements of the wider project context. It follows that major stakeholders are to be found both at the regional level and at national level in Ghana.

At the regional level, the most important political stakeholder is ECOWAS of which all West African countries are members, and which for many years has seen itself as an important player on the security scene in the region. Its Heads of State form an important forum for security-related discussions, including with regard to individual countries giving rise to concern. ECOWAS has also played the role of convener and organizer of peacekeeping missions (...) and various forms of mediation efforts. KAIPTC is one among three formally recognized ECOWAS Centres of Excellence in the field of peacekeeping, and ECOWAS is represented on KAIPTC's governing Board. Many of the training and research needs to which KAIPTC responds, have their origins in ECOWAS' various activities in the field of peacekeeping.

At the continental level, the African Union plays similar roles in terms of peacekeeping and mediation. In addition, the AU is convener and overseer of the African Peace and Security Architecture (APSA) in which ECOWAS plays an important part. KAIPTC has a formalized relationship with the AU in the form of an MoU, and AU-organised peacekeeping missions give rise to training needs taken care of by KAIPTC even for personnel from outside West Africa.

The individual West African governments as well as their armed forces are also essential stakeholders in maintaining and restoring peace and security in West Africa. Their success or failure to control their territory, fight off threats from beyond their borders, and keep domestic stability are major elements of keeping the region politically and militarily stable and preventing conflict. Many of the countries also contribute regularly to ECOWAS and AU peacekeeping missions. The participation of nationals of the West African countries in KAIPTC courses is usually part of ECOWAS or AU peacekeeping undertakings.

At the national level in Ghana, the Ghana Ministry of Defence and Ghana's national armed forces are the stakeholders most immediately concerned. The former of these is the owner of KAIPTC and hence the most influential stakeholder of all. Within KAIPTC's governance and management structure, the Minister of Defence is Chairman of the Governing Board, and the Ministry appoints the Commandant who is the general manager of KAIPTC. These positions embody Ghana's interest in maintaining a strong national contribution to regional peacekeeping over and above its deployment of military personnel and hardware. Ghana's armed forces on their part benefit specifically from pre-deployment training by the KAIPTC Field Training Team.



## Criteria for selecting programme partners

The selection of KAIPTC was based on the following criteria:

*KAIPTC is a known and trusted partner.* KAIPTC is a long-standing Danish partner through the Africa Programme for Peace (APP, 2009-17) and is presently implementing one of four engagements under the Gulf of Guinea Maritime Security Programme. KAIPTC has generally delivered as expected under the Danish-funded programmes, and the project-related as well as the wider security-related dialogue between KAIPTC and the responsible Danish embassies has proven productive and constructive throughout.

*KAIPTC is considered an effective partner.* KAIPTC is a strong and experienced actor with regard to the regional aspects of Ghana's security situation and challenges. These regional aspects are growing increasingly important considering the well-known developments in the Sahel and in Nigeria/Lake Chad Basin in terms of criminal and terrorist networks. Essential in this regard are the formal political and technical relationships with the major West African and continental players in the security sector, namely ECOWAS and the AU, and the particular link provided by KAIPTC between the Ghanaian government and these regional bodies. The Centre is a widely respected research and training institution and has significant outreach to national and other security-related bodies in all of Africa from where to draw relevant course participants and through which the Centre's knowledge of security developments on the continent can be continuously updated. In operational terms, KAIPTC has proven to have reliable and effective delivery mechanisms and solid management procedures and management capacity.

*KAIPTC is considered a low-risk partner.* The fields of peace and security are fraught with political and other risks and concerns that imply significant reputational risks for the stakeholders active in these areas as well as for the donors and others who support them. KAIPTC is considered a low-risk partner in this respect based on its track record of impartial research and training that have met with general acceptance among all stakeholders.

## Brief presentation of partners

KAIPTC, which is based in Accra, was established in 1998 by the Ghana Ministry of Defence and opened its doors for its first course in 2003, a year before it was formally commissioned. Its creation was in recognition of the need for training military, police and civilian men and women to meet the changing demands of multidimensional peace operations, and the Centre was to build on and share Ghana's experience and competence in peace support operations with other states in the ECOWAS region and the rest of Africa.

KAIPTC is a regional leader in terms of its training courses as well as its applied research on peace and security issues. The Centre also has an important capacity to assemble and engage relevant actors to address particular thematic challenges within its fields of expertise. KAIPTC is one of three Peacekeeping Training Centres of Excellence mandated by ECOWAS to offer training in peacekeeping and Peace Support Operations in Africa (MoU 2007). In addition to its Memorandum of Understanding with ECOWAS, KAIPTC recently signed an MoU with the African Union, strengthening its visibility, goodwill and operational leverage across the African continent.

KAIPTC offers training courses in three thematic areas: Peace Support Operations, Conflict Management, Peace and Security Studies. It conducts an average of 30 courses per year of approx. 2 weeks duration. Up to now the Centre has offered more than 500 courses for more than 19,000 military, police and civilian personnel from 90 countries.

From 2011, KAIPTC also offers post-graduate programmes in the areas mentioned, such as a Master in Gender, Peace and Security and a Master in Conflict, Peace and Security as well as a PhD in International Conflict Management. The academic programmes take place under advice by an Academic Board and under the mentorship of Ghana Institute of Management and Public Administration.

The Centre also conducts research in the fields of Peace Support Operations, Peace and Security Studies, and Conflict Management. An ongoing study on domestic security implications of UN peacekeeping is conducted together with the Danish Institute for International Studies.

For the period 2019-23, the KAIPTC Strategic Plan indicates the following strategic objectives:

- To enhance the capacity of ECOWAS, AU, and their relevant structures to perform their mandates in ensuring peace and security in Africa
- 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 1325 and follow-up resolutions on women, peace and security in the context of Africa
- To strengthen collaboration with CSOs, think tanks and the private sector in advancing policy dialogues and improvement in peace operations in Africa
- In addition, three objectives concern internal issues (financial sustainability of the Centre, governance and management, and sustainability of the academic programmes).

Strategic priorities for the period include:

- Focus on the core mandate of training in peacekeeping and Peace Support Operations (PSOs)
- Ensure sustainability of the academic programmes
- Strengthen KAIPTC's collaboration with CSOs, think tanks and the private sector
- Ensure financial sustainability of the Centre
- Ensure decentralized results-based management.

The start of the new present Strategic Plan in 2019 marked a revised vision for the Centre and a partial shift away from a supply-driven approach (to a large extent driven by donor interests and funding opportunities) towards a more demand-driven and needs-based business approach. Attention was focused on engaging with the Centre's primary stakeholders, in particular ECOWAS, AU, and the ECOWAS member states, to understand the needs and interests of these.

In this context, capacity needs assessments of ECOWAS and AU were carried out to enable the development of tailor-made training programmes, research and other initiatives to address specific needs.

KAIPTC is governed by a Governing Board chaired by the Minister of Defense of Ghana and counting Ministers and other high military and civilian officials of Ghana; the KAIPTC Commandant; the Presidents of the ECOWAS and the AU Commission; and others, including Ambassadors from KAIPTC's development partners.

The Centre is managed by the Commandant who is a high-ranking Ghanaian military officer. The Commandant and his Deputy directly control a number of organizational functions such as policy, planning, M&E, finance, and legal matters. The Centre further counts three Departments (Training; Academic Affairs and Research; Administration) led by Directors. An Academic Board advises the Departments.

Funding for KAIPTC comes from the Ghana Ministry of Defence and a number of development partners. At present, only Norway is offering core funding, but several other countries supply earmarked funding, such as Austria, Canada, France, UK, USA, Germany, Japan, Nigeria. Denmark presently funds a project on maritime security under Denmark's Gulf of Guinea Maritime Security Programme.

KAIPTC's approved annual budget for 2019 amounted to USD 6.69 million, while the year's income came to 7.09 million and the actual expenditure to 7.08 million (unaudited figures). On the background of a financially difficult period towards the end of 2018, with funding coming significantly down from previous levels, the approved 2019 budget was the lowest - and obviously the most realistic - of three scenarios submitted to the Board for the first year of the new strategy.

KAIPTC is a long-standing Danish partner through the Africa Programme for Peace (APP) 2009-2017 and presently the Gulf of Guinea Maritime Security Programme.

The Embassy has a seat on the KAIPTC Governing Board, and the Centre has close relations with a number of Danish defence and research institutions.

Selecting KAIPTC as a partner in the context of Ghana's security is an obvious choice in as far as regional security developments have an increasingly direct and important bearing on domestic security and stability. Major security issues in Ghana concern electoral violence and political vigilantism, resource-related conflicts not least between herders and agriculturalists, and secessionist tendencies (presently particularly acute in Western Togoland Region). These and other security issues and vulnerabilities are known to provide entry points for both domestic and external forces seeking to destabilise Ghana in ways similar to what can be seen in the Sahel countries bordering Ghana to the North. Terrorist attacks indeed take place close and closer to Ghana's border with Burkina Faso. KAIPTC's work on regional security and stability seeks to support the region's political and military authorities to come to grips with precisely that. Recent more specific Ghana-related work by KAIPTC includes the Centre's support to the National Peace Commission (NPC) for its efforts to reduce political vigilantism; KAIPTC's support to the Ghanaian government for the development of a national security strategy and for the conduct of the Small Arms Baseline Survey; and KAIPTC's participation in research into the herder-farmer issue across West Africa, the conclusions of which have led to new ECOWAS policies on transhumance.

Ghana is home to two institutions specialised in the field of regional security, both of them with ECOWAS as a major partner and both of them widely known for the quality and impact of their work. The other one is the West Africa Network for Peacebuilding (WANEP), a civil society organisation with which KAIPTC has a close working relationship. Both entities are natural and complementary partners in the Danish Embassy's transitional programme.

## Summary of key partner features

<b>Partner name</b> <i>What is the name of the partner?</i>	Kofi Annan International Peacekeeping Centre - KAIPTC
<b>Core business</b> <i>What is the main business, interest and goal of the partner?</i>	Peacekeeping training and research on peace and security issues in West Africa. Acts as Centre of Excellence for ECOWAS. Has MOUs with AU and ECOWAS that are highly relevant to the present project. Long-standing Danish partner through APP and presently with the Gulf of Guinea maritime programme.
<b>Importance</b> <i>How important is the programme for the partner's activity-level (Low, medium high)?</i>	Low quantitative importance when looking at the total work programme of KAIPTC, but medium importance in the supported areas. From an organizational/political point of view, Denmark has renewed presence as a donor and active supporter of the Centre through two projects undoubtedly has rather high importance after Denmark's pull-out in 2017.
<b>Influence</b> <i>How much influence does the partner have over the programme (low, medium, high)?</i>	High. KAIPTC has been fully part of the selection of the areas to be supported, and within these, the activities have been selected by KAIPTC. Possible reallocations are also expected to be at the initiative of KAIPTC.
<b>Contribution</b> <i>What will be the partner's main contribution?</i>	Provision of research and training (KAIPTC's two mainstay areas of activity) within the supported areas. In addition, management of all aspects of the project.
<b>Capacity</b> <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Strong mandate and reputation. Good linkages, both political and technical, to regional institutions (ECOWAS and AU) and to national government institutions (in particular Ministry of Defence, owner of KAIPTC, and Ghana Armed Forces) as well as civil-society organisations in the same sector (WANEP in particular). Widely recognized as capable and experienced in the core areas required for this project.
<b>Exit strategy</b> <i>What is the strategy for exiting the partnership?</i>	The project will support KAIPTC to increase its volume of activities during the project. It is expected that some outputs (development of training courses; research findings) will contribute to KAIPTC's future portfolio of products (and hence income) and will point to new opportunities for KAIPTC including working with EU on trying to include KAIPTC in the NDICIC programming.

## Annex 3: Presentation of project activities related to Results Framework

### RESPONSIBILITY TO PROTECT

**Policy research on state-level implementation of R2P:** Despite the increasing knowledge and literature on R2P, there is limited prose on implementation of the R2P norm at the state level. To date, only one national level assessment of operationalization of R2P has been conducted (on Ghana in 2015, with support from government of Denmark). To address this lacunae in the literature, a multi-country study on the status of implementation of R2P at the state level is proposed to highlight the prospects and challenges within the African context. Selected cases may cover countries where atrocity crimes have occurred, post-conflict or transitional states, and countries that have not yet experienced mass atrocity crimes (proposed countries may include Cote d'Ivoire, Kenya, Rwanda, Zambia and Cameroon). This categorization will help unearth the varying backgrounds, degree of urgency and approaches in the different jurisdictions.

Activity: Field research in 4 African countries (Cote d'Ivoire, Liberia, the Gambia, Nigeria) for 12 days, including research editorial and publication.

**International Conference on R2P** (on implementation of atrocity prevention norms at the national level): The above research could feed into an international conference that brings together all relevant stakeholders to synthesize the findings from the research as well as proffer recommendations on accelerating efforts to build capacities and a community of practice for atrocity prevention. This conference could be held in Abuja Nigeria in collaboration with ECOWAS, or in an identified African country in partnership with the African Union.

Activity: International Conference on the domestication and implementation of atrocity prevention norms at the national level (45 participants for 2 days, 45 international participants including KAIPTC staff) and publication of conference report.

**R2P Capacity Development:** The activities listed above will be used to improve the content of an existing R2P training course delivered at KAIPTC. Subsequently, the course will help to build the capacities of atrocity prevention practitioners, policy makers and other stakeholders working to promote R2P on the African continent.

Activities:

- 5-day capacity development workshop on Improving Atrocity Prevention at the National Level for 35 participants;
- 3-day training review;
- 2-week course on responsibility to protect targeting 30 international participants over the two-year period.
- Atrocity Prevention Webinar Series: Are West African states living up to their Responsibility to Protect? 40 participants for half day including 3 guest presentations in year one, and Webinar on addressing hate speech and inter-ethnic violence in West Africa in year two.

## CONFLICT PREVENTION

**Country consultations to establish structures and mechanisms for preventing conflict and building resilience at the country level:** The country-level consultations seek to identify gaps and opportunities that can be leveraged upon in building resilience at the country level. Resilience in this context entails interactions between state and non-state actors and institutions working together to build positive peace. These are the factors that ensure that state and non-state actors as well as their institutions have enough strength and depth to withstand pressures.

Activity: 5 country-level field visits (Cote d'Ivoire, Sierra Leone, Senegal, Gambia, Ghana) to ascertain the level of implementation of structures and mechanisms for conflict prevention.

**Policy Level Engagement with ECOWAS:** ECOWAS and the African Union recently undertook separate country-level studies on structural vulnerability and resilience to first ascertain the level of structural vulnerabilities that make countries susceptible to violence and conflicts, but also attempted to identify the resilience factors that promote peace. Since these studies were conducted, not much has been done to follow up and monitor the implementation process of the recommendations. In particular, attempts at building infrastructure for peace (a major mechanism for conflict prevention) in the region has seen different results. This policy level engagement will bring to focus the challenges, opportunities and best practices in the implementation process.

Activity: 3-day policy-level workshop with ECOWAS and related stakeholders for 50 participants.

**Development of capacity building programme to support national-level Infrastructure for Peace (I4P) initiatives:** The country-level consultations and policy engagement are prerequisites for identifying and designing an appropriate capacity building programme for national officers involved in infrastructure for peace. KAIPTC will collaborate with the National Peace Council (NPC) of Ghana and the West African Network for Peacebuilding (WANEP) to augment the capacity of actors involved in early warning, conflict prevention and peacebuilding interventions at the national level.

Activities:

- 3-day joint capacity development workshop on conflict risk and vulnerability assessment for 60 regional peace actors in Ghana.
- Conflict Prevention course reviewed and a course targeting 20 participants in the West African region in years one and two respectively
- Fragility Webinar: Conflict Systems and Instability in West Africa. For 50 participants for 3 hours including 5 expert presentations.
- Webinar on Infrastructure for Peace in West Africa: Prospects and Impediments, 40 participants for half day including 5 experienced practitioner perspectives.

## WOMEN PEACE AND SECURITY

**Research on conflict-related sexual violence:** Sexual violence continues to be rampant in countries where conflicts exist. Localised conflicts, violent extremism and political violence have led to new forms of violence against women in West Africa and the Sahel region. Research on conflict related sexual violence in localized conflicts in West Africa will thus be conducted to determine the nature of such violence:

Activity: Research programme in one country in each of the 4 zones (Senegambia, Mano River, Sahel, and Gulf of Guinea) of West Africa.

**Policy dialogue on women in security and defence institutions:** Following the 20-year anniversary of the Resolution 1325, progress has been achieved to increase women's representation in security institutions and peace operations in Africa. However, studies on the ground demonstrate that challenges remain. Therefore, KAIPTC proposes to organize a Policy dialogue on Women in Security and Defence institutions and missions in Africa: Experience Sharing and Best Practices.

Activity: 3-day Regional Symposium for 35 participants.

**Sensitization workshop for local actors to prevent and respond to Gender-Based Violence:** This activity aims at enhancing the capacity of local actors for effective prevention and response to Gender Based Violence (GBV) in their respective communities. The workshop will build individual knowledge and skills, while shaping attitude within the communities to build a sense of teamwork and collaboration in tackling GBV.

Activity: 2 workshops for 30 participants each in Ghana and Nigeria.

**Workshop to enhance technical and theoretical knowledge of grass-root women leaders working in the arena of conflict, peace and security:** This activity targets grass-root women leaders to build their understanding of the WPS Agenda while offering them tools and skillsets to improve their leadership roles. This, it is expected, will increase the active and meaningful participation of women, including indigenous and local women, in peace operations and peace processes, in the management of conflict situations.

Activity: 5-day workshop at the KAIPTC premises for 35 participants.

**Workshop to enhance the capacity of mid-level women in ECOWAS & AU in leadership and mentoring:** As a follow-up to the Capacity Needs Assessment carried out by the KAIPTC at the ECOWAS and AU, there was a request for support to build the capacity of some networks such as FemWise as well as some staff at the organizations in leadership. This activity will offer the opportunity to enhance the leadership skills of the identified persons. The mentoring targets senior women leaders to equip them with the needed skills to mentor the next generation of female leaders.

Activity: 5-day workshops in Addis Abba & Abuja for 20 participants each.

Activities:

- Webinar on addressing conflict-related sexual violence in localized conflicts in West Africa. For 50 participants for half day.
- 1325 Webinar - Assessing the implementation of National Action Plans on UNSCR 1325: Amplifying the voices of Grassroots Women Organizations. For 40 participants.

- Webinar on Integrating gender perspectives into project design and implementation. For 30 participants for half day.
- Webinar on Building Resilience: Empowering actors to prevent and respond to gender-based violence. For 50 participants for half day.



## Annex 4: Risk management matrix

### Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
KAIPTC becomes unable to attract sufficient funding to remain relevant to its clients	Unlikely within the project period	Major	Major fundraising effort, including new funding sources. Efforts, i.a. by Denmark, to make KAIPTC eligible for ODA core funding	Major within the project period	Minimum funding for acceptable activity level appears secured or highly likely for the period of KAIPTC's new Strategic Plan. However, reliance on mostly earmarked (project) funding makes KAIPTC relatively vulnerable.
For whichever reasons, KAIPTC's main clients lose interest and withdraw their patronage	Unlikely within the project period	Major	Intensified consultations with major clients; rethinking of outreach modes	Major within the project period	KAIPTC in 2019 introduced demand-led business model that should reduce this risk. However, security situation developing fast and generating new demands for KAIPTC products to which KAIPTC may not be able to provide timely response.
The Covid-19 situation in Ghana/Accra deteriorates and forces KAIPTC to close down partially and suspend bulk of normal operations	Medium	Major	Switch to home-based work and virtual interaction internally and with external stakeholders	Medium	Certain likelihood of 2 <sup>nd</sup> wave of Covid-19. KAIPTC probably geared to adapting, building on 1 <sup>st</sup> experience, but no possibility of maintaining all activities as planned. Development of training material, preparation of events can continue, but application in terms of actual courses and events will suffer. In trying to mitigate the risk, procurement of ICT equipment as part of the programme will address this issue by improving distance learning.

## Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
The courses and conferences foreseen in the project do not attract the expected numbers of participants, reducing outreach and impact	Medium	Medium	Increased mobilisation effort. Effort to understand reasons.	Medium	Worsening Covid-19 situation in clients' localities or potential participants' reduced availability due to work would likely reduce participation, with no immediate response possible. Weak interest would necessitate rethinking of offer and delivery modalities with no likely short-term results.
The research programmes funded by the project do not deliver relevant results as expected	Unlikely	Medium	None in the short term.	Medium	Low likelihood due to KAIPTC experience and quality of staff and would hardly apply to all planned research.
Travel restrictions due to insecurity and/or Covid-19 reduce the scope and outreach of the activities	Medium	Medium	Hardly any in the short term. In medium term increased use of virtual means of holding courses, events.	Medium	Development of both Covid-19 and security situation to some extent unpredictable. Travel restrictions would harm, but not eliminate outreach.
Fiduciary risk: Corruption or other financial irregularities make the Embassy suspend the project	Unlikely	Major	Swift corrective measures by KAIPTC.  A longer-term effort by donors and KAIPTC to strengthen the financial management	Medium/major	Low likelihood based on experience and long-term partnership. However, project probably too short to allow sufficient corrective action to be taken within project period.

			capacity is ongoing.		
KAIPTC proves unable to implement (some of) the activities due to staff shortage or other constraints	Unlikely	Medium	Corrective action by KAIPTC	Minor	KAIPTC's experience with training and research should allow for realistic human and logistic resource allocation to project activities. Sudden constraints can probably be dealt with swiftly.

### Institutional (reputational) risks

<b>Risk Factor</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk response</b>	<b>Residual risk</b>	<b>Background to assessment</b>
Through its project funding, the Embassy becomes associated with a political "faux pas" by KAIPTC	Unlikely	Medium /major	Counter-measures by KAIPTC; possibly suspension of funding by Embassy; joint donor response	Medium/major	Low likelihood due to KAIPTC's experience on the (West) African security policy scene and knowledge of the actors.
The Embassy becomes associated with a case of mismanagement, governance failure or similar at KAIPTC	Unlikely	Medium /major	Suspension of funding or change of funding modality by Embassy; joint donor response likely	Medium/major	Low likelihood, based on experience. Depending on type and seriousness, Embassy response may imply any level of residual risk.

## **Annex 5: Budget details**

*For detailed budget and cost allocation kindly refer to separate Excel sheet.*

## Annex 5a: Implementation timeline

*Implementation framework for Danish support to KAIPTC in 2021*

	S.N.	Activity	Deliverables	2021 Timelines (months)												Budget (USD) <i>estimated as disbursement are in DKK</i>
				1	2	3	4	5	6	7	8	9	10	11	12	
RESPONSIBILITY TO PROTECT	1.1	Field Research in 4 African countries (Cote d'Ivoire, The Gambia, Nigeria and Liberia) for 12 days, including research editorial and publication.	Composite country assessment report published													31,652.00
	1.2	International Conference on the domestication and implementation of atrocity prevention norms at the national level	Conference report published													86,155.00
	1.3	Review of Training course on responsibility to protect targeting 8 subject matter experts	Revised training modules													24,490.90
	1.4	Atrocity Prevention Webinar Series	Webinar report													2,071.64
	1.5	Training course on responsibility to protect targeting 30 participants	Combined Evaluation report and Post-Course report													93,113.20

CONFLICT PREVENTION	2.1	5-country level field visits to ascertain level of implementation of structures and mechanisms for conflict prevention and scoping study on risk and vulnerability	Scoping study report produced																34,368.00
	2.2	3-day policy-level workshop with ECOWAS and related stakeholders for 50 participants	Workshop report produced																54,049.97
	2.3	Joint 3-Day Capacity Development Workshop on Conflict Risk and Vulnerability Assessment for Regional Peace Actors in Ghana - 60 Participants	Workshop report published																60,059.90
	2.4	Conflict Prevention Course targeting the 20 participants in west African region	Combined Evaluation report and Post-Course report produced																80,411.50
	2.5	Fragility Webinar on Conflict Systems and instability in West Africa	Webinar report produced																2,071.64
	2.6	Printing and publication of reports																	3,000.00
WOMEN,	3.1	4-Country Research on conflict related sexual violence in localized conflicts in West Africa	Country reports produced															28,798.00	

	3.2	3-Day Regional Symposium on Women in Security and Defence institutions and missions in Africa: Experience Sharing and Best Practices - for 35 participants	Symposium report produced															66,337.47	
	3.3	Sensitization Workshop on Gender-Based Violence for Community Actors	Workshop report published																35,993.20
	3.4	Workshop on enhancing technical and theoretical knowledge of grass-root women leaders working in the arena of conflict, peace and security	Workshop report produced																73,395.75
	3.5	Workshop to enhance the capacity of mid-level women in ECOWAS in leadership and mentoring	Workshop report produced																64,361.00
	3.6	Webinar on Addressing Conflict-related sexual violence in localized conflicts in West Africa.	Webinar report produced																2,800.52
	3.7	1325 Webinar - Assessing the implementation of National Action Plans on UNSCR 1325: Amplifying the voices of Grassroots Women Organizations	Webinar report produced																2,071.64
			<i>5% unallocated fund for risk</i>																31,172.71

		<i>Project Management Cost</i>																	95,479.77
		<i>Information Technology Cost (E-Learning platform and other digital support systems)</i>																	50,000.00

*Implementation framework for Danish support to KAIPTC in 2022*

	S.N.	Activity	Deliverables	2022 Timelines (months)												Budget (USD) <i>estimated as disbursement are in DKK</i>			
				1	2	3	4	5	6	7	8	9	10	11	12				
RESPONSIBILITY TO PROTECT	1.6	Atrocity Prevention Webinar Series	Webinar report produced																2,460.52
	1.7	5-Day Capacity Development Workshop on Improving Atrocity Prevention Practice at the National Level	Workshop report produced																68,760.75
CONFLICT PREVENTION	2.7	Conflict Prevention Course targeting the 20 participants in West African region	Combined Evaluation report and Post-Course report produced																84,186.50
	2.8	Fragility Webinar on Conflict Systems and instability in West Africa	Webinar report produced																2,849.40



<b>WOMEN, PEACE AND SECURITY</b>	3.8	Sensitization Workshop on Gender-Based Violence for Community Actors	Workshop report produced													70,566.00
	3.9	Workshop to enhance the capacity of mid-level women in ECOWAS in leadership and mentoring	Workshop report produced													64,361.00
	3.10	Webinar on Integrating gender perspectives into project design and implementation. For 30 participants for half day	Webinar report produced													2,509.02
	3.11	Webinar on Building Resilience: Empowering actors to prevent and respond to gender-based violence. For 50 participants for half day.	Webinar report produced													2,800.52
		<i>5% unallocated fund for risk</i>													31,172.71	
		<i>Project Management Cost</i>													95,479.77	
		<i>Information Technology Cost (E-Learning platform and other digital support systems)</i>													50,000.00	

## Annex 5b: KAIPTC 5-year budget forecast 2019-2023

**TABLE 6: BUDGET (100%) ESTIMATES FOR STRATEGIC PLAN 2019 – 2023**

Outcomes below are based on the 6 Strategic Priorities as stated above	YEAR					Amount
	2019	2020	2021	2022	2023	Total
	USD	USD	USD	USD	USD	USD
Outcome 1 (Focuses on Training and Research Activities)	4,397,688.10	4,108,664.10	4,154,179.10	4,068,066.10	4,135,157.10	20,863,754.50
Outcome 2 (Focuses on Financial Sustainability Activities)	554,135.00	410,900.00	441,275.00	405,775.00	414,775.00	2,226,860.00
Outcome 3 (Focuses on Women, Peace and Security Activities)	464,622.44	777,291.94	526,559.60	407,899.60	391,360.60	2,567,734.19
Outcome 4 (Focuses on Governance and Management Activities)	5,212,794.47	3,196,878.76	2,574,029.11	2,590,113.65	2,393,276.32	15,967,092.30
Outcome 5 (Focuses on Engagement with CSOs, Think Tanks and the Private Sector Engagements)	363,204.20	884,483.38	232,211.50	280,195.50	219,638.50	1,979,733.08
Outcome 6 (Focuses on Education, Academic and Knowledge Generation Efforts)	155,926.03	323,843.24	179,969.99	228,538.36	212,930.00	1,101,207.61
<b>Total (A)</b>	<b>11,148,370.24</b>	<b>9,702,061.42</b>	<b>8,108,224.30</b>	<b>7,980,588.21</b>	<b>7,767,137.51</b>	<b>44,706,381.68</b>

**TABLE 7: REVISED BUDGET BASED ON 80% AND 60% RECEIPTS OF PROJECTED REVENUE**

REVISED BUDGET FOR THE 2019 - 2023 STRATEGIC PLAN BASED ON THE 80% AND 60% RECEIPTS OF PROJECTED FUNDS												
Outcomes	YEAR										Total Amount (USD)	
	2019		2020		2021		2022		2023		2019 - 2023	2019 - 2023
	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD	Scenario 1 (80% of Projected Funds Received)USD	Scenario 2 (60% of Projected Funds Received)USD
Outcome 1	4,083,998.00	1,854,323.96	3,397,355.31	1,430,529.52	3,258,191.77	2,159,180.66	3,084,309.46	2,019,424.16	2,852,854.60	2,267,033.66	16,676,709.14	9,730,491.95
Outcome 2	554,135.00	554,135.00	195,400.00	195,400.00	238,775.00	238,775.00	203,275.00	203,275.00	212,275.00	212,275.00	1,403,860.00	1,403,860.00
Outcome 3	464,622.44	464,622.44	715,978.94	715,978.94	485,920.60	485,920.60	366,335.60	366,335.60	374,735.60	374,735.60	2,407,593.19	2,407,593.19
Outcome 4	3,390,924.02	3,390,924.02	2,432,281.77	2,432,281.77	2,288,099.08	1,781,465.34	2,490,113.65	1,958,881.31	2,373,276.32	1,405,669.76	12,974,694.83	10,969,222.19
Outcome 5	269,090.70	269,090.70	712,789.88	739,203.38	51,623.00	35,623.00	43,898.50	43,898.50	219,638.50	219,638.50	1,297,040.58	1,307,454.08
Outcome 6	155,926.03	155,926.03	307,843.24	307,843.24	163,969.99	163,969.99	196,538.36	196,538.36	180,930.00	180,930.00	1,005,207.61	1,005,207.61
<b>Total</b>	<b>8,918,696.19</b>	<b>6,689,022.15</b>	<b>7,761,649.14</b>	<b>5,821,236.85</b>	<b>6,486,579.43</b>	<b>4,864,934.58</b>	<b>6,384,470.57</b>	<b>4,788,352.92</b>	<b>6,213,710.01</b>	<b>4,660,282.51</b>	<b>35,765,105.34</b>	<b>26,823,829.01</b>

## Annex 6: List of supplementary materials

#	Document / Material	Source
1	Strategic Plan: 2019 – 2023. Kofi Annan International Peacekeeping Training Centre	KAIPTC, Nov. 2018
2	Dansk landengagement: Ghana – yderligere handlespor	Danish MFA, August 2019
3	Programme Review. GIZ Support to the Kofi Annan International Peacekeeping Training Centre (KAIPTC)	GIZ, October 2017
4	Kofi Annan International Peacekeeping Training Centre Benchmarking Study 2017	GIZ, 2017
5	Gulf of Guinea Maritime Security Programme 2019 - 2021	MFA, 2018
6	Gulf of Guinea Maritime Security Programme. Peace and Stabilisation Engagement Document. PSED3 – Enhancing research, capacity building and convening of stakeholders towards safer maritime domain in the Gulf of Guinea (KAIPTC)	MFA, 2019

## **Annex 7: Plan for Communication of Results**

The KAIPTC team will work closely with the Embassy of Denmark in Accra to undertake key communication initiatives to support the success of the programmes.

### Communication Objectives

- To create awareness of the programmes and the Danish Government's support to KAIPTC
- To enhance the reputation of the Danish Government and KAIPTC in promoting peace and security
- To enhance visibility for the project

Through the following activities/channels/avenues, key stakeholders and the public will be informed about the project;

- Publication of research work on websites and social media (SoMe) platforms of KAIPTC/Embassy of Denmark
- Features will be commissioned and published for key activities
- Exclusive media interviews will be granted to key print, radio, TV and online channels where relevant
- Soft media launch announcing conferences
- In-country and off-site media coordination and coverage will be undertaken for key activities
- Pictures and videos will be taken at all events
- Project videos/documentaries will be produced
- Testimonial videos will be produced following interviews of selected participants
- Podcasts on recurrent topics and key events
- Social media visibility of all programmes

Where relevant, media activities will be held to coincide with the following global commemorative dates to generate visibility;

- International Women's Day - 8 March
- International Day for the Elimination of Sexual Violence in Conflict - 19 June
- International Day of Peace - 21 September
- International Day of Non-Violence - 2 October
- International Day for the Elimination of Violence against Women - 5 November
- Human Rights Day - 10 December

## Annex 8: Process Action Plan

Action/product	Deadlines	Responsible/involved Person and unit
Preparation Finalisation of ToR and PAP	Sep. 1, 2020	ACCAMB
Contract tender posted (direct selection)	Sep. 10, 2020	ACCAMB
Kickoff - Initial meetings/calls with MFA, MOD, DDC - Review timeline, method, interviews etc.	Sept. 14, 2020	ACCAMB
Drafting & debrief - Debriefing presentation of findings - Drafting of report	Nov. 30	TL Consulting Torben Lindqvist
Appraisal	Dec. 4, 2020	Tana Copenhagen Finn Skadkaer Pedersen
Finalisation - Report review with internal stakeholders - Editing & finalisation	Week 50/51	ACCAMB
Approval from FRU	Dec. 10, 2020	Toke Hauck Arnoldi
Approval from Under-secretary for Development Policy	Dec. 16, 2020	ACCAMB
Signing of contract with KAIPTC	Dec. 18, 2020	ACCAMB
Initiating programme by disbursing funds	Jan., 2021	ACCAMB

## **Annex 9: Quality Assurance Checklist**

Attached separately.