

STRIDES AND STRAINS

OF CIVIL SOCIETY ORGANIZATIONS IN
WEST AFRICA



**WEST AFRICA NETWORK
FOR PEACEBUILDING**

BUILDING RELATIONSHIPS FOR PEACE



THE **WANEP**
STORY

STRIDES
AND
STRAINS
OF CIVIL SOCIETY ORGANIZATIONS IN
WEST AFRICA

THE **WANEP**
STORY

© 2017 WEST AFRICA NETWORK FOR PEACEBUILDING (WANEP)

ISBN: 978-9988-2-4748-8

All rights reserved.

No portions of this book may be reproduced (either in part or whole) or transmitted in any form or by any means - graphic, electronic or mechanical including photocopying, recording, taping or information storage and retrieval systems- without the prior written permission from WANEP and acknowledgement of such use.

Published by

West Africa Network for Peacebuilding (WANEP)

P. O. BOX CT 4434

Cantonments – Accra

Ghana

E-mail: wanep@wanep.org

Website: www.wanep.org

Cover design: Teamworks Graphics

Page layout and Printing: Buck Press Ltd. Accra



TABLE OF CONTENTS

ACRONYMS	ix
ACKNOWLEDGEMENTS.....	xii
FOREWORD	xiii
PREFACE	xvi
INTRODUCTION.....	xviii
STRUCTURE OF THE BOOK	xx
CHAPTER 1: CIVIL SOCIETY: PEACE AND SECURITY IN THE WEST AFRICAN CONTEXT	01
Introduction	01
West Africa’s Peace and Security Context	01
ECOWAS – Responding to Regional Security Challenges	05
Civil Society - Responding to National Security Challenges	07
ECOWAS – Civil Society Interface and the Emergence of WANEP	08
Conclusion	13
CHAPTER 2: ORIGINS AND INSTITUTIONAL DEVELOPMENT OF WANEP.....	15
Introduction	15
The History of the Creation of WANEP.....	15
The Structure of a Peacebuilding Organization: Staffing and Governance.....	18
Organizational Structure at the Regional Secretariat	19
Structure of the National Networks	26
Developing a Niche – Goals, Vision, Mission and Principles.....	29
Overall Goal.....	30
Strategic Objectives.....	30
Vision.....	31
Mission	31
Values, Operating Principles and Philosophy	31
Conclusion.....	32



CHAPTER 3: CIVIL SOCIETY PEACEBUILDING PRACTICE 33

Introduction33

Concept and Practice of Peacebuilding.....33

WANEP Peacebuilding Programming.....36

Capacity-Building Programs37

West Africa Peacebuilding Institute (WAPI).....37

Active Non-Violence and Peace Education40

Women in Peacebuilding Program (WIPNET).....42

Impact of WIPNET43

Early Warning and Early Response Network.....45

Special Intervention Programs50

Responding to Conflicts through Dialogue, Mediation and Reconciliation50

Civil Society Coordination and Democratic Governance Program (CSDG).....50

Building Capacity for Election Dispute Management51

Building Structures for Peace51

Conclusion.....52

CHAPTER 4: NETWORKING AND MANAGING DIVERSE INTERESTS IN PEACEBUILDING..... 53

Introduction53

Networking and Collaborative Approaches to Peacebuilding53

The WANEP Experience54

Network Coordination Structures and Platforms for Managing Towards Results.....56

Challenges and Prospects of Networking.....57

Calibration of WANEP National Network with WODI as at January 2016.....59

Conclusion.....61

CHAPTER 5: BUILDING STRATEGIC PARTNERSHIPS FOR PEACEBUILDING..... 63

Introduction63

Many Actors, One Goal.....63

Global Partnerships - Global Partnership for the Prevention of Armed Conflict (GPPAC)65

Continental Level- African Union.....67

Regional Partnerships.....68

Economic Community of West Africa States (ECOWAS).....68



Kofi Annan International Peacekeeping Training Centre (KAIPTC).....71

State-Level - Engagement with National Governments.....73

Managing multiple Donors and Partners.....74

Conclusion.....77

CHAPTER 6: TRANSITIONS IN CIVIL SOCIETY ORGANIZAITONS..... 79

Introduction79

Achieving a Successful Transition.....79

WANEP’s Strategic Planning Processes for Transitions.....82

Unplanned exit82

Procedures for Planned Exit.....83

WANEP: Managing Transition Challenges and Constraints85

Conclusion.....86

REFERENCES 88

Current / Former Staff / Intern / Volunteer / Current / Former Board Members 93



Boxes

Box 1: The Nine Tracks in the Multi-Track Diplomacy System	11
Box 2: WAPI Courses.....	39
Box 3: Achievements of NAPE.....	42

Tables

Table 1: Staff Positions and Responsibilities at the Regional Secretariat.....	22
Table 2: Date of Establishment of the National Networks.....	26
Table 3: List of Past and Present Faculty Members of WAPI.....	38
Table 4: Number of trained persons till date.....	40
Table 5: Some of the Partners who have supported WANEP since 1998.....	75

Maps

Map 1: Conflict Factors with the highest volatility in West Africa.....	03
Map 2: The Geographical Scope of WARN.....	46

Figures

Figure 1: Civil Society.....	08
Figure 2: Multi-Track Diplomacy.....	10
Figure 3: Current and Past Executive Directors of WANEP.....	17
Figure 4: Organizational Structure of WANEP	21
Figure 5: National Offices in the 15 ECOWAS member states	27
Figure 6: Organizational Set Up for WANEP Nigeria.....	29
Figure 7: The Peacebuilding Palette.....	35
Figure 8: Programs of WANEP.....	37
Figure 9: WIPNET mass action of Liberian Women who contributed to the Accra Peace Agreement ...	45
Figure 10: Operational Structure of the Sub-regional WANEP National Early Warning System.....	48
Figure 11: WARN Information Flow.....	49
Figure 12: WANEP's Strategic Partnerships.....	65
Figure 13: Signing of First MOU between WANEP and ECOWAS in 2004.....	69
Figure 14: Signing of the MOU between WANEP and KAIPTC.....	71



ACRONYMS

Acronym	Meaning	Acronym	Meaning
AFISMA	African-led International Support Mission in Mali	INEC	Independent Electoral Commission
AFRC	Armed Forces Revolutionary Council	IPCR	Institute for Peace and Conflict Resolution
AGM	Annual General Meeting	IS	Islamic State
API	African Peacebuilding Institute	ISG	International Steering Group
APSA	African Peace and Security Architecture	JFA	Joint Financing Arrangement
AQIM	Al-Qaeda in the Islamic Maghreb	KA IPTC	Kofi Annan International Peacekeeping Training Centre
AU	African Union	M&E	Monitoring and Evaluation
CBM	Community-Based Monitors	MOU	Memorandum of Understanding
CBOs	Community Based Organizations	MRU	Mano River Union
CDF	Civil Defense Forces	MUJAO	Mouvement Unité et Jihad en Afrique de l'Ouest
CERO	Communications and External Relations Officer	NALPS	Network Accountability, Learning and Planning System
CJP	Center for Justice and Peacebuilding	NAPE	Non-Violence and Peace Education
CONEN	Coalition for Non-Violence Elections in Nigeria	NDC	National Defence College
CORDAID	Catholic Organisation for Relief and Development Aid	NDC	National Democratic Congress
CRE	Conflict Resolution Education	NEWRS	National Early Warning and Response System



Acronym	Meaning	Acronym	Meaning
CSDG	Civil Society Coordination and Democratic Governance Program	NEWS	National Early Warning System
CSOs	Civil Society Organizations	NGOs	Non-Governmental Organisations
CSU	Community Surveillance Units	NPFL	National Patriotic Front of Liberia
DKA-Austria	Dreikönigsaktion der Katholischen Jungchar	NPP	New Patriotic Party
DPTs	District Peacebuilding teams	OCHA	UN Office for the Coordination of Humanitarian Affairs
ECOMICI	ECOWAS Mission in Cote d'Ivoire	OMC	Observation and Monitoring Centre
ECOMIL	ECOWAS Missions in Liberia	PD	Programme Director
ECOMOG	ECOWAS Cease-Fire Monitoring Group	PMC	Peace and Monitoring Centre
ECOSOC	Economic and Social Council	PRAPs	Participatory Review and Analysis Processes
ECOSOCC	Economic, Social and Cultural Council of the Union	RECs	Regional Economic Communities
ECOWARN	ECOWAS Early Warning and Response System	RFPs	Regional Focal Points
ECOWAS	Economic Community of West Africa States	RSGs	Regional Steering Groups
ECPF	ECOWAS Conflict Prevention Framework	RUF	Revolutionary United Front
ED	Executive Director	SLA	Sierra Leone Army
EISA	Electoral Institute for Sustainable and Democratic Assistance	TB	Tuberculosis
EMBs	Election Management Bodies	UN	United Nations



Acronym	Meaning	Acronym	Meaning
EMPABB	Ecole de Maintien de la Paix Alioune Blondin Beye	UNDP	United Nations Development Programme
EMU	Eastern Mennonite University	UNICEF	United Nations Children's Fund
ESF	ECOWAS Standby Force	UNIFEM	United Nations Development Fund for Women
EWD	Early Warning Directorate	UNIOSL	United Nations Integrated Office in Sierra Leone
GA	General Assembly	USA	United States of America
GAP	Ghana Alert Project	USIP	United States Institute for Peace
GIABA	Inter-Governmental Action Group against Money Laundering in West Africa	WANEP	West Africa Network for Peacebuilding
GPPAC	Global Partnership for the Prevention of Armed Conflict	WAPI	West Africa Peacebuilding Institute
GTZ	German Development Cooperation	WARN	West Africa Early & Response Network
HSC	Human Security Collective	WIPNET	Women in Peacebuilding Network



ACKNOWLEDGEMENTS

Strides and Strains of Civil Society Organizations in West Africa is the story of WANEP's seventeen years of peacebuilding practice in West Africa. This story would not have been possible without the vision of the co-founders; Sam G. Doe and Emmanuel H. Bombande and all those (institutions and individuals) who supported the dream and gave it meaning. The dream is today translated into a household name in peace and security in Africa with over 100 staff and 550 members across the region.

WANEP acknowledges with profound gratitude Professor Isaac Albert and Dr. Takwa Suifon who developed the initial concept paper for this book. We are grateful to Mr. Thomas Tayib and Dr. Festus Aubyn who took our individual and institutional stories, added frameworks, concepts and theories and through the guidance of our Management team produced what is now a reference document for CSO actors especially those in peace and human security.

The WANEP story remains the outcome of years of hard work, perseverance and dedication of our current and former staff. These are men and women of this region, who felt challenged rather than depressed by the enormity of carnage in West Africa and decided to contribute to a new narrative of the region. We remain indebted to all of them including those who have departed this world. The legacy of WANEP which they proudly contributed to will continually keep them peaceful even in the world beyond.

We also acknowledge the support of Mr. Joe Gordon-Mensah who proofread the entire document and provided further input into the end product.

WANEP appreciates the support and contribution of its partners towards the completion and production of this book. Notable among them are the Governments of Austria, Denmark, and Sweden who through a Joint Financing Arrangement have supported the work of WANEP in the past seven years – majority of the stories in this book would possibly not have been told without their generosity. USAID has been a long standing partner of WANEP and through its support, WANEP has chalked several milestones that are reflected in the book.

Finally, we remain grateful to ECOWAS and the African Union for the space given to WANEP to input into the peace and security agenda for the region and continent through our partnership. The key stories and lessons from these two partnerships, provide the impetus for the strategic engagement and critical role of CSOs in the global peace agenda.



FOREWORD

John Paul Lederach

September 9, 2016

Many years ago Margaret Wheatley made the observation that all social change can be traced to a conversation. Somewhere, at some point, people started talking about things that concern them, dreams that won't go away, and ideas that circle around cups of tea or an evening table or fire until they gather enough clarity that nothing less than dedicated action emerges.

I remember such a conversation. In fact I recall several of them that sit like seeds in a deep soil long before WANEP grew to a towering tree. One was in the snack shop over lunch with Sam Doe, then a Masters student at Eastern Mennonite University. Others emerged in classroom discussions, though to be honest, they tended to come at break times or after class walking across the campus. This is what I remember from the very first conversation with Sam. He had that wonderful smile that tended to jump out from his face whenever he said something that came from the heart. Let me paraphrase what I recall.

"You know," I remember him lifting his hands both forward above the plate on the table between us, "I just keep hearing about all these people, all across West Africa, who are doing incredible things but don't have any connections. How can we expect to make a difference if we are so spread but isolated? We don't even know who all is out there, you know, that could stop the wars or create the conditions that they never happen again."

From the semester courses into the Summer Peacebuilding Institute this conversation never diminished. Within a few months Emmanuel Bombande joined and deepened this impulse and imagination about a West Africa prepared and mobilized to engage peacebuilding.

I must confess that as a professor I never felt I led much of anything, particularly with the Sams, Emmanuels, Dekhas and Roses, those early tier of grounded African peacebuilders. I always felt like I was running to catch up to where they were already arriving. It felt like Gandhi's somewhat perplexed answer to a journalist in the middle of the great salt march during the struggle for the nonviolent liberation of India. The journalist had pulled the great Mahatma aside and was asking him questions about strategy and movements. At one point, he inquired about Gandhi's understanding of leadership: "What does it take to lead all these people?" Gandhi reportedly waved his arm out toward the crowds of people walking toward the sea and said, "There go my people. How can I but follow?"



Those early circling conversations culminated in a strategy. More than anything the early commitment engaged in a serious effort to circle and circulate, on the ground, out to villages, and into the hot spots across the whole of West Africa. It focused on finding out who was doing what, to listen carefully and continue to ask what might best support their efforts to respond differently to destructive patterns of conflict. This was the genius of the early days in this effort. It would not depend on a single leader. Rather it would require respect, acknowledgement, and stitching relationships. The early approach understood the difference between a “Moses” and a “movement” and perhaps even more accurately than a movement, a *community of committed* people held together by their concern for changing local, national, and regional relationships for good.

That is my view of the seed of WANEP. Planted in the local soils across West Africa it lived by the practice that peacebuilders already existed and needed a platform to engage in ways that would be greater than the parts, and this would permanently make a difference. In those early days we were lucky to find a person like John Tirman with the Winston Foundation who did not respond to the yet emergent dream as too vague or impossible, or with doubts of whether anything local and grassroots networked would make a difference in the rough world of warlords, power, and politics. Just the opposite came from that first conversation in Washington D.C. We found validation and early funding. Then the spider-like work began. The WANEP pioneers began to travel across the region and engaged in hundreds of conversations that eventually led to the formation of what is now an organization and regional network that exemplifies the very best of a visionary, grounded, and committed peacebuilding platform.

I would be remiss not to point out what I feel represent the significant core practices of WANEP that merit replication. We may call them practices. But practices are only ever as good as the quality of presence they emulate. As much as anything they represent a choice about how you will choose to be in the world with others. Let me state them as simply as possible.

- Believe in the capacity of local people to make a difference in their own context.
- Build responsive and accountable relationships that link, support, and create opportunity for learning from and with those people and communities. Never forget that what matters most will be found in the quality of relationship not the intellectual content of proposals.
- Expand carefully and strategically. Think how to reach out to local communities and initiatives and reflect on how to reach from the local to the national, regional, and global. Never stop stitching and weaving. Never stop circulating. Social change lives in and through sustained conversation and relationships.
- Pay attention to your own context, learning, and ideas. The “cutting edge” of practice is not so much what other people far from where you live have to say about things. The real edge always sits at the place where reflection, awareness, and learning happens from and responds to your own setting.



- Do not fear improbable partners and dialogue. In fact the imagination for a healthy communities and region requires reaching out and engaging even with those who do not understand you and who may fear. Social change does not emerge from speaking only with those who are like you. It comes with creative relationship building and dialogue in the midst of great diversity and adversity.
- Always link the short-term crises as opportunities to build toward your long-term vision. Do not be driven by the daily emergencies and do not miss the opportunities they offer.
- As you grow pay attention to the culture of the organization. Do not mistake criticism as denigration. Understand that it rises from a need to improve, and more often than not, include. This is particularly true as related to gender and the centrality of women at the core of peacebuilding and leadership at all levels.

I congratulate the founders and current leaders of WANEP. This book captures the extraordinary story of growth and connection. I am privileged to have had the opportunity to 'catch up' with where all of you have been arriving and continuing to travel.

Now decades later I look out across a classroom and I find young people studying the ways of WANEP, in reverence of the well-known leaders you all represent. And I can say to them without a doubt: *Listen my friends, when you write a paper for this class, don't do it because it gives you a good mark or eventually a degree. Your paper may well turn into a movement! I know. I have watched it happen.*

To the many friends in WANEP and across the West African region let me leave these final words: *Never stop dreaming. The dream-seed contains the great trees from which a thousand more will come.*



PREFACE

A New Dawn for Peacebuilding Practice in West Africa – Reflections of the Executive Director

...“Beginning of a new era of peace, healing, reconciliation and hope in West Africa”^[1] was how John Paul Lederach (JPL) referred to the establishment of WANEP, in a speech he delivered in 2002 at the Eastern Mennonite University, Virginia USA.

JPL was part of the vision and was instrumental in bringing the two co-founders: Sam Doe and Emmanuel Bombande together. WANEP was born as a direct response to the conflicts and civil wars that plagued the West African region throughout the 80s and 90s. It was borne out of a genuine desire to establish a credible platform for addressing African problems from an African perspective! Emmanuel Bombande, co-founder and immediate past Executive Director of WANEP recalled that the story of WANEP “started as an idea to take ownership and responsibility of responding to West Africa’s challenges following the vicious civil wars that plagued the region in the early 90s. The seed that was sown has now emerged into a brand that all could vouch for its professionalism and expertise in peace and security.”

From inception till date, WANEP has recorded key achievements, which have elevated it to the enviable position of being “the leading peacebuilding organization in West Africa”, and has firmly established itself as a veritable resource for regular consultation by key stakeholders on peace and human security issues. WANEP’s growth and influence has been phenomenal. After 17 years of peacebuilding practice with sound institutional management and leadership, WANEP has grown to become a household name in West Africa with national offices in all the ECOWAS Member states, and member organizations spread across the region. These achievements and innovations require better documentation and publicity as a tool for knowledge sharing and replication.

The book; **“Strides and Strains of Civil Society Organizations in Africa: The WANEP Story”** is coming at an auspicious time in the life of the organization. WANEP is going through a transition from being a project based organisation to a vision driven one. It provides the onerous opportunity for the story of WANEP to be told and for the organization to share its experiences in peacebuilding, networking and organizational management; successes and challenges and its legacy in the Civil Society sector.

In the words of Co-founder and first Executive Director of WANEP, Sam Doe, “The WANEP story is marked by moments of God’s hands!” Sam Doe gave a succinct recollection of how it all started;



“It was on a cold Spring morning in Virginia, USA that I woke up to a call from the Director of the Winston Foundation for World Peace, at the one-bedroom basement apartment that I shared with Babu Ayindo, another great soul of Africa. “Your idea to mobilize civic actions and network as a counter to the devastating wars and dictatorships in West Africa has attracted our attention”. It was news I least expected. I was convinced that the path to peace and regional prosperity has to transcend the borders that box us in the fiction of statehood but I had not figured out where the resources would come from to translate the vision into action.

After that call, I immediately called JPL to share the great news. He invited me to his office to brainstorm. At John Paul’s office I met Vernon Jentzi and Jan Janner. During a second meeting, we all wondered who would support me in this effort. John Paul quickly remembered a Ghanaian in the Nairobi Peace Initiative (NPI) who was coming to EMU in a few days. I volunteered to pick him up from the airport, to share this dream with him. We shared our vision throughout the two-hour journey. Not only did Emmanuel buy into the idea, he had a similar vision in him just waiting to be stirred up.”

This is the story of WANEP! An audacious step by non-state actors to contribute and complement state efforts at rebuilding the aftermath of the senseless wars and destruction which led to the wanton loss of lives. WANEP was clear from inception that it was going to adopt the approach of locating, empowering, and accompanying civic power and agency to build peace. This approach has not only proven to be effective but has transformed a good number of its current and former staff from the state of obscurity in peace practice to enviable heights.

As I reflect on the WANEP journey and the spirit behind this book, I cannot but present myself as a beneficiary of the WANEP space for young and passionate peacebuilders in West Africa. From the first ever WANEP capacity building program in Active Non-Violence and Peace Education, the institution located and empowered me to rise from a Program Officer, to National Network Coordinator for WANEP Nigeria, all the way to Program Director, and today as its Executive Director. WANEP is the story of Africans, by Africans and for Africans and has become an attitude rather than just an organisation!

Chukwuemeka B. Eze

Executive Director, July 2016



INTRODUCTION

The past three decades has witnessed series of intra-state conflicts in most West African countries, with some escalating to full scale civil wars as in Liberia, Sierra Leone and Cote d'Ivoire, leading to death, destruction and public despair. The devastating effects of these conflicts caused governments and intergovernmental agencies in the sub-region not only to consciously identify the root causes but also to seek collaborative efforts with Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) to address them. It was within this context that The West Africa Network for Peacebuilding (WANEP) was established to promote human security and development in West Africa and the rest of Africa. Thus, conceived in 1996, WANEP was officially launched in 1998 in response to the civil wars that plagued the West African sub-region in the 1990s. Many scholars particularly John Paul Lederach who inspired the founding of WANEP observed the nascence of the organization as the "...beginning of a new era of peace, healing, reconciliation and hope in West Africa."¹ After 15 years of existence, WANEP has fulfilled this conjecture by distinguishing itself as a strong resilient network and carved a niche for itself as one of the leading peacebuilding organizations in Africa. Indeed, unlike many CSOs or NGOs that fizzle out few years after their inception, WANEP has grown to become a household name in West Africa in spite of the transition of leadership and the institutional crisis that confronted the organization in the early years of its inception. Its growth and influence has been unparalleled in reshaping the peace and security landscape of West Africa, Africa and globally. As the leading peacebuilding organization in West Africa, WANEP has succeeded in establishing strong National Networks in every Member State of the Economic Community of West Africa States (ECOWAS) with over 550 member organizations across the region.

WANEP's working formula is to locate, empower, and accompany civic power and agency to build peace. As a result, it has worked with diverse actors from civil society, governments, intergovernmental bodies, women's groups and other partners. WANEP has demonstrated the capacity and competence to influence policies on peace and security to complement government, regional and international efforts at ensuring the stability of states in West Africa and beyond. On the global scale of civil society engagement, WANEP played a leading role in the transformation of the European Centre for Conflict Prevention (ECCP) to the Global Partnership for Conflict Prevention of Armed Conflicts (GPPAC), a platform that has a global reach through regional representation and coordination.

From its inception till date, WANEP has recorded key achievements, which have elevated it to the enviable position of being a veritable resource for regular consultation by key stakeholders on peace and human security issues. One of these key achievements was the recognition by the University of Pennsylvania as a Top Defense and National Security Think Tank in the

1 John Paul Lederach, referring to WANEP in a speech he delivered in 2002 at the Eastern Mennonite University, Virginia USA.



Institution's 2013 Global Think Tank Index Report. The strategic partnership with ECOWAS since 2002 in the implementation of the regional ECOWAS early warning and response system (ECOWARN) is also a reference that has greatly redefined intergovernmental and civil society collaboration in West Africa. This historic partnership has positioned WANEP as an outstanding organization with a network structure and professional expertise cutting across the various peacebuilding tracks. It is remarkable to note that this major strategic achievement with ECOWAS has endeared it at the continental level as a critical partner of the African Union (AU) and a member of the Economic, Social and Cultural Council of the Union (ECOSOCC) and at the international level, a Special Consultative Status with the United Nations Economic and Social Council (ECOSOC) as well as the West Africa's regional representative of the Global Partnership for the Prevention of Armed Conflict (GPPAC). At these various platforms, WANEP has contributed to peace dialogues, and development agenda; and has become a key voice to advocate for the community at the regional and international levels. The organization also continues to influence peace and security policies and debates in an attempt to complement government efforts in ensuring human security and regional development.

Aside strategically engaging all these major actors in a bid to actualize the peace and security agenda of the sub-region and the continent, WANEP has succeeded in providing professional courses in conflict prevention and peacebuilding informed by several years of practice and experience to regional organizations, governments, communities, businesses, and practitioners. Through these professional courses, it has educated and trained state agencies and other peacebuilding institutions, local actors and other stakeholders in conflict prevention and peacebuilding strategies. In particular, important institutions like the military, the police, and other law enforcement agencies from ECOWAS member states have benefited from its training and capacity building programs. Additionally, in recognition for its exemplary partnership with the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in the design and delivery of courses in peace, security and peacebuilding, WANEP was the only African CSO that was honored among 20 other award recipients at the 2nd Kofi Annan-Dag Hammarskjöld Annual Lecture and Awards ceremony at the KAIPTC in Accra, Ghana. Moreover, WANEP has also supported the policy developments and implementation processes of institutions such as the National Peace Council and facilitated mediation processes in several West African states.

In spite of the innovations and achievements in building peace in West Africa and beyond since 1998, there is no book that comprehensively documents the experiences and activities of WANEP as a one-stop reference material for policy-makers, academics, peacebuilding practitioners, journalists, trainers, students and others interested in its operations. What are available are annual reports, program reports, research reports and newsletters of various activities undertaken which does not provide a holistic documentation of the operations of WANEP since its establishment. As it evolves institutionally and especially from a program driven to a vision driven institution in response to the changing security landscape in Africa, it is imperative to document its experiences in peacebuilding, networking and organizational



management; successes and challenges; and its legacy in the civil society sector for knowledge sharing and replication. This is the principal motivation that led to the publication of this book “Strides and Strains of Civil Society Organizations in West Africa: The WANEP Story” which provides an onerous opportunity for the story of WANEP to be told to the world. However, it is also important to note that the book is not exhaustive of the WANEP phenomenon.

The book is intended to provide a documented evidence of the strategies for CSO mobilization, constituency building and activism; share experiences from a CSO perspective on developing programs and carving a niche in the areas of peace and security; provide best practices of CSO partnerships with critical stakeholders including the state and donor community; provide lessons learned in building credible and sustainable non-governmental institutions; and lastly, contribute to the body of knowledge on understanding the role of civil society in peace, security and development for research and academic purposes. The publication is expected to increase understanding and appreciation of the role of CSOs in the peace, security and development field; enhanced collaboration and partnerships between CSOs and other critical stakeholders such as government and inter-governmental institutions. In order to reach the different categories of readers, academic considerations in terms of the conceptual issues that underpin the work of WANEP and a descriptive approach (in the form of storytelling) are adopted to link theory to practice.

STRUCTURE OF THE BOOK

The book is divided into six chapters with an introduction and a conclusion. To put the book in proper perspective, Chapter one provides a comprehensive overview of the peace and security milieu in West Africa within which civil society organizations like WANEP emerged in the late 1990s. While the focus is on the general security landscape of West Africa in the 1990s, emphasis is also placed on current peace and security challenges as well. The purpose of this overview is not to provide an exhaustive review of the available data on West African conflicts but to establish a working foundation for the discussion on the assumptions, approaches and mechanisms of WANEP for dealing with these conflicts from a peacebuilding perspective. Furthermore, this chapter explores the role of the Economic Community of West African States and its member states as well as civil society in tackling these security challenges. It also situates WANEP within the framework of multi-track diplomacy to establish its relevance as a track II & V diplomacy response to West Africa’s challenges of conflict, instability and insecurity.

Chapter two discusses the origins and institutional development of WANEP since its establishment in 1998. Tracing its emergence as a peacebuilding organization, this chapter examines the changing structure of WANEP in terms of staffing and governance and how it has been able to carve a niche for itself as a strong and resilient network through the adoption of achievable goals, principles, vision and mission statement. The third Chapter relates theory to civil society peacebuilding practice by examining the different programs of WANEP in achieving peace and stability in West Africa. The discussion in this section is done under three



main thematic areas namely, capacity building (which includes the West Africa Peacebuilding Institute - WAPI Story, Active Non-Violence and Peace Education); Women in Peacebuilding Program; and Early Warning and Early Response Network (including, Dialogue and Mediation, Election Management and Democratic Governance). The other special intervention programs of WANEP are also highlighted and briefly discussed.

Chapter four of the book looks at the concept of networking and the kind of networking WANEP does and how it links to collaborative approaches to peacebuilding. Moreover, it discusses the challenges and prospects of networking as practiced by WANEP. In the course of its development from 1998 till date, partnerships with various stakeholders have played a key role in the attainment of its goals and objectives. Therefore, Chapter five deals with how WANEP has built and sustained strategic partnerships with various institutions and donors at the global, continental, regional and state levels respectively. The chapter also explores the experiences of WANEP in managing these multiple donors and partnerships.

Chapter six examines transitions within civil society organizations using the experiences of WANEP. It specifically discusses WANEP's transition and strategic planning processes as stipulated in its succession plan. It is interesting to note that many organizations have either ceased to exist or gone down after the transition of their leadership, but the case of WANEP has been a success story. From the transition of the first Executive Director, Sam G. Doe to Emmanuel H. Bombande to the current Executive Director, Chukwuemeka Eze, WANEP has demonstrated the capability of managing successful transitions without any negative impact on the organization. In that regard, this chapter will share the experience of WANEP in managing successful transitions taking its succession plan policy into consideration.

CIVIL SOCIETY: PEACE AND SECURITY IN THE WEST AFRICAN CONTEXT

Introduction

This chapter provides a comprehensive overview of the peace and security context in West Africa within which civil society organizations like WANEP emerged in the late 1990s. While the focus is on the general security landscape in the 1990s, emphasis is also placed on current peace and security challenges. This is to serve as a background to the discussions on the assumptions, approaches and mechanisms of WANEP for dealing with these peace and security challenges from a conflict prevention and peacebuilding perspective in the subsequent chapters. Having discussed the peace and security context in West Africa, the chapter continues to examine the efforts and mechanisms put in place by ECOWAS and its member states in tackling these challenges. In particular, it looks at how an organization established in 1975 to foster regional integration and economic cooperation among its member states had to broaden its mandate to respond to the plethora of conflicts that engulfed the sub-region. Next, the chapter briefly discusses the contributions of civil society in addressing these challenges to compliment the efforts of governments and ECOWAS.

Recognizing the increasing importance of CSOs, ECOWAS shifted from unilateral and state-centric interventions in addressing the region's security problems to joint initiatives with civil society. Therefore, the last part of this chapter looks at the interface between civil society and ECOWAS and more significantly, situates WANEP within the framework of the multi-track diplomacy system to establish its relevance as a track II & V diplomacy response to West Africa's challenges of conflict, instability and insecurity. It is instructive to note that the inability of governments or inter-governmental entities like ECOWAS to effectively deal with the complex intra-state conflicts in the 1990s confirmed that peacemaking and peacebuilding efforts needed to be expanded beyond the track one diplomacy to include other actors like civil society. Therefore, this section focuses on how WANEP emerged as a track II & track V diplomacy actors in the area of conflict resolution and peacebuilding across West Africa. This is to serve as a conceptual basis for the discussions in the subsequent chapters.

West Africa's Peace and Security Context

West Africa remains one of the most volatile regions on the Africa continent in spite of the remarkable progress made towards consolidating peace and democracy over the past decades. Since the 1960s, armed conflicts, political instability and





coup d'états in the region has stunted economic growth and human development.² While inter-state conflicts dominated the 1960s, 1970s and 1980s, the 1990s was characterized by a number of devastating intra-state conflicts in most countries. Specifically, before the 1990s, most of the conflicts that occurred were between states usually over land, resources, political power and ideology. An example was the Nigerian-Cameroon border dispute over Bakassi Peninsula in the 1970's. The easing of cold war tensions in the early 1990s however saw a transmutation in the nature of armed conflicts in the region from inter-state to intra-state conflicts or civil wars. These intra-state conflicts were either ethnic or revolutionary in nature, or associated with a failure of the state or disruptive changes in regime. Unlike the inter-state wars where the main actors were national armies, majority of the intra-states conflicts were characterized by multiplicity of state and non-state actors who were sometimes very difficult to identify. Thus, they emerged where politically organized groups, national, ethnic or other minorities, or warlords and other violent elements in society, rebelled against governments. The civil wars in Liberia (1989 -1997, 1999 - 2003), Sierra Leone (1990 - 2001), violent conflict in Guinea-Bissau (1997 - 1998) and Côte d'Ivoire (2002), were examples of such internal conflicts that threatened the peace, stability and progress of the sub-region.³ Sadly, there has been a recurrence of some of the conflicts like the Liberian conflict and the conflict in Guinea Bissau. In Guinea-Bissau for instance, there was a military coup in April 2012 that halted the democratic process and created political instability in the country.⁴

The root causes of these internal conflicts were/are diverse but closely interlinked. They included among others, identity-based factors, legacies of colonialism, economic factors, political factors (*bad governance, weak institutions of state, poor resource management, scramble for power and control among political elites, violation of basic human rights, corruption, election violence etc.*) and changing demographic patterns.⁵ In Liberia and Sierra Leone for example, a combination of these factors led to military takeovers and rebellions, which subsequently led to full-fledged civil wars. Even though internal in scope, some of these conflicts took on a regionalized character, fuelled by the proliferation of small arms and light weapons, as well as private armies of warlords, mercenaries, dispossessed youths and bandits who fed off the illegal exploitation of natural resources.⁶ The conflicts had serious regional implications, both in their causes and effects in the form of high influx of refugees, the

2 For more information see Adebajo, A. (2002). *Building peace in West Africa: Liberia, Sierra Leone and Guinea-Bissau*. Boulder: Lynne Rienner.

3 For more information see Jaye, T. & Amadi, S. (2009) (eds.). *ECOWAS & the Dynamics of Conflict and Peacebuilding*. Dakar: CODESRIA. ; Aning, K. (1997). *International Dimensions of Internal Conflict: The Case of Liberia and West Africa*. Copenhagen: Centre for Development Research.

4 Aubyn, F. K. (2013). 'Managing Complex Political Dilemmas in West Africa: ECOWAS and the 2012 Crisis in Guinea-Bissau', *Conflict Trends*, Issue 4/2013.

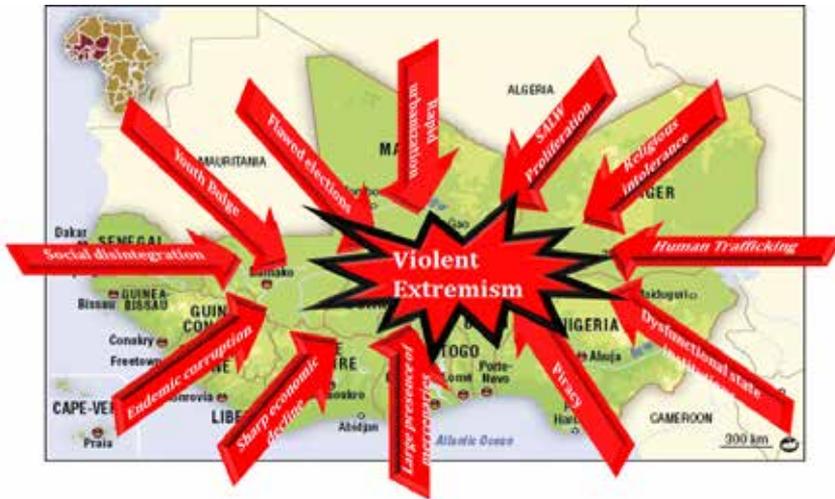
5 Souaré, I. K. (2010). A Critical Assessment of Security Challenges in West Africa. ISS Situation Report, October 2010; Rotberg, R. (2004). *The Failure and Collapse of Nation-States, in When States Fail: Causes and Consequences*. Princeton University Press; United Nations. (1998). The causes of conflict and the promotion of durable peace and sustainable development in Africa. UNGAS/UNSCR (A/68/220-S/2013/475).

6 See the ECOWAS. (2008). *Conflict Prevention Framework, Regulation MSC/REG/1*. Abuja: ECOWAS.



destruction of properties, severe deterioration of livelihoods, health and nutrition standards, destruction of infrastructure, and the proliferation of weapons, violence and transnational crimes.⁷ Fragile economies and the environment were also damaged and state and societal structures (values) in most cases also collapsed. Civilians especially, women and children were mostly deliberately targeted as a tactics of warfare and suffered gross human right violations through sexual and physical based violence by state and non-state actors.⁸

Map 1: Conflict Factors with the highest volatility in West Africa



Source: WANEP

West Africa is still grappling with the devastating effects of violent conflicts in the Casamance region of Southern Senegal, Cote d’Ivoire, Guinea Bissau, Sierra Leone, Liberia, Guinea, Mali and the North Eastern and Niger Delta regions of Nigeria among others.⁹ The sub-region is presently confronted with issues relating to socio-economic problems, youth bulge and unemployment, systematic ethnic discrimination, endemic corruption, religious intolerance, gross human rights violations, piracy, dysfunctional state institutions, social disintegration, flawed elections, sharp economic decline, rapid urbanization, proliferation of small arms, human trafficking and violent extremism (see Map 1).¹⁰ In addition to these challenges are the emergence of new threats such as issue of narcotics and other organized crimes, terrorism,

7 *ibid*

8 United Nations. (1998). *The causes of conflict and the promotion of durable peace and sustainable development in Africa*. UNGAS/UNSCR (A/68/220–S/2013/475); see also Albert, I.O. and Agwunwah-Nkwazema, I. (2005). Gender, conflict and poverty in West Africa, *African Notes*, Volume xxvi, Numbers 1 and 2, pp. 79-88; Albert, I.O. (2004). “Women and Armed Conflicts in Post-Cold World Africa”, *Amani: Journal of African Peace*, Volume 1 Number 1.

9 Eze B.C. (2015). *The role of WANEP in promoting regional peace and security*. Unpublished paper

10 *ibid*



religious extremism, arms/weapon proliferations, maritime piracy, impact of climate change and election-related violence (see Map 1).¹¹ These cross-cutting and cross border threats have posed serious challenges to regional stability by fomenting conflict and undermining development. Most of the recent conflicts in West Africa such as the Malian crises in 2012 and the political instability in Guinea Bissau were/are partly triggered or fuelled by a combination of these threats.¹² Violent extremism especially, has intensified in West Africa following the Arab Spring and the fallout of the Libyan crisis in 2011. The consequence of the violent implosion in Libya accelerated the proliferation of weapons in the Sahel region and contributed to the armed rebellion by the Tuaregs in Northern Mali, leading to the overthrow of President Amadou Toumani Touré of Mali in March 2012.¹³ Three years after the end of the political crisis in Mali, the country is still grappling with the violent attacks by terrorist and extremist groups such as the Al-Qaeda in the Islamic Maghreb (AQIM) and the Mouvement Unicité et Jihad en Afrique de l'Ouest (MUJAO) despite the presence of United Nations peacekeepers.

Meanwhile, the insurgency of Boko Haram, now known as Islamic State group (IS) West Africa Province, continues to destabilize the peace and security of Nigeria and its neighbouring countries.¹⁴ Since 2009 when it launched its violent operations the group has been behind several violent attacks in military and police installations and has also claimed responsibility for similar attacks in some northern states of Nigeria such as Borno, Kaduna, Kano and Jos, killing thousands and displacing millions of people.¹⁵ Interconnected with the spread of violent extremism is the increase in the trade and trafficking of illicit drugs and money laundering. West Africa continues to remain a transit point for drug traffickers operating within the sub-region and their collaborators in other parts of Africa, South America, Europe and Asia. What is more excruciating is that there are more acts of violence, conflicts and terrorist activities that are being fuelled by drug trafficking and other organized crimes especially in the Sahel region.¹⁶ It remains a huge potential for disrupting the security and socio-economic stability of states in the region. Moreover, across the sub-region, the impact of climate change on

-
- 11 UN Security Council. (2011). *Emerging Security Threats in West Africa*. Research Report No. 1 May 2011; UNODC. (2005). *Transnational Organized Crime in the West African Region*. (Vienna: UNODC); Aning, K. (2009). *Organized Crime in West Africa: Options for EU Engagement* International IDEA; UNODC. (2009). *Transnational Trafficking and the Rule of Law in West Africa: A Threat Assessment* (Vienna: UNODC)
- 12 Aning, K. and Aubyn, F. (2012). All quiet in the West? Understanding the complexity of West Africa's security Challenges. In *Africa South of the Sahara*. London: Routledge.
- 13 Ibid; Aning, K., Okyere, F. & Abdallah, M. (2012). Addressing Emerging Security Threats in Post-Gaddafi Sahel and the ECOWAS Response to the Malian Crisis. KAIPCT Policy Brief 1/May 2012.
- 14 Kwesi Aning and Festus Aubyn, 'Confronting the Threats of Boko Haram Crises in Northern Nigeria: Exploring Options for a Peaceful Settlement' *Journal of Stability Operations*, 2011
- 15 Albert, O. I. (2010). An Alternative Explanation of Religious Fundamentalism in Northern Nigeria.; Campbell, J. (2011). To Battle Nigeria's Boko Haram, Put Down Your Guns: How to Undermine the Growing Islamist Threat. *Foreign Affairs*, September 9, 2011; See BBC. (2015). Islamic State ties broaden Boko Haram threat. <http://www.bbc.com/news/world-africa-34412956>, accessed 6 March 2016.
- 16 Aning, K. (2010). Understanding the Intersection of Drugs, Politics and Crime in West Africa: An Interpretive Analysis" *GCST Policy Brief Series* No. 6 April 2010; Aning, K. and Aubyn, F. (2012). All quiet in the West?



especially food security and the management and exploitation of natural resources is adding a strain to the peace and security environment of the region. Elections have come to be marked by spates of violence as witnessed recently in Burkina Faso, Niger, Benin and Guinea, with electoral periods often occasioning great fear for life and property among the populace.¹⁷ The upsurge of maritime piracy in the Gulf of Guinea and public health issues relating to diseases, particularly EBOLA VIRUS, HIV/AIDS, tuberculosis (TB) and malaria also still persist, killing most of the affected persons. All these threats are having a negative impact on human development and regional and economic integration in West Africa.

ECOWAS – Responding to Regional Security Challenges

The Economic Community of West African States (ECOWAS) was established in 1975 by the Treaty of Lagos to foster regional integration and economic cooperation among its member states.¹⁸ However, ECOWAS was compelled to broaden its mandate to respond to the plethora of conflicts that sapped its energy and resources meant for economic development and regional integration efforts.¹⁹ It was against this background that ECOWAS leaders adopted the Protocol on Non-Aggression (1978), the Protocol on Mutual Assistance in Defense (1981) and subsequently, the Declaration on Political Principles in July 1999. The constitutive principles in these protocols were later incorporated into the ECOWAS revised treaty of 1993, which emphasized the promotion and consolidation of democratic system of governance in the region. Based on these normative frameworks, the first ECOWAS Cease-Fire Monitoring Group (ECOMOG), now ECOWAS Standby Force (ESF) was deployed in 1990 as a track one diplomacy response to restore peace and security in Liberia and subsequently in Sierra Leone (1998), and Guinea-Bissau in the 1998 to stop the civil wars, monitor cease-fires to allow for peace negotiations and humanitarian operations.²⁰ In Liberia, ECOWAS deployed the ECOMOG forces²¹ to oversee a cease-fire agreement, bring the civil war to an end and avert the humanitarian catastrophe following the invasion of President Samuel Doe's regime by Charles Taylor's National Patriotic Front of Liberia (NPFL) in 1989.²² In the case of Sierra Leone,

Understanding the complexity of West Africa's security Challenges. In *Africa South of the Sahara*. London: Routledge; WANEP (2007). Drug Trafficking: An Alarming Human Security Threat. *Warn Policy Brief*, September 12,

17 Eze B.C. (2015). The role of WANEP in promoting regional peace and security. Unpublished paper

18 See the Treaty establishing the Economic Community of West African States signed in Lagos on 28 May, 1975; 1993 ECOWAS Revised treaty.

19 Olonisakin, F. (2011). ECOWAS and West African Conflicts: The Dynamics Of Conflict And Peace-Building in West Africa. In T. Jaye & S. Amadi (eds), *ECOWAS & the Dynamics of Conflict and Peacebuilding*, (Dakar: CODESRIA); Olonisakin, F. (1996). UN Co-operation with Regional Organizations in Peacekeeping: The Experience of ECOMOG and UNOMIL in Liberia', *International Peacekeeping*, Vol.3, No.3, pp. 33-51.

20 Aning, E. K. (1999). From "Eco-pessimism" to "Eco-optimism" - ECOMOG and The West African Integration Process. *African journal of political science*, Vol. 4 No.1.

21 ECOMOG forces were drawn from Nigeria, Ghana, Guinea, Gambia, and Sierra Leone

22 See Jaye, T. (2003). *Issues of Sovereignty, Strategy and Security in the Economic Community of West African States (ECOWAS) Intervention in the Liberian Civil War*. New York: Edwin Mellen Pr.; Aboagye, F. B. (1999). *ECOMOG: a sub-regional experience in Conflict Resolution, Management and Peacekeeping in Liberia*. Accra: Sedco Pub Ltd; Adibe, C. (1997). *The Liberian Conflict and*



ECOMOG forces were deployed in March 1998 to restore the legitimately and democratically elected President, Ahmed Tejan Kabbah who was overthrown in a military coup that brought Paul Koroma to power. ECOMOG troops withdrew later when a peace agreement was signed by the warring factions in Lome.²³

In response to the increasing demands for conflict prevention, resolution and peacebuilding and as part of the institutional and normative transformation of ECOWAS, the Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security was adopted in 1999.²⁴ This protocol, which forms the backbone of West Africa's security architecture recognized economic and social development and the security of peoples and states as inextricably linked. Additionally, it also put a lot of emphasis on conflict prevention instead of the reactive and fire-brigade type of interventions in resolving conflict in the region. Building on this protocol, the ECOWAS Heads of State and Government adopted a supplementary Protocol on Democracy and Good Governance in December 2001. The Supplementary Protocol established the guiding principles to foster participatory democracy, good governance, rule of law, respect for human rights and a balanced and equitable distribution of resources in the region. In 2008, the ECOWAS Conflict Prevention Framework (ECPF) was also adopted.

All these regional instruments enjoin member states of ECOWAS to promote the human rights of their citizens and ensure their liberty and inalienable right to participate by means of free and democratic processes to guarantee the peace of the societies in which they live. They also commit member States to promote and consolidate democratic governance, protect fundamental human rights and freedoms, the rules of international humanitarian laws, preserve the equality of sovereign States, their territorial integrity and political independence. Since the adoption of these ground-breaking instruments, ECOWAS has deployed peacekeeping operations to Liberia (ECOWAS Missions in Liberia-ECOMIL, in 2003), Cote d'Ivoire (ECOWAS Mission in Cote d'Ivoire-ECOMICI, in 2002), Guinea Bissau and recently in Mali (African-led International Support Mission in Mali- AFISMA in 2013) together with the African Union (AU). It is useful to note that ECOWAS interventions in West Africa have often created the bridgehead for the subsequent deployment of larger United Nations (UN) peacekeeping and international humanitarian missions. Thus, ECOWAS has always been at the frontline, acted in concert with the AU and UN in its response to peace and security challenges in the region.

ECOWAS member states have also undertaken several initiatives in the area of combating transnational organized crimes such as drug trafficking, human trafficking, arms trafficking,

the ECOWAS-UN Partnership', *Third World Quarterly* 18(3):471–489.; Francis, D. (2000). ECOWAS Cease-fire Monitoring Group (ECOMOG): A new security agenda in world politics. In: Bakut, Simon and Sagarika Dutt eds. *Africa towards the millennium: An agenda for mature development*. London, Palgrave, pp. 177–202.

23 Aning, K., E. Birikorang, and T. Jaye. (2010). *Compendium of ECOWAS Peace and Security Decisions: Protocols, Declarations and Peace Agreements*. Accra: Kofi Annan International Peacekeeping Training Centre.

24 See ECOWAS Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security (December 2001)



money laundering, terrorism, and maritime piracy. ECOWAS has for instance established the Inter-Governmental Action Group against Money Laundering in West Africa (GIABA) to deal with money laundering. Its adoption of a Political Declaration and Regional Action Plan in 2008 to address the growing problem of illicit drug trafficking, organized crime and drug abuse in West Africa are cases in point.²⁵

Civil Society- Responding to National Security Challenges

The myriad of internal armed conflicts that confronted West Africa in the 1990s, led to the birth of several civil society organizations into the field of conflict prevention and peacebuilding. Different meanings and interpretations of the term civil society exist among scholars and practitioners. But for the purpose of this book, civil society is defined as the associations of citizens (outside their families, friends and businesses) entered into voluntarily to advance their interests, ideas and ideologies. It is used in this book to describe the wide range of organizations, networks, associations, groups and movements that are independent from government and that sometimes come together to advance their common interests through collective actions.²⁶ Civil society in that sense depicts a broad range of groups such as community groups, women's association, labour unions, indigenous groups, youth groups, charitable organizations, foundations, faith-based organizations, independent media, professional associations, think tanks, independent educational organizations and social movements.²⁷ As shown of figure 1, it excludes profit-making activity (the private sector) or government (the public sector). Thus, it is a public sphere where citizens and voluntary organizations freely engage as it is distinct from the state, the family and the market, although it is difficult to establish strict boundaries due to the close linkages.²⁸

As indicated earlier, the changing and complex nature of armed conflicts in the 1990s opened the space for civil society participation in the prevention, management and resolution of the various conflicts in West Africa. To be precise, the numerous conflicts and security challenges in West Africa catapulted CSOs into the field of conflict resolution and peacebuilding to transform armed conflicts to reduce the sufferings of the citizenry of region.²⁹ Importantly, CSOs became actively involved in addressing the security challenges in the sub-region by making governments & state structures more responsive through participation in the political processes, policy dialogue, human rights monitoring, promoting human security,

25 ECOWAS. (2008). *ECOWAS Ministerial Conference on Drug Trafficking as a security threat in West Africa*. Abuja: ECOWAS Commission. ECOWAS (2008). *Political declaration on Drug Trafficking, Organized Crime and Drug Abuse Prevention in West Africa*. (Abuja: ECOWAS Commission).

26 See World Health Organization (WHO). "Civil Society" <http://www.who.int/trade/glossary/story006/en/>. Accessed on 11 March 2016

27 *ibid*

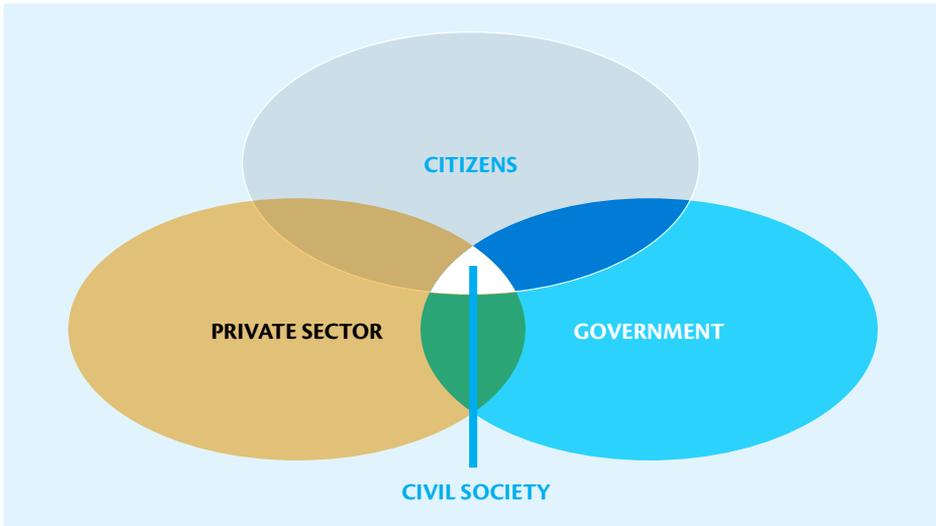
28 World Bank. (2006). *Civil Society and Peacebuilding Potential, Limitations and Critical Factors*. Report No. 36445-GLB. December 20, 2006. Social Development Department Sustainable Development Network.

29 Eze B.C. (2015). *The role of WANEP in promoting regional peace and security*. Unpublished paper



advocacy campaigns, and protests.³⁰ In the peace processes in Liberia and Sierra Leone for example, CSOs used their unique position and legitimacy to facilitate processes or mediation of conflicts by strengthening capacities to mediate conflict and manage differences through conflict resolution training, mediation services, education, and promoting rule of law.³¹ They also supported political negotiators and confidence building initiatives during the peacemaking interventions in these two countries and helped shape the negotiating agenda to ensure it addresses root causes of conflicts. Furthermore, CSOs helped in alleviating social tensions and conflict through challenging xenophobia & discrimination, facilitating dialogue, and promoting tolerance and a culture of peace at the community and national levels. On prevention of conflicts, CSOs played key roles through early warning of emerging crises and developing options and strategies as well as mobilising political will for response.

Figure 1: Civil Society



ECOWAS – Civil Society Interface and the Emergence of WANEP

Recognising the increasing role and importance of CSOs, ECOWAS and its member states shifted from the conventional unilateral and state-centric interventions to integrative approaches in addressing the regions security problems through multi-stakeholders' participation with joint interventions with civil society. The conception of WANEP as a

30 Ekiyor, T. (2005). *The role of civil society in conflict prevention: West African experiences*. In Kerk, L. (ed.), *The Role of civil society in conflict prevention and peacebuilding*. Utrecht: Centre for Conflict Studies, University of Utrecht and the European Centre for Conflict Prevention.

31 ARD Inc. (2001). *Conflict Prevention and Peace Building in the MRU: Civil Society and Its Role in West Africa: Civil Society Strengthening For Conflict Prevention Study*. Burlington: ARD.



network in 1998 at the height of the Liberian and Sierra Leonean civil war can therefore be seen within this context to compliment the efforts of ECOWAS and governments in West Africa to promote peace and stability. In the conceptualisation phase of WANEP, the key preoccupation was what type of institutional structures could be nurtured to provide the most competent and effective infrastructure for peacebuilding in West Africa. The choice of a network structure was to provide a regional scope while providing the collegiality that recognises how to harness national capacities into a regional approach for conflict prevention.³² Secondly, WANEP understood in its nascent stage that developing expertise of its staff and networks in peacebuilding across various specialisations such as early warning, dialogue and mediation, natural resources conflict management or gender could find space in a network structure that responded to different needs at national levels in different West African countries. This conceptual understanding of establishing WANEP resonates with the framework of multi-track diplomacy. A succinct explanation of the multi-track diplomacy system will suffice here.

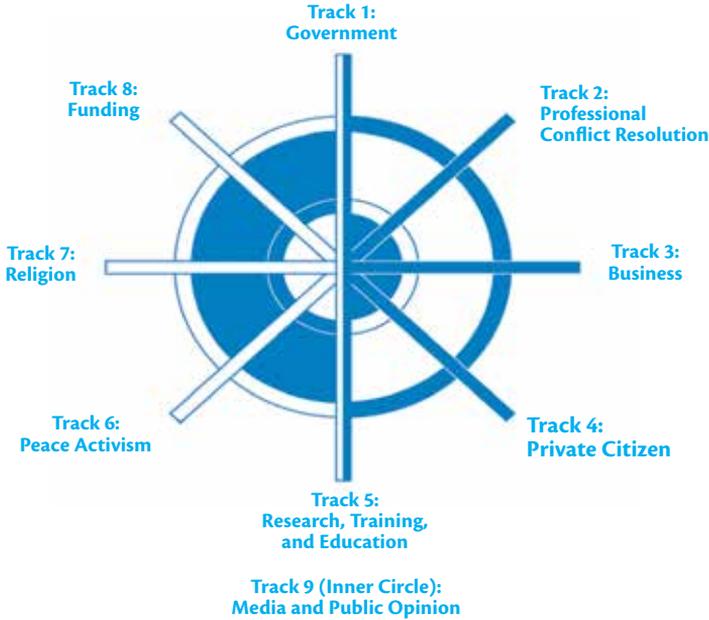
The multi-track diplomacy framework was developed due to the inefficiency of pure government mediation in order to incorporate all other part of third party interventions in conflicts. Louise Diamond and John McDonald defined multi-track diplomacy as a conceptual way to view the process of international peacemaking as a living system by looking at the web of interconnected activities, individuals, institutions, and communities that operate together to foster peace and stability.³³ There are nine tracks in the multi-track system as represented in figure 2 and explained in Box 1.

32 Bombande H.E. (Forthcoming Book chapter 2016) *Partnering with ECOWAS to Prevent Armed Conflict: WANEP's Civil Society Early warning Program* in *Civil Society and Peacebuilding*. Kroc Institute. University of Notre Dame

33 All the information on the multi-track diplomacy framework is taken from the book, *Multi-Track Diplomacy: A Systems Approach to Peace*, by Dr. Louise Diamond and Ambassador John McDonald, Kumarian Press, 1996. <http://www.imtd.org/index.php/about/84-about/131-what-is-multi-track-diplomacy>



Figure 2: Multi-Track Diplomacy



Source: Institute for Multi-track diplomacy

None of the nine tracks represented in figure 2 and Box 1 is more important than the other. Each track has its own resources, values, and approaches. Due to the inter-linkages between the nine tracks, they operate more effectively when combined together and coordinated. Practically, track two through to nine provides the foundation or environment that leads to the positive change carried out by track-one or government. These tracks ensure that government decisions are carried out and implemented properly. This cross-fertilization of the official and non-government sectors of the society allows change to happen for sustainable peace and stability.³⁴

34 Ibid



Box 1: The Nine Tracks in the Multi-Track Diplomacy System

1. **Track I diplomacy: Government**- This is the world of official diplomacy, policymaking, and peacebuilding as expressed through formal aspects of the governmental process.
2. **Track II diplomacy: Nongovernment/Professional**- this refers to the intervention and management activities by nongovernmental or professional groups and individuals. It covers the activities of civil society, NGOs, peace practitioners and specialist, serving as a cutting edge for conflict prevention, management and peacebuilding.
3. **Track III diplomacy: Business** - this is the field of business and its actual and potential effects on peacebuilding through the provision of socio-economic opportunities, and support for peacemaking activities.
4. **Track IV diplomacy: Private Citizen** - this refers to the various ways that individual citizens become involved in peace and development activities through citizen diplomacy, exchange programs, private voluntary organizations, nongovernmental organizations, and special-interest groups.
5. **Track V diplomacy: Research, Training, and Education**- this track is the intellectual hub of conflict and peace interventions. It involves research by universities, think tanks, and special-interest research centers and training programs that seek to provide practitioner skills in areas such as negotiation, mediation, conflict resolution, and third-party facilitation; and education, that cover various aspects of conflict analysis, management, and resolution.
6. **Track VI diplomacy: Activism** - this covers the field of peace and environmental activism on such issues as disarmament, human rights, social and economic justice, and advocacy of special-interest groups regarding specific governmental policies.
7. **Track VII diplomacy: Religion** - this examines the beliefs and peace-oriented actions of spiritual and religious communities and such morality-based movements as pacifism, sanctuary, and nonviolence.
8. **Track VIII diplomacy: Funding** - this involves the funding activities of foundations, individual philanthropists, bilateral and multilateral donor agencies in conflict and peace interventions.
9. **Track IX diplomacy: Communications and the Media** - this is the realm of the voice of the people. It shows how public opinion on the conflict dynamics and peace processes gets shaped and expressed by the media (print, film, video, radio, electronic systems, and the arts). The media is a crosscutting track that affects the other tracks and defines the context and dynamics of a conflict.

Source: Institute for Multi-track diplomacy



The increase in intra-state conflicts in the 1990s confirmed that track one diplomacy response by ECOWAS or sole government interventions was not an effective method of resolving conflicts. The magnitude of challenges that confronted ECOWAS and its member states made it clear that the transformation of deep-rooted conflicts in the region could not be left solely to governmental or inter- governmental entities. Peacemaking and peacebuilding efforts therefore needed to be expanded beyond the track one diplomacy to include non-governmental actors, civil society organizations and other informal channels to ensure a comprehensive approach to conflict transformation and sustainable peace. However, there were visible absence of a professional and specialized regional network of CSOs with the expertise and competence to work in the area of conflict resolution and peacebuilding across West Africa. It was within this context that WANEP emerged to foster civil society engagement with state and interstate agencies to build peace and more significantly, find rapid solutions to the peace and security problems that ECOWAS was facing. Specially, WANEP was established as track II and track V diplomacy responses to West Africa's peace and security challenges to compliment the efforts of ECOWAS and its member states.

Consequently, under the framework of the ECOWAS Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security of 1999 which mandated it to work closely with CSOs in peace and security matters, WANEP entered into a strategic partnership with ECOWAS in September 2002 to implement the regional early warning systems. The ECOWAS early warning operationalization framework emphatically states that the Early Warning Directorate is to:

work with civil society to establish a functional conflict early warning and response system for the West African region. The Early Warning System (EWS) shall allow ECOWAS Commission to obtain regular up-to-date information that will improve policy and facilitate rapid and appropriate response to emerging crises. Given its proximity to communities, expertise and knowledge, the involvement of organized civil society (and other non-state actors like the academia, professional organizations, think tanks, and researchers) is indispensable in making the ECOWAS Early Warning System more effective.

This statement underscores WANEP's mandate and scope of work in the ECOWAS sub-region as a track II and track V diplomacy responses to the challenges of conflicts and insecurity. The partnership with ECOWAS was formalized with a Memorandum of Understanding (MOU) in February 2004 and has since been renewed every five years. Under the partnership framework, both ECOWAS and WANEP agreed to cooperate closely and consult each other regularly on matters of conflict prevention, management, resolution, peacebuilding particularly in the matters of early warning and early response.



Over the years, WANEP's partnership with ECOWAS has been a reference that has tremendously redefined inter-governmental and CSOs collaboration by setting the stage for civil society contributions to peacebuilding in West Africa. In actual fact, it constitutes the most important strategic achievement for WANEP and West African civil society as it offers a much sought-after opportunity to influence and shape policy responses to early warning and early response to conflict through research, training, and education on various aspects of conflict analysis, management, resolution and peacebuilding. In general terms, CSOs through WANEP in the past years have demonstrated their capacity and competence to influence policies on peace and security and complement government's efforts at ensuring the stability of the state.

Conclusion

In this chapter, the peace and security context within which WANEP emerged in the late 1990s and operates presently was comprehensively covered. The violent conflicts in Sierra Leone, Liberia, Guinea, Casamance region of Southern Senegal, Cote d'Ivoire, Guinea Bissau, Mali, the North Eastern and Niger Delta regions of Nigeria among others were highlighted. Other challenges mentioned included socio-economic problems, youth unemployment, gross human rights violations, chieftaincy and land disputes, political violence and disputes over natural resources. In addition to these challenges, the chapter also showed how the emergence of new threats such as issues of narcotics and other organized crimes, terrorism, religious extremism, maritime piracy, impact of climate change and election-related violence is threatening the very foundations of states in West Africa. The responses of ECOWAS to these challenges through military interventions and the adoption of security frameworks such as the Protocol Relating Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security in 1999 was highlighted. Furthermore, the chapter explored the contributions of civil society in the areas of conflict prevention, management and resolution and how WANEP emerged in the late 1990s as a track II & V diplomacy response to compliment the efforts of ECOWAS and its member states through joint initiatives in conflict prevention and peacebuilding.

ORIGINS AND INSTITUTIONAL DEVELOPMENT OF WANEP

Introduction

It is widely known that WANEP was established in 1998 at the height of the Liberian and Sierra Leonean civil war. But how was it conceived? Who were the founders? And what was their idea and objectives for establishing an organization like WANEP, which has over the years redefined intergovernmental and CSOs collaboration by setting the stage for civil society contributions to peacebuilding in West Africa. This chapter addresses these questions and many others by looking at the origins and institutional development of WANEP since its establishment 18 years ago. Tracing its emergence as a peacebuilding organization, the chapter also discusses the structure of WANEP in terms of staffing and governance and how it has been able to carve a niche for itself as a strong and resilient network through the adoption of achievable goals, principles, vision and mission statement.

The History of the Creation of WANEP³⁵

As indicated in the previous chapter, the 1990s witnessed a number of intra-state conflicts in different parts of West Africa such as Liberia, Sierra Leone, Guinea Bissau, and Guinea. Moreover, Inter-ethnic strife (the Konkomba-Nanumba and Yendi in the Northern Region and Bawku in the Upper East Region of Ghana)³⁶, religious instigated violence, land, chieftaincy disputes and conflicts over resources were also rife in almost all West African countries. Even in countries that had relative peace, the challenge of good governance and the inability to organize free, fair and peaceful elections threatened peace and democratic consolidation. A key characteristic of these conflicts especially, the Liberian and Sierra Leonean wars was that the victims were mostly children and women. The youthful combatants including child soldiers who were forcefully recruited by both the rebel and desperate government forces also committed most of the atrocities generally.³⁷ The atrocities committed such as destruction of properties, rape, mass murder and the brutal hacking of limbs

³⁵ Most of the information under this section is taken from WANEP our Story concept paper.

³⁶ For some of the communal conflicts in Ghana and Nigeria see Albert, I.O. (2008). From 'Owo crisis' to 'Dagbon dispute: Lessons in the politicization of chieftaincy disputes in modern Nigeria and Ghana. *The Roundtable: Commonwealth Journal of International Affairs*, Vol. 97 No. 394 pp.47-60

³⁷ See Albert, I.O. (2002). Child Soldiers and Security Pitfalls in Africa. *Africa Notes* (Cornell University, Ithaca, USA), November/December.





created psychological wounds in the minds of many survivors, which proved very difficult for reconciliation efforts. The spillover effects of these conflicts to neighbouring states also became a major concern to the countries in the region.

Thus, the wars in the Manu River Union (MRU) region especially created a transnational conflict system that nullified state centrism. The conflict system did not only expose the societies to terror, but it opened the door for the integration of peoples, which broaden the scope for civic agency, people's power. The opportunity to exercise people's power for peace and freedom outside the grips of state authoritarianism that pervaded in West Africa became evident across West Africa where the authoritarian states from Nigeria to Liberia, to Sierra Leone exercised the last burst of paranoia before they were engulfed in the rage of their peoples. Importantly, the experiences of human disaster created by the mayhem of these wars and the need to help build peace and stability in West Africa is what initially informed the establishment of WANEP in September 1998 by Sam Gbaydee Doe (from Liberia) and Emmanuel Habuka Bombande (from Ghana), both alumni of Eastern Mennonite University (EMU) Center for Justice and Peacebuilding (CJP) in Virginia, USA. While Sam Doe had a background in working with trauma during the Liberian Civil War and establishing youth dialogue organizations, Emmanuel Bombande played a key role in resolving the Kokomba-Nanumba conflict in northern Ghana.

Sam and Emmanuel first met, at the Eastern Mennonite University where both of them were in the classes of Professor John Paul Lederach, then Director of CJP. The engagements and conversations about the institutional absence of peacebuilding practice in West Africa and the need for a coordinating structure to harness peacebuilding efforts then started with other African Scholars such as Babu Ayindo of Kenya. John Paul Lederach both in and outside academic work, mentored, encouraged and supported Emmanuel and Samuel in their proposal and dream for a peacebuilding practice in West Africa. Through the CJP with the coordination and support of Cynthia Sampson he (John Paul Lederach) initiated the first meeting with the Winston Foundation for World Peace in Washington DC. This first meeting evolved into the very first project proposal to conduct research work in West Africa and Cameroon on the type of peace infrastructure required in West Africa. The initial idea to establish WANEP was a dream that both co-founders did not know how it would look like.³⁸ The co-founders neither had a name in mind, nor the type of a structure or form or where such organization could be located. The research phase, which was from 1996 to 1997 with a 60,000 US dollars initial grant from the Winston Foundation for World Peace was very consultative and involved Non-Governmental Organizations, Policy and Decision Makers, Religious Leaders and other civil society actors across seven countries.

³⁸ At the end of a long night of inspirational conversation and mentoring over dinner at his house in Harrisonburg Virginia, where Emmanuel and Samuel stayed after a long travel from West Africa, John Paul Lederach presented a symbolic gift of two winter coats to Emmanuel and Samuel to help them cope with the cold winter of the northern hemisphere. He then said, Emmanuel and Samuel, "the two of you could change the landscape of Peacebuilding in West Africa. I see it in your passion and commitment and encourage you to go forth and do so." After almost to two decades John Paul Lederach's vision has come true.



Thanks to the support of John Paul Lederach, Cynthia Sampson, Babu Ayindo, Marion Subah, Hizkias Assefa, George Wachira of Nairobi Peace Initiative (now called Nairobi Peace Initiative-Africa) and Bill Rastetter³⁹ Regional Director of Catholic Relief Services for West Africa, the dream that began at EMU was brought to reality when WANEP was formally launched in September 1998 as a network organization aimed at harnessing civil society and community-based peacebuilding efforts and initiatives in West Africa. Sam Doe became the first Executive Director (ED) and later transferred leadership of the organization to Emmanuel Bombande who led WANEP for more than a decade before handing over to the current ED, Chukwuemeka Eze (see picture of the three ED's on figure 3).

The primary goal for the establishment of WANEP was to promote local culture of peace, strengthen the capacity of peacebuilding practitioners and institutions, develop conflict prevention networks and mechanisms, and advocate for just socio-politico-economic structures. The establishment of WANEP sustained the efforts of Civil Society collaborative efforts in building peace in West Africa. Consequently, its peacebuilding interventions in Sierra Leone, Northern Ghana, and Liberia rapidly imbued the organization with credibility and visibility.

Figure 3: Current and Past Executive Directors of WANEP



Source: WANEP [Emmanuel H. Bombande (left), Chukwuemeka Eze (middle) & Sam G. Doe (right)]

³⁹ In 1999, its first year of operation, Bill Rastetter made a pertinent observation at a meeting reflecting on the urgent need for peacebuilding in West Africa, that “if WANEP was not in existence now, there would have been the need to create one”



The Structure of a Peacebuilding Organization: Staffing and Governance⁴⁰

How an organization organizes employees and jobs to ensure the attainment of its goals are usually informed by some important factors such as the work it does, its size in terms of the number of employees, revenue, its geographic dispersion and the range of its activities.⁴¹ The organizational structure of WANEP is influenced by many of these factors as well. After its establishment, the internal basic governance structures and programs had to be designed to enable the organization function effectively. In 1999, WANEP consisted of only the regional secretariat made up of the Executive Director, Program Director, Network Coordinator, Bilingual Secretary, Accountant and a Driver. There were no national networks until the year 2000 when the first national office in Liberia was established. This is because at the national levels, the national network structures evolved through the facilitation of the Regional Secretariat for organizations in the various countries to work together around specific programs. The experiences of such cooperation in country in turn facilitated how a national network evolved. This was the case in Sierra Leone where the national network developed around national dialogue initiatives on reconciliation during the post Lome Peace Accord. There were similar efforts in Guinea, The Gambia, Sierra Leone, Liberia, Niger and Ghana. In the case of Ghana, the efforts were centred on the urgent need for peacebuilding in the three Northern Regions where communal violence was proliferating. CRS with grant support made it possible for WANEP to engage with the Catholic Diocese of Damongo in the institutional capacity building that led to the setting up of the Damongo Unity Centre now the Centre for Conflict Transformation and Peace Studies (CECOTAPS) Some of these organizations included the Lutheran Church in Liberia, CONGAD in Senegal, and the national offices of CRS. The strategy was for the regional secretariat to provide direct technical support to these individual organizations in the various countries. These were the initial stages of WANEP's theory of *Collaborative Approaches to Peacebuilding*, which will later reinforce its strategic vision and institutional development.

Overtime, the structure of WANEP evolved to enable the organization respond to the changing dynamics of conflicts in West Africa and more importantly, to ensure its sustainability. The current governance structure is conceptualized along the lead organization network governance model propounded by Bradshaw et al.⁴² This is a form of centralized governance model where the center (regional office) acts as the lead organization to the periphery (network offices) to standardize, coordinate and ensure efficiency and effective use

40 Most of the information under this section is taken from WANEP our Story concept paper and the WANEP Strategic plan 2015-2020.

41 See <http://www.referenceforbusiness.com/management/Ob-Or/Organizational-Structure.html#ixzz4023iCPUP>, accessed 13 February 2016.

42 The other models include the Shared Participant Network Governance model Network Administration Organization Governance model. Bradshaw P, Hayday, B., Armstrong, R., Levesque, J., Rykert, L. (1998). Nonprofit governance models: Problems and prospects. Toronto: Schulich school of Business.



of resources towards the achievement of the organizational goals. The center has an oversight role for the network, although the latter may have autonomy over some administrative issues for their respective networks. In the case of WANEP, the centre which is the regional office provides quality control and standardization and financial oversight for the national networks. The regional office also provide support to the periphery which are the national networks in the form of capacity development where needed, sourcing for funds, and monitoring, evaluating and tracking their performance and outputs. The Lead organization governance model ensures that WANEP acts as one organization across the region and can be recognized as such by its products, services, standards and interactions with other stakeholders within and outside the ECOWAS region.⁴³

In that regard, the present governance structure of WANEP is well designed to meet its mission/goals, roles and responsibilities of the various departments and national networks. It is also tailored towards providing relevant, quick and unbureaucratic support to peacebuilding processes as well as to help ensure the sustainability and growth of WANEP and its national networks. This organizational structure, which will be comprehensively discussed in the subsequent sections, is in line with WANEP's strategic approach to increase cohesion and cooperation among civil society groups at national levels in West Africa and bring those national coalitions or networks together within its regional framework. The adoption of this approach has greatly enhanced the ability of WANEP to co-create and implement field-tested mechanisms, structures, and capacity development programs in conflict prevention and peacebuilding with different CSOs in the sub-region.

Organizational Structure at the Regional Secretariat

As a regional peacebuilding organization, the headquarters is located in Accra, Ghana with national offices in the 15 ECOWAS member states. Its national networks serve as umbrella structures in their respective countries. Put differently, the national networks are the expression of WANEP at the national level while each member organization belonging to the national networks has its own autonomy.

At the apex of the organizational hierarchy as shown on figure 4 at the regional secretariat are the General Assembly and the Regional Board, which provide the strategic direction and effective corporate governance of WANEP. As the highest governing body of WANEP, the General Assembly (GA) sets the general policies and guidelines for the operations of the Network and approves the strategic plan, annual work plan and programs of the organization. The Regional Board which is the second highest decision making body made up of seven distinguished professionals in the area of governance, gender, peace and security, academia (peace and conflict studies), financial management and organizational development domain supervises and oversees the activities of WANEP. The Board members of WANEP are drawn from the network member countries and members have relevant experience in their field of

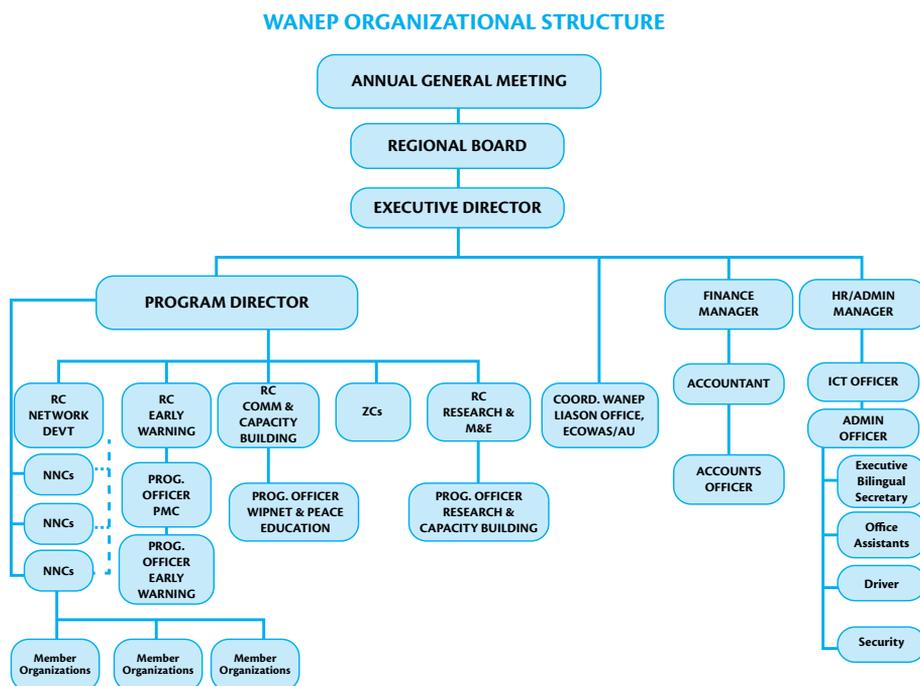
⁴³ For more information, see Nkum, J. & Nkum, K. (2016). *The Governance System of WANEP: A Discussion Paper*.



work. They are nominated and voted for during the General Assembly (GA) meetings. Board meetings are well planned, and occur minimum of twice a year. Board members serve for two years and it is renewed twice, giving a maximum of six-year term of office.

At the Regional Board is the Executive Director (ED), who is responsible for the overall management and coordination responsibility for WANEP national and regional secretariat activities and programs (see figure 4 and table 1). The Executive Director heads the WANEP Management Team, which includes the Program Director (PD), the Finance Manager and the Administrative Manager. The Executive Director is deputized by the Program Director who has the oversight responsibility for all peacebuilding programs in the regional secretariat and the national networks. The Finance Manager has oversight managerial responsibility for the efficient management of the organization's finances in accordance with international financial management practices, procedures in the WANEP financial manual and donor/partners terms and budget lines. The Administrative Manager handles the day-to-day administration of the regional secretariat, including human resource management, office management and logistics. In the performance of their roles, the management composition of WANEP strives for gender balance at all times and the style of operation is based on team efforts, collegiality, consultation and inclusive decision-making process. Indeed, the strong management team which maintains an open and collaborative work culture with a shared sense of mission is a key strength that has kept WANEP in business in spite of its difficulties.

Figure 4: Organizational Structure of WANEP



Source: WANEP, 2015.

WANEP attracts highly qualified staff from all over West Africa. With a professional reputation for delivery, it has a strong, committed and professional full time staff at the regional secretariat and at national levels that support the management team to deliver the mandate and goals of the organization. Within the staffing structure of WANEP, there is a deliberate effort to balance gender and linguistic make-up. As at March 2016, WANEP had twenty-seven (27) employees at the regional secretariat and about 75 staff (each national network secretariat has an average of 5 staff) at the national levels with various qualifications including Diploma, Bachelor’s Degree, and Masters Degrees and other Professional qualifications. Most of the staff members are bilingual (French and English) which facilitate communication within the sub-region and beyond. The staff positions and responsibilities (apart from the Management team) at the Regional Secretariat are represented in Table 1.

**Table 1: Staff Positions and Responsibilities at the Regional Secretariat**

Position	Role/Responsibilities
Management Staff	
Executive Director	<p>Responsible for ensuring the efficient and effective implementation of WANEP's Vision, policies, strategies, and ensures that the objectives and goals of WANEP are being achieved.</p> <ul style="list-style-type: none"> • Ensures adequate resources are available for implementation of activities • Maintains clarity of the vision and mission of the organization at all levels • Ensures that necessary policies are in place, are current, and followed • Ensures regular contact with the Board of Directors and partners of WANEP • Signs all contracts and legal arrangements of WANEP • Ensures full compliance with the laws under which WANEP operates in the Republic of Ghana and other countries of the region
Program Director	<p>As the second in command at the Regional Secretariat, the Program Director is responsible for facilitating the innovation and conceptualization of programs and peacebuilding practice to achieve the WANEP vision. The Program Director is also responsible for identifying potential funding sources and Coordinating proposal writing and project cycle management</p>
Regional HR/ Administrative Manager	<p>Ensures the smooth, efficient, and effective operation of the regional secretariat of the West Africa Network for Peacebuilding. HR/ Administrative Manager provides quality routine office leadership in procedural management, coordination, maintain healthy staff relations and discipline.</p>
Regional Finance Manager	<p>Ensures an efficient management of the organization's finances in accordance with donors'/partners terms, budget line items and with WANEP's laid-down procedures. Manages an effective financial control and accounting system</p>



Position	Role/Responsibilities
Program Staff	
<p>Regional Coordinator, Early Warning</p>	<p>Maintain quality assurance of the outputs of National Early Warning Systems (NEWS) as well as the dissemination, right attributions and advocacy required to enhance its impact of WANEP's Early Warning program in general and within the context of the WANEP/USAID partnership in the 5 West African countries of Cote D'Ivoire, Burkina Faso, Niger, Guinea and Sierra Leone.</p> <p>Provide coordination of the WANEP Peace Monitoring Center and NEWS at National levels along with the Program Officers, NNCs and NEWS Managers, ensure that quality and critical data is regularly and systematically collected and keyed into NEWS and ECOWARN.</p> <p>Research and drafting of Early Warning reports (country, thematic and zonal) using data from ECOWARN and other sources</p>
<p>Regional Coordinator, Network Development</p>	<p>Responsible for organizational development and institutional capacity building of the national networks. She/he supports the national networks to set up their administrative procedures, operating systems and other management protocols as well as strategic plans in line with WANEP's operational criteria for graduating/calibrating National Networks and local organizations.</p>
<p>Regional Coordinator, Research, Monitoring and Evaluation</p>	<p>Responsible for the development of research, monitoring and evaluation systems, processes and tools; provision of technical assistance to regional and national networks as well as member organizations of WANEP in monitoring and evaluating peacebuilding projects; developing, monitoring and supporting the implementation of all project Log frame as agreed with the partners. He/she also monitors and documents WANEP's success stories in the form of outcomes, results and impact</p>
<p>Regional Coordinator, Communication and Capacity-Building</p>	<p>Responsible for documentation, branding and publication and dissemination of best practices and innovations introduced by WANEP through its programs at the regional secretariat and the national networks. The Communication Officer utilizes the products/ results of Monitoring and Evaluation, distilling them into publications and dissemination materials in print and electronic forms.</p>
<p>Regional Coordinator, Women in Peacebuilding (WIPNET)</p>	<p>Ensures the full implementation of the Women in Peacebuilding Program (WIPNET), Provide program support to the National Networks. Designs follow up initiatives for all ongoing programs in WIPNET</p>



Position	Role/Responsibilities
Program Staff	
A Liaison Officer	Coordinates the interface between Civil Society and ECOWAS at the ECOWAS Commission in Abuja, Nigeria. He/she ensures that there is full participation of CSOs in key debates and decisions on peace and security in the region
Zonal Coordinators	There are four Zonal Coordinators; one each is located in the four ECOWAS Zones or Bureaus. They coordinate the collection of data in their specific 34 zones and support conflict analysis and development of policy briefs for WARN and ECOWARN.
Program Officer, Early Warning	Assists with providing oversight, strategic coordination and administrative management of the WANEP Early Warning Program in general and specifically. Also assists with maintaining quality assurance of the outputs of National Early Warning Systems (NEWS) as well as the dissemination, right attributions and advocacy required to enhance the impact of WANEP's Early Warning program
Program Officer, Peace Monitoring Centre (PMC)	Manages the Peace Monitoring Centre at WANEP Regional Secretariat, coordinate with the National Early Warning Systems Managers and link with the ECOWAS Situation room at the Early Warning Directorate in the ECOWAS Commission-Abuja, Nigeria.
Program Officer, Research and Capacity-Building	Provides leadership in the development and implementation of WANEP's research objectives, strategies and plans. Assist the Program Director and all Program team members in the efficient and effective coordination and management of capacity building programs and in the design and implementation of research
Programme Assistant, Peace Monitoring Centre (PMC)	Assists, primarily, in the collation and analysis of data on issues of peace and security in the region and in the general implementation of conflict prevention programs
National Network Coordinators	Responsible for the coordination and management of the national networks in the member countries of ECOWAS.



Position	Role/Responsibilities
Administration Staff	
Accountant	Responsible for the proper documentation of all cash receipts and payments. Also responsible for performing other key accounting functions that help WANEP achieve its goals. He/she also has responsibility to focus on the financial transactions and monitoring of particular programs.
Accounts Officer	Assist the Accountant to perform his/her duties. Responsible for checking petty cash, conducting monthly Cash Count, reconciling Cash balances to Ledger Cash balances. Also verifies all Liquidations and monitors advances against Liquidation. Files financial data and records
An ICT Specialist	Responsible for the ICT services of the regional secretariat, ensuring effective links with national networks and international clients, partner organizations and knowledge systems relevant to WANEP
Administrative Officer	Assists the Administrative & HR Manager to ensure the smooth, efficient and effective operation of the regional secretariat.. S/he also ensures that proper administrative assistance and logistics are provided for program activities.
Bilingual Secretary	Co-ordinates all secretarial duties and schedules of the Executive Director and the Program Director. Translate important correspondence into relevant language required for use at a particular time. Take minutes of meetings as well as assist with general administrative tasks - Organize meetings, appointments
Front Desk Officer	Manages the Front Office; oversees the distribution of incoming and outgoing mail attends to the comfort of visitors; screens calls to the office; orders office supplies, files documents, makes photocopies and sends and receives faxes.
Driver	Ensures that Office staff are driven safely to meetings, workshops, and other work-related destinations; Keep records of movement of the office vehicle by keeping a regular logbook for all the vehicles. Perform minor repairs, arrange for regular maintenance and ensures that the vehicle is kept clean and in good running condition at all times.

Source: WANEP



Structure of the National Networks

At the national level, WANEP has succeeded in establishing strong national offices and networks in every Member State of ECOWAS, with over 550 member organizations working in peacebuilding across West Africa. The national networks serve as umbrella structures of WANEP in their respective countries. The national networks' role is to implement WANEP's singular mission and mandate in their respective States, through partnership with local national level stakeholders, sponsors, actors and collaborators. In that regard, the structures, processes (financial and administrative) and governance approach of the national networks are modeled after the regional office.

Historically, membership of the regional networks was made up of individual member organizations in Guinea, Liberia, Nigeria and Sierra Leone. This evolved in 2003 to the creation of national networks to which individual CSOs were affiliated. The national networks in turn became members of the regional network. As represented on table 2, the number of national networks grew over the period from one in Liberia (2000) to 12 in 2008 with the focal points in the remaining three (3) ECOWAS countries becoming national networks in 2009. WANEP-Liberia was the first to be established in 2000 as shown on table 2 (others followed afterwards) at the height of the civil war and its creation enabled the regional secretariat to organize training seminars for CSOs in the area of peer mediation and peace education. Today, WANEP can boast of its presence in all 15 ECOWAS countries as represented in figure 5.

Table 2: Date of Establishment of the National Networks

Year	National Networks
2000	Liberia (1)
2001	Liberia & Sierra Leone (2)
2002	Liberia, Sierra Leone, Ghana, Nigeria & Togo (5)
2003	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal (10)
2004	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal and Guinea Bissau (11)
2005	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal Guinea Bissau and Guinea (12)
2006	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal Guinea Bissau and Guinea (12)
2007	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal Guinea Bissau and Guinea (12)



Year	National Networks
2008	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal Guinea Bissau and Guinea (12) <ul style="list-style-type: none"> Focal Points established in Cape Verde, Mali & Niger
2009	Liberia, Sierra Leone, Ghana, Nigeria, Togo, Benin, Burkina Faso, Côte d'Ivoire, The Gambia & Senegal Guinea Bissau, Guinea, Cape Verde, Mali & Niger (15)

Source: WANEP

Each National Network is structured along its geopolitical constellation and socio-political-cultural context. In that respect, the organizational structures differ from country to country depending on the size of the country, the volume of work undertaken and number of personnel engaged. However, the structure falls within the generic framework of the organizational set-up for WANEP at the Regional level. The operation of WANEP-Nigeria for instance is structured along the geo-political constellation of Nigeria and targets grassroots ownership of peacebuilding initiatives through its member organizations in all the thirty-six (36) States of Nigeria.⁴⁴ For example, the set up for WANEP Nigeria is shown in figure 6. Similarly,

Figure 5: National Offices in the 15 ECOWAS member states



Source: WANEP

44 http://www.wanepnigeria.org/index.php?option=com_content&view=category&id=27&Itemid=29



WANEP-Sierra Leone is organized along the four geo-political regions of Sierra Leone. As mentioned earlier, WANEP has over 550 member organizations working with the national networks in the various ECOWAS countries. WANEP-Nigeria alone has over 200 member organizations spread across the six geopolitical zones of the country with different areas of competence other than peacebuilding. WANEP-Serra Leone has 58 registered membership organizations across the country with a shared responsibility and interest to prevent conflict and build peace. These member organizations of the national networks include women groups, youth groups, human right groups, religious institutions and community based organizations (CBOs) committed to encouraging, facilitating and mobilizing local initiatives for peacebuilding, promotion of gender, justice, conflict resolutions and transformation. Member organizations of the national networks are non-political and promote the use of non-violent approaches to resolving conflict. Each member organization belonging to the national networks has its own autonomy.

The goals, vision, mission and programs of the national networks are closely linked to those of the regional secretariat which provides program oversight and technical backstopping through monitoring and evaluation. The long-term vision of WANEP is to have national networks that operate specific national agendas, programs, and funding sources and a regional secretariat responsible for standardization in line with the vision and mission of the organization.⁴⁵ In terms of organizational hierarchy, in each of the network offices, there is a National Board/Board of Directors that oversees and supervises the national secretariat and ensures compliance with national laws and policies. The national secretariat is headed by the National Network Coordinators who manage the day to day activities at the national level. While each national network has a secretariat, the structures differ slightly due to the different political and geographical context. In some of the countries like Nigeria, apart from the secretariat, there are zonal coordinators and state coordinators. For Ghana, there are regional coordinators and district coordinators.⁴⁶In Sierra Leone, there are Regional Focal Points (RFPs)⁴⁷ and District Peacebuilding teams (DPTs)⁴⁸and in Liberia, there are County Coordinators and field staff. Moreover, in Cote d'Ivoire, there are coordinators at the District, Regional and Departments levels in line with the administrative division of the country. These diverse structures are all reflective of the different geographical divisions in the various countries.

45 See the WANEP Strategic plan 2015-2020.

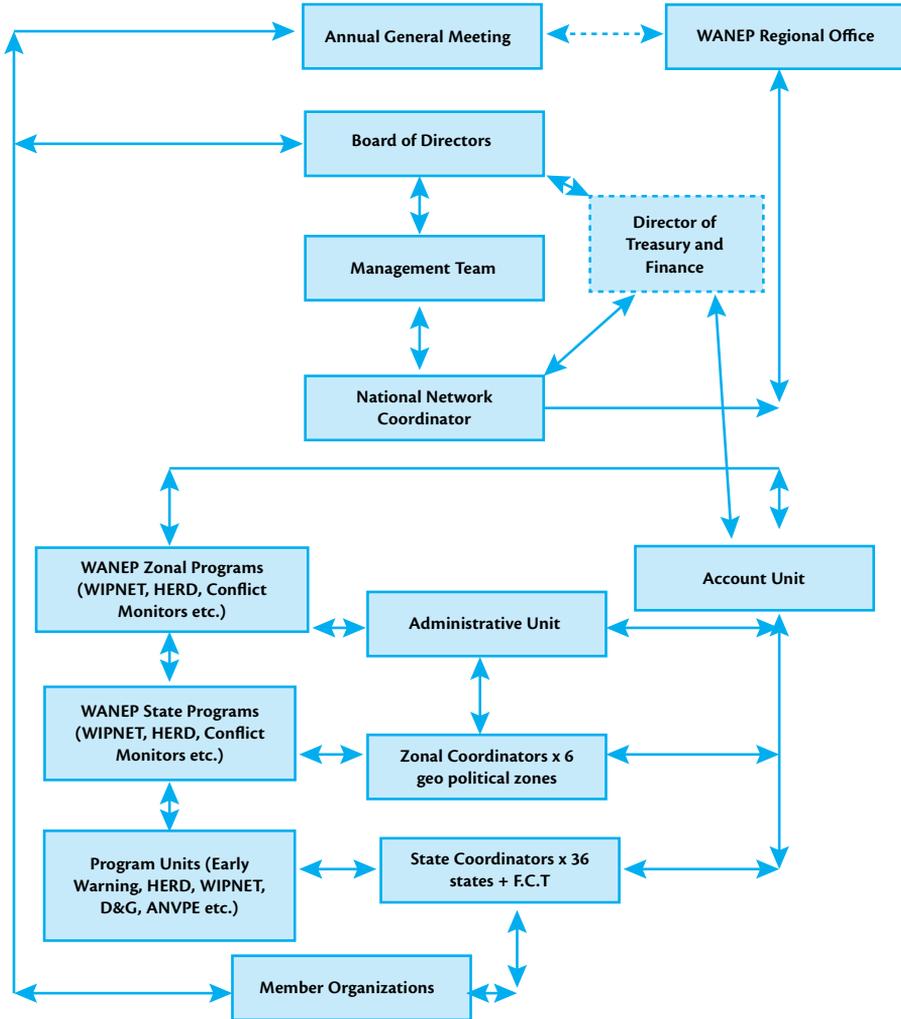
46 See http://wanepghana.org/index.php?option=com_content&view=category&id=2&Itemid=5

47 There are four regional focal points elected by member organizations in the various regions. The RFPs supervise the District Peacebuilding Teams (DPTs) and serve as conduits between the National Secretariat and member organizations. They report to the Secretariat on monthly basis.

48 The District Peacebuilding Teams consist of registered members in the twelve districts of Sierra Leone. The DPTs coordinate peacebuilding activities at the district level. They also liaise with the communities to monitor and holder duty bearers accountable. They convene meetings monthly with rotational chairing and hosting methods.



Figure 6: Organizational Set Up for WANEP Nigeria



Source: WANEP

Developing a Niche – Goals, Vision, Mission and Principles

The goals, vision and mission statements of WANEP provide a clear, specific, and forceful understanding of what the organization aspires to become or achieve. It is broadly held within the organization and consistently used to direct actions and to set priorities. The overall goals and objectives of WANEP is based on a five-year strategic plan that has been thoughtfully



designed to meet the current challenges of peace and security in West Africa, the African continent and to move WANEP from a program driven to a vision driven institution.⁴⁹

Overall Goal

The main goal of the new strategic plan for the period 2015 – 2020 is to truly transform WANEP from being program-based to becoming a vision-driven organization. As noted by the former Executive Director Mr. Emmanuel Bombande in the 2014 Annual Report of WANEP, the 2015 - 2020 strategic plan is WANEP's fourth Strategic Plan but uniquely, it is the first Plan to bring all parts of the network together behind the same development objectives. In the past, each National Network had its own distinct Strategic Plan and this made results uncoordinated and in some instances difficult to attribute. We are now bonded along the same focus, the same vision and the same goal and more importantly with the mindset of supporting our intergovernmental organizations (ECOWAS and AU) and the member states in onerous but collective efforts of peace and security.⁵⁰

In this regard, the overall goal of WANEP for the period 2015 – 2020 is to collaborate with the ECOWAS Commission, member states, civil society organizations, research institutions, AU, UN and other international partners towards ensuring the operationalization of an integrated and decentralized early warning and response system at the community, national and regional levels in West Africa. An outcome indicator that WANEP would like to use to measure the attainment of this goal is that by 2020 there should be:

A decentralized ECOWAS-EWRS function in all members' states and at the regional level, incorporating all key stakeholders in a coordinated and effective system, and provides ECOWAS, Member States and citizens with enhanced capacity and improved state of readiness to prevent conflict and implement peacebuilding and post-conflict reconstruction measures

Strategic Objectives

The strategic objectives of WANEP are to:

- Strengthen the capacity of peacebuilding organizations and practitioners in West Africa to engage actively in the transformation of violent conflicts through the use of non-violent strategies
- Develop a conflict prevention mechanism in West Africa to monitor, analyze and respond to conflicts
- Engender peacebuilding policy and practices in West Africa

⁴⁹ See the WANEP Strategic plan 2015-2020.

⁵⁰ 2014 Annual Report of WANEP



- Promote a culture of non-violence and social responsibility among young people in West Africa
- Strengthen the conceptual base of WANEP programs through research, documentation and Monitoring and Evaluation
- Enhance policy formulation and influence on peace and human security through regional and international linkages and advocacy

Vision

WANEP is driven by the desire to address the systemic causes as well as prevailing volatile and unstable peace and security realities and trends in the West Africa region. It is further driven by a vision of a West Africa region where communities and peoples live in peace and are productively engaged in improving their living standards, governing themselves within the rule of law and in peaceful co-existence with one another. In this regard, the vision statement of WANEP is to have a:

“West Africa region characterized by just and peaceful communities where the dignity of the human person is paramount and where the people can meet their basic human needs and decide their own direction.”

Mission

The organization’s mission statement is:

To enable and facilitate mechanisms for cooperation among civil society-based peacebuilding practitioners and organizations in West Africa by promoting cooperative responses with State actors to address the root causes of violent conflicts; providing the structure through which these practitioners and institutions regularly exchange experiences and information on issues and influence policy on peacebuilding and conflict transformation; and promoting West Africa’s social and cultural values as resources for peacebuilding.

Values, Operating Principles and Philosophy

WANEP is guided by the following values, principles and philosophy in its operations:

- Belief in mutual respect for one another
- Transparency and accountability
- Gender equality and zero tolerance to discrimination (sex, tribe/ethnicity, race, HIV-AIDS status, etc.)



- Teamwork and dedication to work
- Tolerance and respect for diversity
- Justice for all
- Quality delivery
- Collaboration and consultation

Conclusion

The history of how WANEP began and developed its institutional structures over time was discussed in this chapter. It was indicated that the experiences of human disaster created by the mayhem of wars (in Liberia and Sierra Leone) and the need to help build peace and stability in West Africa informed the establishment of WANEP in September 1998 by Sam Gbaydee Doe (from Liberia) and Emmanuel Habuka Bombande (from Ghana), both alumni of Eastern Mennonite University Center for Justice and Peacebuilding (CJP) in Virginia, USA. WANEP was launched as a network organization aimed at harnessing civil society and community-based peacebuilding efforts and initiatives in West Africa. WANEP's initial peacebuilding interventions in Sierra Leone, Northern Ghana, and Liberia rapidly imbued the organization with credibility and visibility and sustained Civil Society collaborative efforts in building peace in West Africa. The chapter also provided an overview of the organizational structure of WANEP at the regional secretariat and national networks and how they have been designed to meet the overall goals and objectives of WANEP based on its current five-year strategic plan (from 2015 -2020). The strategic plan has been thoughtfully designed to meet the current challenges of peace and security in West Africa, Africa, and to move WANEP from a program driven to a vision driven institution.

CIVIL SOCIETY PEACEBUILDING PRACTICE

Introduction

Civil society organizations exist in the ‘space’ between the state, the market, and the private life of families & individuals. This makes CSOs whether at the local, national and international levels, a key element in the operational and structural prevention of conflicts. Over the past two decades, CSOs have been involved in peacebuilding processes together with the state, inter-governmental organizations and donor partners. This chapter relates theory to civil society peacebuilding practice by looking at the different programs of WANEP designed to assist in achieving peace and stability in West Africa. In order to better comprehend these programs, it is necessary to understand the peacebuilding concept that underlies it. Therefore, the concept of peacebuilding is briefly discussed to link it to the concept underpinning the various programs of WANEP. The idea behind the creation of WANEP programs and the main thematic areas are examined in the subsequent sections. For purposes of clarity, the WANEP programs are categorized under three broad areas namely, Capacity-Building; Women in Peacebuilding Program; and Early Warning and Early Response Network. Within these three thematic areas, there are also some individual programs, which are also discussed. The background, objectives, successes, challenges and lessons learned are highlighted. Apart from the three thematic programs the special interventions programs targeted at specific issues of great concern are also explored.

Concept and Practice of Peacebuilding

The concept and practice of peacebuilding has evolved in tandem with the changing global security environments. Peacebuilding was first used thirty-five years ago through the pioneering work of Johan Galtung. In his 1976 essay “*Three Approaches to Peace: Peacekeeping, Peacemaking, and Peacebuilding*,” Galtung called for the creation of peacebuilding structures to promote sustainable peace by addressing the ‘root causes’ of violent conflict and supporting indigenous capacities for peace management and conflict resolution.⁵¹ The concept gained widespread usage in the early post-Cold War era with the release of the United Nations Secretary-General Boutros Boutros-Ghali’s landmark report, “*An Agenda for Peace: Preventive*

51 Galtung, J. (1976). *Three Approaches to Peace: Peacekeeping, Peacemaking, and Peacebuilding*. In: *Peace, War and Defense: Essays in Peace Research, Vol. II*. Copenhagen: Christian Ejlert





Diplomacy, Peacemaking and Peacekeeping” in 1992. The report defined peacebuilding as a post-conflict “action to identify and support structures which tend to strengthen and solidify peace in order to avoid a relapse into conflict.”⁵²

Since the publication of the Agenda for Peace report, the field of peacebuilding has continued to develop to include not only state-building activities, but also activities that aim to strengthen the social fabric of society. Thus, peacebuilding is now understood more broadly to cover all activities related to preventing outbreaks of violence, transforming armed conflicts, finding peaceful ways to manage conflict, and creating the socio-economic and political pre-conditions for sustainable development and peace.⁵³ Recent approaches to peacebuilding have especially shifted to more comprehensive transformation approaches, which combine short-term conflict management with long-term relationship building, and transformation of the roots of conflict in order to build social relationships and state structures capable of sustaining peace. The conflict transformation approach to peacebuilding emerged from a realization that sustainable peace requires more than just a conflict management approach, which aims to defuse conflict by reframing the positions of the conflicting parties. Instead, peacebuilding is viewed from this perspective as inseparable from justice, respect for human rights, and the practice of non-violence as a way of life.⁵⁴

Moreover, peacebuilding is also conceptualized as establishing good governance and the socio-economic foundations of long-term peace. Dan Smith has for instance created a Peacebuilding Palette (see figure 7), a model used to visualize the interplay between the different elements of peacebuilding which includes four functional areas: Security, Socio-economic foundations, Political Framework, Reconciliation and Justice.⁵⁵

52 United Nations. (1992). *Secretary-General's report on An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. New York: UN.

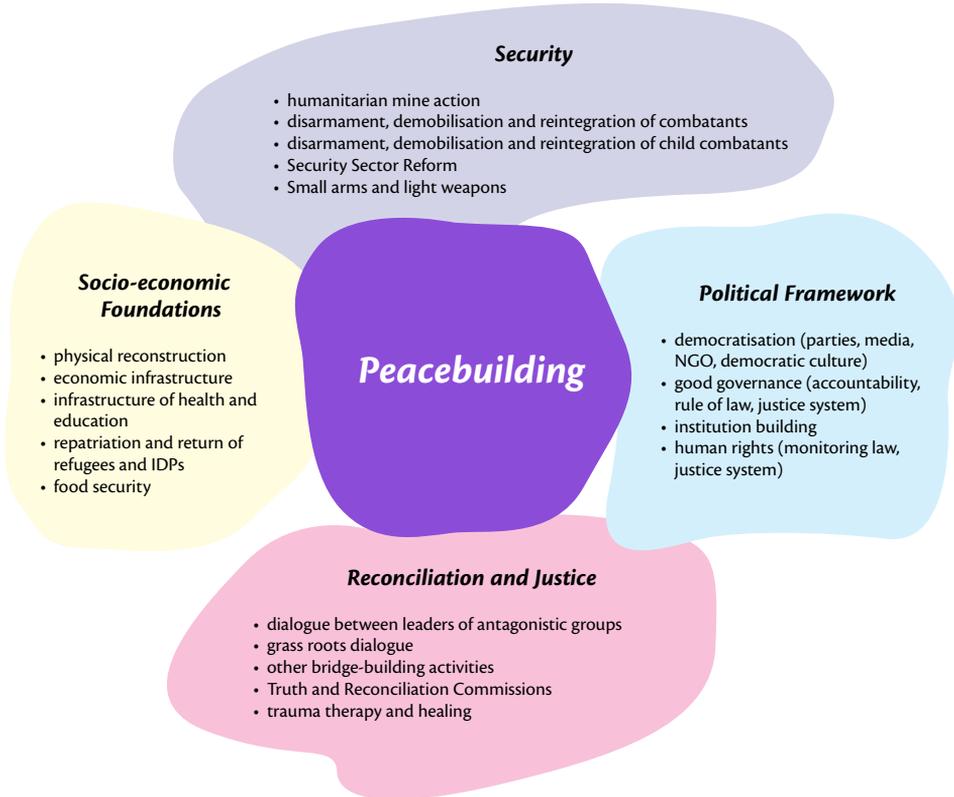
53 World Bank. (2006). *Civil Society and Peacebuilding Potential, Limitations and Critical Factors*. Report No. 36445-GLB. December 20, 2006. Social Development Department Sustainable Development Network.

54 Evans, I., Lane, J., Pealer, J. and Turner, M. (2013). *A Conceptual Model of Peacebuilding and Democracy Building: Integrating the Fields*. The Conflict Resolution and Change Management in Transitioning Democracies Practicum Group, School of International Service, American University.

55 Dan Smith, "Towards a Strategic Framework for Peacebuilding: Getting their Act Together," *The Royal Norwegian Ministry of Foreign Affairs*, (April 2004): 27-28.



Figure 7: The Peacebuilding Palette



Source: Smith, 2004.

The Peacebuilding Palette emphasizes the need for a holistic approach to peacebuilding “that focuses not only on the elites, but also on the grassroots level; not only on security and stabilization but also on justice, politics, and socio-economic issues; and not only on institutions, but also on psycho-social dynamics such as forgiveness, healing, and reconciliation”.⁵⁶ From this standpoint, peacebuilding activities are conceptualized as a tool box of different elements to be configured depending on the context as represented in figure 7.

This paradigm shift or broadening of the peacebuilding concept to especially conflict transformation approaches have opened space for an increased civil society participation in peacebuilding. The key driver of this was John Paul Lederach whose approaches to

⁵⁶ *ibid*; Evans, I., Lane, J., Pealer, J. and Turner, M. (2013). A Conceptual Model of Peacebuilding and Democracy Building: Integrating the Fields. The Conflict Resolution and Change Management in Transitioning Democracies Practicum Group, School of International Service, American University.



peacebuilding have become the leading reference for most practitioners.⁵⁷The increased role of CSOs is also based on the recognition that peacebuilding entails numerous societal reconstruction tasks that official diplomacy and reconstruction programs cannot achieve. As a result, there is now a growing realization that establishing lasting peace will require greater coordination across many domains and levels of activity involving the complementarity of non-governmental peace initiatives and diplomatic peace efforts. This is the underlying principle underpinning WANEP peacebuilding practice to foster civil society engagement with state and interstate agencies to build peace and more significantly, find rapid solutions to the peace and security problems confronting the West African sub-region.

WANEP Peacebuilding Programming⁵⁸

WANEP's strategy is to locate, empower, support and accompany local actors as they respond to conflicts within their communities.⁵⁹ WANEP seeks to build collaborative relationships among peacebuilding organizations towards conflict prevention and resolution. Therefore, in programming, the network adopts a two-pronged approach: a national approach led by the national secretariat and a regional approach coordinated from the regional secretariat. At the national level, the networks assume responsibility and ownership of their programs or peacebuilding practice with technical support from the regional secretariat. This is informed by the recognition that the national networks understand their situation and realities better and, are therefore in a position to engage their communities and government and intervene effectively. The national networks facilitate a more bottom-up approach to peacebuilding and allow their interventions to reflect the peculiarities of the issues of human security in their various countries. At regional level, it is acknowledged that factors that fuel conflicts and their escalation in the sub-region are no respecters of artificially imposed boundaries. Hence, the regional programs cut across national networks and are designed to increase leverage in engaging diverse actors at regional and international level.

WANEP's niche is built on its ability to locate talents and people's agency, empower them through training and resourcing, and accompany them through strategic directions, wider transnational network of support system and solidarity, and platform for exchange and amplification—by facilitating. It works towards achieving this through thematic programs. Historically, the programs of WANEP started with capacity-building of civil society actors from different West African countries. Thus, few months after the organization was created in September 1998, WANEP brought together participants from French-speaking and English-

57 For more information see Lederach, J. P. (1997). *Building Peace: Sustainable Reconciliation in Divided Societies*. Washington DC: United States Institute of Peace Press.

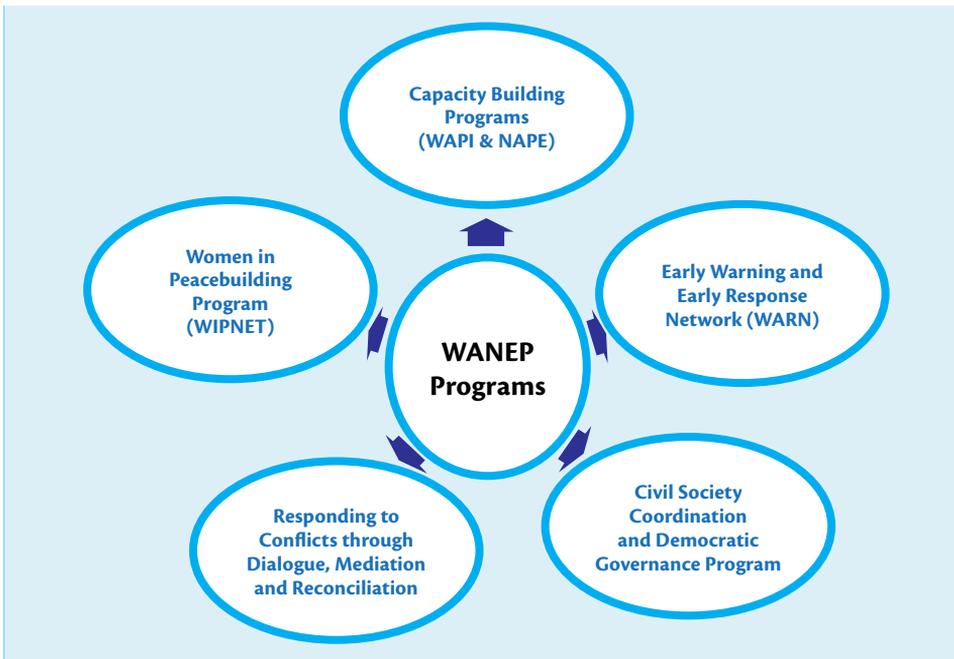
58 Most of the information under this section was taken from WANEP our Story concept paper and the WANEP Strategic plan 2015-2020.

59 For instance, WANEP located Zainab Bangura and accompanied her leadership for CSOs in Sierra Leone, she is now USG for Sexual and Gender based violence in the United Nations; WANEP located Leymah Gbowee, empowered her through training, accompanied her platform of women mass action for peace through resourcing and helping with strategic directions and tactics, which led to her winning the 2011 Nobel Peace Prize;



speaking countries to capacity building workshops in October and November 1998 on Peacebuilding and Conflict Prevention. Since that period, WANEP's programs have evolved and grown to include others such as the non-violence and peace education (NAPE) program; the West Africa Early & Response Network (WARN); and the Women in Peacebuilding Network (WIPNET) programs. For purposes of simplicity and better understanding, the WANEP programs are categorized under three broad areas namely, Capacity-Building; Women in Peacebuilding Program; and Early Warning and Early Response Network (see figure 8). Within these three thematic areas, there are individual programs.

Figure 8: Programs of WANEP



Capacity-Building Programs

There are two sub-programs under the capacity-building program. They include the West Africa Peacebuilding Institute (WAPI), and the Active Non-Violence and Peace Education. These various programs are explained in details below.

- **West Africa Peacebuilding Institute (WAPI)**

The West Africa Peacebuilding Institute (WAPI) was established in 2002 to provide specialized, intensive, and culturally sensitive training in conflict prevention, conflict transformation and peacebuilding to individuals, CSOs, the Business Community, Policy-makers, Government institutions and other relevant actors from West Africa and worldwide. The focus of WAPI is on



the West African sub-region as it seeks to develop and strengthen structures and activities in peacebuilding which were/are relatively weak, compared to those in East, North and Southern Africa. Over the years, WAPI has provided the space and platform for the actualization of WANEP's vision for the prevention and resolution of conflicts in Africa. WAPI has strived to overcome the gap in practice, knowledge and skills in peacebuilding and increase the number of competent, active peacebuilding practitioners in especially West Africa, thus, increasing the possibilities of achieving reconciled, just and stable societies which is an important impetus for socio-economic development. Based on a Memorandum of Understanding that was signed between WANEP and KAIPTC, WAPI has been organized at the KAIPTC in Accra since 2005 for a period of three weeks. As illustrated in table 3, WAPI draws its faculty from highly recognized professional practitioners and academics from institutions and universities around the world.

Table 3: List of Past and Present Faculty Members of WAPI

Name of Faculty Members	
1. Sam G. Doe	2. Emmanuel H. Bombande
3. Chukwuemeka Eze	4. Prof. Isaac Albert
5. Mrs. Naomi Akpan-Ita	6. Mrs. Levinia Addae-Mensah
7. Dr. Douglas Bond	8. Dr. Linda Darkwa
9. Stella Amadi	10. Thelma Ekiyor
11. Barry Hart	12. John Murhala Katunga
13. Raymond Kitevu	14. Dr. Benjamin Kunbuor
15. Dr. Paul Kuruk	16. Austin Onuoha
17. Ms. Rose Othieno	18. Lisa Schirch
19. Takwa Zebulon Suifon	20. Christiana Thorpe
21. Oury Traore	22. Dr. Lydia Umar
23. Mme Marguerite Yoli-Bi	24. Dr. Nathaniel Danjibo
25. Mrs. Florence Mpaayei	26. Dr. Stephen Faleti
27. Vincent Azumah	28. Dr. Nicolas Okai
29. Segun Ogunyannwo	30. Mrs. Florence IHEME
31. Ifeanyi Okechukwu	32. Edwige Mensah
33. Bijou Togoh	34. Sandra Cofe
35. Rosalie Lo	

Source: WANEP



Drawing from its global reach, experience, extensive training portfolio and partnerships, WAPI has developed innovative courses which reflect and respond to current and emerging issues and trends in peacebuilding and human security. Some of the topics taught as represented in Box 2. include Peacebuilding Paradigms; Natural Resource Governance and Conflict Management; Human Security and Development; Dialogue and Mediation; Youth and Peace Education; Gender and Peacebuilding, Early warning and Early response among others.

Box 2: WAPI Courses

- Peacebuilding Paradigms: *Concepts and Praxis*
- Dialogue and Mediation: *Design and Processes*
- Peace Education
- Human Security & Development
- Gender and Peacebuilding
- Natural Resources Governance and Conflict Management
- Early Warning & Response: *Building Capacity for Preventive Peacebuilding*
- Peacebuilding Program Design, Implementation, Monitoring & Evaluation

Since 2002, WAPI has trained and strengthened the capacity of about 576 practitioners and regional bodies including ECOWAS, AU and UN agencies (see table 4). The institute has drawn participants from across Africa, Europe, Asia, Australia, and America. Specifically, WAPI has attracted participants from over 39 countries including Australia, Benin, Botswana, Burkina Faso, Burundi, Cameroun, Canada, Central African Republic, Chad, DR Congo, Côte d'Ivoire, Ethiopia, Gabon, The Gambia, Germany, Ghana, Guinea, Guinea Bissau, India, Italy, Kenya, Lebanon, Liberia, Madagascar, Mali, Mauritania, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somaliland, South Sudan, Sweden, Togo, Uganda, United Kingdom, USA and Zimbabwe. Most past participants of WAPI occupy higher positions in their various organizations and others have also won scholarships to universities in Europe as a result of the WAPI certificate. Mr. Ignatius Emeka Onyekwere, a 2005 participant for instance applied to Bradford University in the UK on a Rotary scholarship and the WAPI certificate was one of the documents he submitted that facilitated his admission. The former WAPI Coordinator, Mr. Francis Acquah Jnr. was also recommended by MCC to be part of the African Peacebuilding Institute (API) task force because of his experience with WAPI and what WAPI brings to the table.

**Table 4: Number of trained persons till date**

Year	No of Participants
2002	45
2003	43
2004	45
2005	45
2006	38
2007	39
2008	51
2009	30
2010	28
2011	35
2012	40
2013	46
2014	No WAPI due to EBOLA outbreak
2015	March: 46
	Sept.: 53
TOTAL	576

- **Active Non-Violence and Peace Education**

While perpetrators of acts of violence in West Africa cut across different generations, it is an established fact that young people continue to constitute the largest percentage of perpetrators. Many of the 1990s conflicts involved children and the youth as both perpetrators and victims. In Liberia and Sierra Leone, for example, child soldiers committed most of the atrocities during the civil wars. However, the phenomenon of youths as perpetrators of violence is not only limited to countries that have experienced wars. The gang and cult culture now exists in many countries in the sub-region with its negative socio-cultural and economic consequences. The development of Active Non-violence and Peace Education (NAPE) program was borne out of these experiences. Thus, the program was motivated by WANEP's desire to counter the strategy of warlords who were exploiting children and youth and turning them into instruments for war and violence. Just as violence can be learned, peace and non-violence and the respect for the dignity of persons and sanctity of community were possible through learning. This drove the desire for this program.



The first Executive Director had launched a similar program in Liberia prior to the Student Palava Management Programme which trained hundreds of young people including ex-combatants away from violence into a nonviolence path. Some turned out to become prominent persons in Liberia including becoming Government ministers fifteen years on. So basically, the NAPE was to help address the high levels of violence among the youth that have crept into societies to the point where institutions of discipline and security such as the school, the home and places of worship have become breeding grounds for violence. Over the years, new sets of values have eroded the culture of respect, love and care for one another that existed in the sub-region. A culture of non-violence is therefore imperative for Africa if the continent is to achieve the dream of sustainable just peace and development on the continent.

The Non-violence and Peace Education program which is the youth arm of WANEP' work was officially launched on 23 May 2000 at Sogakope, in the Volta Region of Ghana with support from DKA-Austria. The launch followed a series of *ad hoc* training workshops on non-violence that WANEP conducted for peace practitioners from various West African countries. After the launch in 2000, the course was piloted in seven West African countries - Côte d'Ivoire, Ghana, Guinea, Nigeria, Liberia, Sierra Leone and Togo, for a three-year period. WANEP conducted the pilot together with International Fellowship of Reconciliation in the Netherlands and the Amani People's Theatre from Kenya with support from the Catholic Church of Austria (DKA-Austria) and CORDAID. The European Union also supported the running of the course in 2002, 2004, and 2005.

NAPE has since its inception promoted the culture of nonviolence and peace within West African communities with particular focus on children and youth in schools and in the informal sector to facilitate the building of peaceful and just communities. It has also served as a "preventive" measure by increasing awareness and use of non-violent strategies in responding to conflict in West Africa and more especially, nurture the children and youth with love, respect for life, tolerance for differences, empathy and understanding of others, and self-esteem. The secondary targets of NAPE are Educationalists, Government Officials, School Administrators, Teachers, Parents and Community Leaders. As part of the success stories, the program has promoted peer mediation and peace clubs in schools as well as peace education curriculums at various levels: schools, colleges, teachers' training colleges, universities and policy level. The achievement of the course on the target groups and the environment in which the education systems operate in the seven countries is presented in Box 3.



Box 3: Achievements of NAPE

- Publication of peace education manual, teachers' guide and students' workbook
- Creation of peer mediation and peace clubs in schools across the West African sub region
- Trained over 200 teachers in the application of peace education manual and establishment of peer mediation clubs
- In Ghana the program led to the introduction of Peace Education in school's curriculum by the Ghana Education Service
- Peer mediators experienced changes in their own lives (more discipline both in school and at home & improvement in their academic work); level of aggressiveness and bullying reduced; a number of the schools are gradually and generally experiencing an atmosphere of peace and discipline; the students practiced mediation not only in school but also introduced it in their respective homes.

The running of the NAPE program has not been without challenges. One of the key challenges has been inadequate funding to sustain the various initiatives and to effectively monitor the impact of the programme on a regular basis. There are also no paid staffs for the peace education program at the national level thus making follow-up on the program challenging. The transfer of teachers and changing of schools of students involved in the program also impact negatively on the programme. The inadequate and lack of appropriate space for mediation is yet another problem confronting the conduct of the course.

Women in Peacebuilding Program (WIPNET)

The old practice of excluding women from decision-making processes particularly in the public domain is well known in West Africa and other parts of Africa. Moreover, women's roles and their voices as critical stakeholders in community peacebuilding and conflict resolution in formal initiatives have been underutilized. This gender discrimination has largely been attributed to patriarchy, tradition, culture and religion which place less value on females and their roles than those of men right from birth. This has further been preserved and reinforced by wars and violence. WANEP discovered this reality and came to the conviction that for peacebuilding to be effective, it must be all inclusive and take into account the voices and contributions of women, who make up more than half of the population of the sub-region. Thus, until women are supported to occupy the space to promote peace and human security, sustainable peace and development will continue to elude the sub-region. However, women in the sub-region lacked the skill acquisition training in conflict transformation formulated



and designed specifically for them to contribute to peace processes.⁶⁰ Therefore, following an outcome of a consultative meeting in 2001 of women from about seven (7) West African countries on the need for a conscious effort to create space for women in peacebuilding in the region, the Women in Peacebuilding program (WIPNET) was launched in November 2001.

The aim of WIPNET is to build the capacity of women to enhance their roles in peacebuilding and post conflict reconstruction in West Africa. The program is dedicated to providing space and platform for women active participation and leadership in peace and conflict prevention at all levels alongside men. More significantly, WIPNET seeks to increase the number of trained women practitioners in peacebuilding as trainers, researchers, mediators and advocates. Through community mobilization and other innovative platforms, WIPNET strives to provide a forum for women at the grassroots to amplify their voices on issues of peace and human security. Mainstreaming gender perspective into peacebuilding and conflict prevention frameworks is also promoted at the community, national and regional levels.

• *Impact of WIPNET*

Thanks to the dedication and passion of the first WIPNET Coordinator, Thelma Ekiyor, who worked assiduously on the program, WIPNET has become a domestic name in building and strengthening the capacity of women in peace and human security. Through the WIPNET program, over 3000 women in different aspects of peacebuilding, leadership and advocacy strategies across West Africa have been trained. The trainings employ a manual developed by women, for women, to train women, using familiar life experiences in a way that generate solutions to their peculiar challenges and enables them to ultimately own the peace process. To be precise, the training of community women in peacebuilding across the sub-region utilizes context specific manuals developed by WIPNET. In addition to the individual trainings of women, the capacities of several women's organisations in West Africa have also been strengthened. In Nigeria and other network offices in Ghana, Cote d'Ivoire, Mali, Sierra Leone for example, WIPNET has strengthened the capacity of several women organizations and groups through series of capacity-building activities on gender-based peacebuilding techniques and practice. The Annual Women in Peacebuilding course offered at WAPI is yet another important contribution of WIPNET to the capacity building of Women. After the first Women in Peacebuilding class in 2003, which included other participants from Madagascar and Uganda, the annual Women in Peacebuilding Course, has grown from year to year with male and female participants from every continent of the world.

60 In 2000, while WANEP facilitated a series of national dialogues in Sierra Leone with targeted groups, WANEP Program Director at the time, Emmanuel Bombande and Hizkias Assefa during one of the round table dialogues experienced at first hand the urgent need prevalent at the time to build special facilitation skills of women. In the Dialogue with victim groups of the war, a woman broke down barely after the workshop had started. When she was persuaded later that morning to recount why she broke down, she refused to speak arguing that both facilitators were men and could not have understood her ordeal in the hands of a Rebel Commander. She was however comfortable to share with other women in the workshop about her rape and abduction by a Commander of the RUF and how she bore a daughter she always hated because she was not born from a love relationship. This on the field experience demonstrated the need for women facilitators to encounter in some cases women with such special needs to contribute towards sustaining peace and reconciliation



As a way of harmonizing activities in all the countries that make up WIPNET, the regional secretariat of WIPNET organizes an Annual Women in Peacebuilding regional conference on various themes on women in peacebuilding. This conference has offered the opportunity for women in the various countries to review the various national efforts in the implementation of UN Security Council Resolution 1325. The annual conference has also provided an avenue for them to share experiences of their initiatives and efforts in providing women with knowledge and skills to contribute to peace and security processes at both formal and informal levels of society. During the peace processes in Liberia, WIPNET mobilised mass action of Liberian Women (as depicted in figure 9) who contributed to the Accra Peace Agreement that led to the eventual ceasefire of the Liberian war in 2003. The mass action of the Liberian Women began with the silent protest of sitting on the grass on the park leading to the Residence of President Charles Taylor. As their numbers swelled, Charles Taylor finally yielded to the demands of the women to meet with their leaders. It was during this first encounter of Liberia Women leaders that President Taylor heard the first passionate appeal from the Women to accept dialogue and start a peace process with the Rebel groups in Liberia to end the carnage. Charles Taylor accepted the appeal of the Women and travelled to Accra for an ECOWAS Summit where the Accra Peace Process was launched. The mass action for women continued during the peace talks in Accra. At a point of near stalemate, the women blocked the entrance of the Accra International Conference centre and appealed to the Facilitator, Former Head of State of Nigeria, General Abubakar Abdul Salaam not to adjourn the talks. It was the sheer determination and presence of the Women that finally concluded into the Accra Peace Accord. Later on, Ms. Leymah Gbowee who at the time of the mass action of Liberian Women was the WANEP Desk Coordinator of WIPNET in Liberia was recognised for her leadership during the mobilisation of the women. She shared the Nobel Peace Prize of 2011 with President Ellen Johnson Sirleaf of Liberia based on the mobilisation and contribution of the women to the peace process.

It also led the Voinjama District Women in Peace and Development to be the first to enter the rebel-held area of Lofa County of Liberia and persuaded the rebel combatants to embrace the Disarmament, Demobilization, Reintegration, and Reinsertion process in Sierra Leone and Liberia. Moreover, in Nigeria, WIPNET mobilised Nigerian women to work against an indecent dressing bill that was discriminatory to women. The Voices of Women Radio program initiated by WIPNET is yet another success story. The program is operational in almost all the West African countries and has given space to rural women in areas such as Senegambia (Kaabu), Mano River Union Region and communities in the Niger Delta and Kaduna in Northern Nigeria to be heard in their communities through radio transmissions. For easy understanding, WIPNET has also translated international instruments such as UN Security Council Resolution 1325 for the promotion and protection of women's rights including participation in peace processes in over six (6) indigenous different languages. At the regional level, WIPNET collaborated with ECOWAS gender unit to develop a policy framework for mainstreaming women's issues in peace and security in West Africa.



Figure 9: WIPNET mass action of Liberian Women who contributed to the Accra Peace Agreement



Source: WANEP

Early Warning and Early Response Network

WANEP's Early Warning and Early Response Network (WARN) emerged due to the conflagration of violent conflicts in West Africa in the 1990's particularly the Liberian and Sierra Leone civil wars. The program was formally launched in 2001, as an integral part of WANEP's overall conflict prevention mechanism and to institutionalize a culture of prevention



in West Africa. As shown on Map 2, WARN covers the entire ECOWAS member countries and countries including Cameroon and Chad. It works to enhance human security by monitoring and reporting socio-political situations that could degenerate into violent and destructive conflicts. The program has the following objectives:

- Develop community, national and sub-regional capacities/structures for early detection, early warning and early response through training, data base development, and technical assistance.
- Identify and monitor context specific conflict and peace indicators and analyze them for preventive purposes.
- Foster collaborative relationships with/between civil society and existing national, sub-regional/regional and international early warning, conflict prevention, and peacebuilding organizations.
- Share early warning reports, policy briefs, preventive instruments, mechanisms, tools, and strategies with partners, stakeholders, policy makers/actors potential interveners.
- Promote proactive/pre-emptive and integrated approaches to conflict prevention and peacebuilding.

Map 2: The Geographical Scope of WARN



Source: WANEP

The WARN program is the forerunner of the ECOWAS Early Warning and Response Network (ECOWARN). To explain briefly, ECOWARN is an observation and monitoring tool for conflict prevention and decision-making in ECOWAS. As set out in Article 58 of the 1993 revised ECOWAS Treaty, the establishment and functioning of ECOWARN are defined by the Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping



and Security of December 1999. Under the framework of this protocol, WANEP entered into a partnership with ECOWAS in 2003 to assist in the operationalization of ECOWARN. Since then, WANEP has and still continues to contribute to the full operationalization of the ECOWAS regional early warning mechanism.⁶¹ Through the partnership with ECOWAS, WANEP has contributed significantly to the development of the ECOWARN with 94 pre-determined indicators (now reduced to 66); a web based database system capable of supporting the exchange of commentary, narratives and unstructured observations (ECOWAS Peace Exchange); Policy Briefs and Incident Reports that has helped inform the actions and interventions of decision-makers on conflicts in West Africa such as the Ivorian, Liberian and Sierra Leonean conflicts.

The program has developed the National Early Warning System (NEWS) in every WANEP national network across West Africa to provide early warning signals for timely intervention. In Ghana for instance, the early warning system called Ghana Alert Project (GAP) works in collaboration with the community, local authorities and state agencies including the police to provide early warning signals for timely response. There are also community surveillance units (CSU) in hotspots communities where community members gather and monitor situations that may lead to violent conflict. GAP has been instrumental in reporting early warning signals that informed intervention strategies to prevent violence during the 2008 and 2012 elections in Ghana, and other conflicts in the northern part of Ghana such as Bawku and Dagbon clashes. Similarly, the early warning system-the NEWS of WANEP-Nigeria has been functional since 2008. It is made up of trained field monitors deployed one per state and Federal Capital Territory (Abuja) to monitor proximate issues that can lead to conflict or disaster across the 36 states of Nigeria. The monitors report online into an ICT-based NEWS. The data submitted are subsequently analyzed and developed into early warning products in the form of Monthly Bulletins and Policy Brief to inform critical actors with the capacity to respond, prevent, prepare or mitigate a humanitarian crisis. In Cote d'Ivoire, the WANEP office has developed 72 indicators as part of the NEWS. These indicators are further divided into 11 indicator groups including women and children, humanitarian, socio-economic, environmental and political issues with clear delineation of signs (positive and negative factors), risks codes (Risk, Security Risk and High Security Risks). Several monitors have been trained to collect early warning information from the country's administrative partitions (Districts, Regions and Departments) based on the indicators. The data collected are subsequently analyzed and developed into early warning products. All the WANEP national network system feeds into ECOWARN as represented in the operational Structure in figure 10.

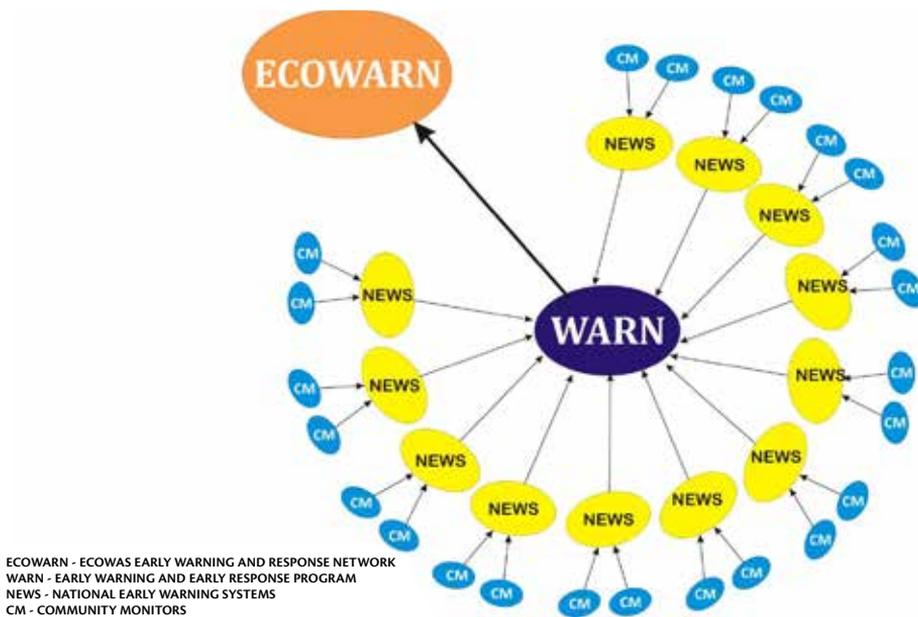
Generally, in terms of information flow to ECOWARN, there are trained Community-Based Monitors (CBM) or Field Monitors drawn from the member organizations of WANEP national networks who collect information or data on issues of peace and human security (see figure 10 and figure 11). They record data and report on incidents that have the potentials

61 See Albert, I.O. (ed) (2008). *Operationalizing the ECOWAS early warning system: Training Manual*. Accra: West Africa Network for Peacebuilding.



of destabilizing the conventional peace and possibly triggering conflicts into a standard formatted incident report form. The data collected by the CBM is transferred to the National network secretariat using different mediums of communication such as electronic mails, fax, and telephones. After verifying the data, it is transferred to the ECOWAS Observation and Monitoring Centre (OMC) and WANEP Peace and Monitoring Centre (PMC) where the reliability of information is checked for proper assessment of feedbacks.

Figure 10: Operational Structure of the Sub-regional WANEP National Early Warning System



Source: WANEP

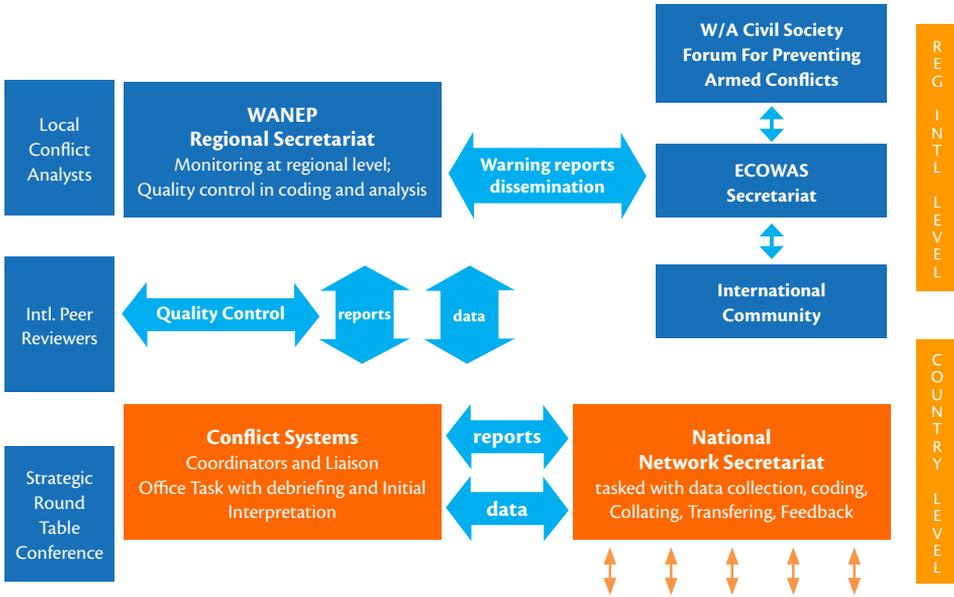
Apart from the incidents reports, weekly reports also known as situation reports from national networks are also sent to the four Zonal Bureaus⁶² in the situation report format once a week for interpretation and analysis. The data are analyzed by WANEP and ECOWAS staff at the zonal bureaus and later forwarded to the OMC at ECOWAS headquarters in Abuja. The Director of the OMC at the ECOWAS secretariat, in collaboration with the WANEP liaison officer and other OMC staff, activates the response mechanism after compiling and verifying

62 In order to operationalise ECOWARN, the West African sub-region is divided into four zonal bureaus with the hub based in the following four capitals: Banjul, Ouagadougou, Monrovia and Cotonou. The Zone groupings are as follows: Zone No.1-(Cape Verde, The Gambia, Guinea-Bissau and Senegal); Zone No.2- (Burkina Faso, Cote d'Ivoire, Mali and Niger); Zone No.3-(Ghana, Guinea, Liberia and Sierra Leone); Zone 4- (Benin Nigeria and Togo), see figure 1 for illustration.



all the reports. The data is further sent by WANEP staff at the zonal bureaux to the WANEP PMC at the regional secretariat. The import of this is to ensure the independence of WANEP and more importantly, carry out quality control in coding and analysis to produce warning reports or policy briefs.

Figure 11: WARN Information Flow



Source: WANEP

In spite of the achievement of WARN in preventing conflicts and providing a pool of trained analyst and monitors, it is fraught with certain challenges. The lack of secured funding for WARN is one major challenge. Others include the lack of comprehensive documentation and risks to monitors and analysts, particularly where there is dictatorial rule;⁶³ bureaucratic nature of governmental and inter-governmental organizations which, makes timely and joint response difficult, and difficulties of coordination of intervention initiatives due to the multiple actors.⁶⁴

63 See Report of the Workshop on “Early Warning & Early Response Practice: Sharing the WANEP Experience” & Strategy Planning, August 7-9, 2007 Accra, Ghana Organized by the West Africa Network for Peacebuilding (WANEP) and the European Centre for Conflict Prevention /GPPAC Global Secretariat

64 WANEP Our Story concept note



Special Intervention Programs

Apart from the three thematic programs discussed above, there are special interventions programs targeted at specific issues of great concern. These programs include among others, the Responding to Conflicts through Dialogue, Mediation and Reconciliation; Civil Society Coordination and Democratic Governance Program (CSDG); Building Capacity for Election Dispute Management; and Building Structures for Peace.⁶⁵

- ***Responding to Conflicts through Dialogue, Mediation and Reconciliation***

WANEP utilizes dialogue, mediation and reconciliation platforms as a strategy for the settlement of conflicts especially at its nascent stages. The program promotes inter and intra communal dialogue and peaceful co-existence, as well as enhances the mediating capacities of communities and other relevant state and inter-governmental bodies. Through the program, some Youth leaders in a number of countries like Cote d'Ivoire have been trained on dialogue and mediation to help address political rivalries. Some of these leaders later became peace advocates who educate the youth in their localities on the need for non-violent approaches to conflict resolution and promotion through regular radio programs. Other stakeholders like Chiefs, CSOs and chiefdom peace committees in place such as Sierra Leone have been trained on leadership, dialogue and mediation under the program. This has contributed to enhancing the skills of traditional and community leaders on dialogue and mediation to enable them mitigate communal conflicts.

Furthermore, under the program, WANEP facilitates supports and promotes efforts towards the establishment of national infrastructures for peace in collaboration with strategic partners and relevant stakeholders. A typical example was WANEP-Cote d'Ivoire's technical support to the establishment of the country's national peace council through the drafting of the bill that legalized it and sensitization campaigns to rally support from key state institutions to facilitate passage of the bill.

- ***Civil Society Coordination and Democratic Governance Program (CSDG)***

The Civil Society Coordination and Democratic Governance program provides an integrated platform for WANEP engagement with diverse stakeholders to promote peaceful democratic transition, conflict resolution, governance and enhance democratic structures, institutions and practices at various levels. The CSDG specifically focuses on building capacity for election dispute management; election monitoring and observation; building structures for peace; engaging in policy influencing and advocacy initiatives; and collaborative approaches to promoting peace and stability.

⁶⁵ Most of the information in this section is taken from the 2014 Annual Report of WANEP.



• ***Building Capacity for Election Dispute Management***

Most recent intra-state conflicts in West Africa are directly or indirectly linked to electioneering processes. Usually, the election-related violence mostly stems from poor management before, during and after elections. Therefore, to promote democratic stability and peace in the region, WANEP designed the capacity building project on dispute management for Election Management Bodies (EMBs) in West Africa to enhance effective dispute resolution especially during the electoral process. The project involves building capacities of EMB personnel on conflict management and resolution to enable them engage effectively with various political stakeholders during the election process. In the past years, WANEP conducted capacity-building trainings for high-level officials from the EMBs, civil society representatives and other relevant stakeholders who play significant roles in election management from both Anglophone and Francophone countries such as Guinea Bissau, Mali, Niger, Senegal, Benin, Nigeria, Ghana and Liberia. Seasoned facilitators with requisite skills in peacebuilding conduct the trainings using the WANEP Election Dispute Management Training Manual.⁶⁶ Through the trainings, participant's knowledge on mediation skills, ECOWAS protocols on democracy and Good Governance and its relationship with national laws on elections have been greatly enhanced.

Under the program, trainings have also been conducted at the national level. In Gambia for instance, WANEP partnered with Electoral Institute for Sustainable and Democratic Assistance (EISA) of South Africa to train international observers on the electoral processes in the country in 2014. Under the CSDG, WANEP also engages in election monitoring, observation and analyses. Besides, the staff of WANEP at both national and regional offices participates actively in ECOWAS and AU observation mission. In October 2014, two Regional staff participated in the AU observation mission to Mozambique.

• ***Building Structures for Peace***

In order to promote peaceful democratic structures, WANEP has developed Peace Monitoring Centre, (PMC) with indicators that generates and analyses information on electoral processes. The data generated is used to make policy recommendations to relevant stakeholders including the ECOWAS and AU Commissions. In 2015, WANEP established the Election Barometers (Situation Rooms) in Nigeria, Cote d'Ivoire and Burkina Faso during the elections in these countries. In Nigeria especially, WANEP-Nigeria also introduced a monthly publication titled "Election Situation Brief" that informed ECOWAS commission, Nigeria Security agencies, Media, INEC and the major stakeholders of the proximate risk factors emerging from monitoring the electioneering process leading to the 2015 General Elections. In addition, indicators for monitoring violent extremism and its impact on ECOWAS development and integration agenda have been developed by WANEP-Nigeria.

⁶⁶ See Albert, I.O. (2011). *Practice Guide for Managing Election Disputes in West Africa*. Accra: The West Africa Network for Peacebuilding.



Conclusion

This chapter related theory to civil society peacebuilding practice by examining the different programs of WANEP in achieving peace and stability in West Africa. The concept of peacebuilding and how it has evolved to conflict transformation approaches in tandem with the changing global security environments was first of all analyzed. In particular, it was noted that the paradigm shift to conflict transformation approaches have opened space for an increased civil society participation in peacebuilding due to the recognition that peacebuilding entails numerous societal reconstruction tasks that official diplomacy and reconstruction programs cannot achieve. Having discussed the peacebuilding concept, the chapter then looked at WANEP programming approaches, which include the national approach led by the national secretariat and a regional approach coordinated from the regional secretariat. Next, the various programs of WANEP since its inception was discussed under three broad thematic areas namely, Capacity-Building (WAPI and NAPE); Women in Peacebuilding Program; and Early Warning and Early Response Network. Over the years, the various programs like WAPI and WIPNET have provided the space and platform for the actualization of WANEP's vision for the prevention and resolution of conflicts in Africa. Through the WIPNET program, over 3000 women in different aspects of peacebuilding, leadership and advocacy strategies across West Africa have been trained. The WARN program has also enhanced human security by monitoring and reporting socio-political situations that could degenerate into violent and destructive conflicts. Moreover, the program has developed the National Early Warning System (NEWS) in every WANEP national network across West Africa to provide early warning signals for timely intervention. Apart from the three broad thematic programs, there has been other special intervention programs which include among others, the Responding to Conflicts through Dialogue, Mediation and Reconciliation; Civil Society Coordination and Democratic Governance Program (CSDG); Building Capacity for Election Dispute Management and Building Structures for Peace.

NETWORKING AND MANAGING DIVERSE INTERESTS IN PEACEBUILDING

Introduction

Networking among different organizations plays a key role in peacebuilding interventions. Typically, peacebuilding processes in Africa are duplicated by a myriad of CSOs working to resolve conflicts. This situation has largely come about as a result of the lack of coordination among organizations working towards the achievement of similar goals. Meager Resources and energy are therefore expended on duplication. For this practice to change, it is imperative for CSOs to coordinate efforts through a web of networks to strengthen their position, legitimacy and leverage. From this view point, chapter four of the book will look at the concept of networking and the kind of networking WANEP does and how it links to collaborative approaches to peacebuilding. The lessons learned, challenges and prospects of networking as practiced by WANEP are also discussed.

Networking and Collaborative Approaches to Peacebuilding

Bartle defined networking as the creation of useful linkages, both within and among communities, organizations, and societies, in order to mobilize resources and achieve various goals.⁶⁷ The concept is grounded in the notion that organizations that pool their resources together have a greater ability to advance their interests. Thus, networking involves forging connections with other organizations that face similar problems and issues to build collaborative strategies toward solutions. In the peacebuilding field, this would mean CSOs working with other grassroots organizations to coordinate efforts to achieve their shared objectives.

Generally, networking takes place at a variety of levels. There are networks that occur among individuals at the local level. There are also national, regional and international level networks that bring together local organizations, religious groups, community groups, and trade unions to foster social, economic, and political changes.⁶⁸ Particularly, with the national and regional level network, which is the idea behind the creation of WANEP, networking has proven to be a useful tool to strengthen the capacity of CSOs in the peacebuilding field. As in the case of West

67 Bartle, P. "Elements of Community Strength," Seattle Community Network, available at: <http://www.scn.org/cmp/modules/mea-ele.htm#5>, accessed 10 February 2016.

68 Michelle, M. (2005). Networking. in Burgess, G. and Burgess, H. (eds), *Beyond Intractability*. Eds. Boulder: Conflict Information Consortium, University of Colorado. <<http://www.beyondintractability.org/essay/networking>





Africa, diverse groups of people and organizations work in the fields of conflict resolution and peacebuilding. Most of these actors have different backgrounds, cultures, and interests, and in some cases some of them are not even aware of each other's existence. For that reason, many of the peacebuilding efforts are not integrated and coherent, which makes coordination a primary necessity. Thankfully, this coordination gap was filled with the establishment of WANEP as a network organization in West Africa with the aim to synchronize efforts of CSOs into a unified framework for coherence in approaches to peacebuilding and conflict intervention. WANEP therefore from this understanding of the dynamics of building peace in West Africa is not just a network organization in structure. It is also the embodiment of a network as a peacebuilding concept, theory and practice. The network structure validates the meaning of collaborative approaches to peacebuilding. Since its creation, the peacebuilding field in West Africa has become stronger, more structured, and less scattered.

The WANEP Experience

As discussed in the previous chapters, WANEP is a decentralized network of national peacebuilders with the regional secretariat focused on a coordination role. With the adoption of the lead governance model of network governance, the regional secretariat (which is the center) acts as the lead organization to the national networks (periphery) to standardize, coordinate and ensure efficiency and effective use of resources towards the achievement of the network goals. Since 1998, WANEP has succeeded in establishing strong national networks (see figure 5) in every Member State of ECOWAS with over 550 member organizations working in peacebuilding across West Africa. The national networks serve as umbrella structures of WANEP in their respective countries, creating an infrastructure for an effective system of collaboration and coordination. They convey, promote and preserve the image of WANEP. The goals, vision, mission and programs of the National Networks are closely linked to those of the Regional Secretariat, which provides program oversight and technical backstopping through monitoring and evaluation. Each National Network has a secretariat and is structured differently based on the different socio-political context of countries in the sub-region. Depending on the country context, there are zonal coordinators and state coordinators (Nigeria); regional coordinators, and district coordinators (Ghana); regional focal points (RFPs) and district peacebuilding teams (Sierra Leone) and county coordinators and field staff (Liberia) apart from the national secretariat. This structure helps WANEP to coordinate its peacebuilding activities at the community level through to the district, regional and national to the international level.

The national network offices support the organization of civil society groups as cohesive forces for conflict prevention and peacebuilding. The over 550 member organizations of the national networks include women groups, youth groups, human rights groups, religious institutions and CBOs undertaking local initiatives for peacebuilding, conflict resolution and transformation. Each member organization belonging to the national networks has its own autonomy. The relationships among the various organizations has not only provided



increased communication among diverse groups to give weight to community demands, but it has also generated broad public participation and networking among citizens in the local communities. The national networks and network members provide an excellent process that helps ensure relevance by ensuring services are based on the needs and demands of the population at the local and community level. This has been a great source of credibility for the WANEP early warning system, conflict prevention and mediation activities. Engaged at local level for instance, WANEP's community monitors and its early warning system with national and regional networks have provided a vital mechanism for ensuring relevance, and connecting local, national and regional policy makers.

With special focus on collaborative approaches to conflict prevention and peacebuilding, WANEP and its national networks have made significant contributions to reshaping the landscape of peace and security in West Africa, Africa and at the international level. In Cote d'Ivoire, WANEP, through its national network mobilized CSOs including religious and traditional leaders to campaign against the ethnic-divisive politics played by former President Henri Konan Bedie, General Guei and President Laurent Gbagbo that literally divided the country into government-controlled south and rebel-held north.⁶⁹ WANEP-Cote d'Ivoire played a key role in facilitating CSOs' participation in the Flame of Peace that symbolised the cessation of fighting and further set up a monitoring committee to provide quarterly report regarding the implementation of the Ouagadougou Peace Agreement.⁷⁰ Similarly, after the war in Sierra Leone, WANEP together with the Africa Peace and Reconciliation Network (APRN) launched the Collaborative peacebuilding program targeting a wide range of actors from civil society leaders to former combatants from the Armed Forces Revolutionary Council/ Sierra Leone Army (AFRC/SLA), Revolutionary United Front (RUF), Civil Defence Forces (CDF), political leaders, professional organizations, trade unions and traditional chiefs. This program according to a USAID-commissioned report influenced leaders like the AFRC/SLA leader, Johnny Paul Koroma, to disband the AFRC/SLA, CDF and RUF. But more significantly, the collaborative approach to peacebuilding encouraged NGOs/CSOs to form the Network for Collaborative Peacebuilding, which WANEP-Sierra Leone currently facilitates at the level of the UN Peacebuilding Commission.

Furthermore, as part of its collaborative approach to peacebuilding, WANEP organizes stakeholders and experience sharing workshops involving key institutions of state to promote cooperative responses to violent conflicts and, to explore how West Africa's socio-cultural values can serve as resources for peacebuilding. Several of such workshops have been organized at the national and regional level respectively. In 2015 for instance, a two-day multi-stakeholders' national consultation was organized in Nigeria to assess the state of readiness of key institutions and stakeholders to prevent and mitigate threats to peaceful conduct of the country's 2015 general elections. The outcome of these meetings resulted in a collaboration between WANEP-Nigeria and Nigeria's Independent Electoral Commission (INEC) on the

69 Eze B.C. (2015). *The role of WANEP in promoting regional peace and security*. Unpublished paper

70 *ibid*



development of standard framework for monitoring and analyzing violent threats to the 2015 general election. Similar workshops were organized in Ghana during and after the country's 2012 elections. After the 2012 elections for example, WANEP under STAR-Ghana supported project 'Transforming the Culture of Political Violence: Building Capacity for Response brought together various stakeholders including Traditional Rulers and Queen Mothers, Civil Society, the police, representatives of the Electoral Commission of Ghana and the National Peace Council to share success stories, best practices and lessons from the 2012 elections and identify strategies for sustaining peace in preparation for the 2016 elections in Ghana.

WANEP also works with diverse actors at the international level from NGOs, Governments, Intergovernmental bodies, Women groups and other partners, in a bid to establish a platform for dialogue, experience sharing and learning, thereby complementing efforts at ensuring sustainable peace and development in West Africa and beyond.⁷¹ In 2015, WANEP-Nigeria partnered with the United States Institute for Peace (USIP) to hold a Strategic Joint Planning Workshop on Preventing Violence in Nigeria's 2015 General Election. This meeting led to the formation of the coalition for non-violence elections in Nigeria (CONEN), comprising government and nongovernmental organizations which undertook a nationwide awareness campaigns to sensitize the populace especially the youth on nonviolence in the general elections. Generally, the partnership with the diverse actors and organizations has proven to be an effective way to advance conflict prevention and peacebuilding in the sub-region. Especially, the constructive relationships and collaboration between WANEP and governments has helped generate social, cultural and political changes and made its projects highly relevant to the targeted beneficiaries, the priorities of ECOWAS and national governments as well as that of the donor community.

Network Coordination Structures and Platforms for Managing Towards Results⁷²

As a network organization, WANEP operates coordinating structures for managing its programs and network members in an inclusive, consultative and participatory manner towards jointly owned results. These structures are: the Network Accountability, Learning and Planning System (NALPS); and the Participatory Review and Analysis Processes (PRAPs).⁷³ These coordination structures serve as a forum for learning and improvement for the various National Networks and personnel that constitute the organization. In particular, through these coordinating structures, common procedures, operating standards and quality assurance indices are jointly agreed and operationalized at every level of the organization.

WANEP has multiple accountabilities to the victims of conflicts, donors/partners and sub-regional institutions and agencies, volunteers, governments, staff and the regional as well as

⁷¹ WANEP's relationship with the diverse actors at the regional, continental and international levels is discussed comprehensively in chapter 5 of this book.

⁷² Information was taken from WANEP strategic Plan 2015-2020.

⁷³ For more information see the "Network Accountability, Learning and Planning System of WANEP"



national boards. NALPS is a framework that sets out the key accountability requirements, guidelines, and processes in WANEP at all levels of the organization. It is WANEP's monitoring and evaluation system and policy framework that creates a collective "brand" with institutionalized minimum standards, processes and behaviors that invigorates M&E and other accountability processes. NALPS has a number of standardized but contextualized processes that aim at critical analysis, learning and improvement at every stage of the organization's work at both national and regional levels. The adoption of NALPS has deepened the accountability of WANEP to stakeholders particularly to the poor and vulnerable communities; created space for innovation, learning and critical analysis, and reduce unnecessary bureaucracy; and ensured that commitment to addressing the increasing demand for peace with a special focus on the needs of women, children and other vulnerable groups.

The PRAPs is one of the key platforms mandated in the NALPS to support the enhancement of Participatory Monitoring and Evaluation in WANEP as part of its monitoring and evaluation processes. It brings together all the regional and national networks once every year in one central point to interrogate, review and analyze what has been done, what outcomes have been achieved, what lessons have been learnt; what could be done differently to enhance performance; and what enabling factors are needed to improve on performance and achievement of targeted results. The existence of PRAPs has allowed for transparency at all levels of the organization and enhanced critical feedback from both staff and other critical stakeholders.

Challenges and Prospects of Networking

A network of different organizations like that of WANEP naturally generates some kind of difficulties. One of the greatest difficulties is how the national networks can ensure that the structure, mission and vision of WANEP are adequately and commonly shared across the whole network. Initially, there were a lot of tensions around the creation of a structure around a vision. As it is expected, vision driven movements, as WANEP was conceived, tend to be reluctant or even at times suspicious of structure because members find it constraining. During the debates on strengthening the structure of WANEP at the 2000 AGM, there were various views. Some wanted national networks to protect their autonomy as much as possible, that the network should not appear as an NGO collecting donor funds on behalf of members. Others wanted the contrary, since the more collective voice might help the smaller organizations to access more sustained funding without dealing with the complexity of reporting.

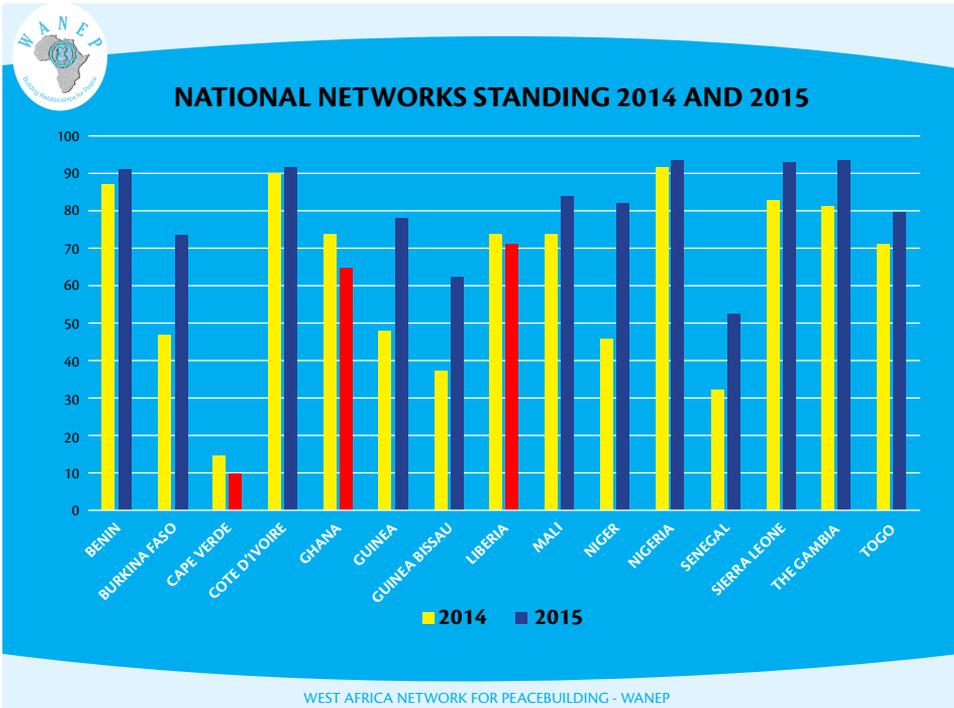
There is also the issue of agreement in organizational structure, with questions relating to how much power each of the directors (Executive/Program) should wield especially that in the case of WANEP, the initial two directors were the co-founders. In this regard, it is important to subject such tension to independent organizational development experts to guide the GA and the board in arriving at an evolving structure that reflects the tenets of the organization



Relating to this challenge is also the problem of managing tensions created by some national networks that want to be full members of WANEP in order to enjoy the associated benefits and advantages but at the same time want to be autonomous and independent when it comes to compliance and adherence to the common set of operating frameworks. Another pressing issue is the variations in the capacity of national networks. Some of the national networks are weak in terms of the capacity needed to respond to the contextual needs and peculiarities of their respective countries.⁷⁴ Expertise in areas such as resource mobilization and project management is particularly scarce in some national offices. Hence, very often staff from the regional office have to be deployed as a mitigating measure to address weaknesses in this area. The good thing is that WANEP has acknowledged this difficulty and efforts are being made by the organization to enhance the capacity of staff in those weaker networks to contribute effectively to achieving the overall mission of the organization. In these situations, the advantage of WANEP's network structure is in the sharing of internal support systems where stronger networks can share and support with their experiences with the weaker ones. It should be possible in the future with the availability of more resources to take such exchanges further with the rotation and physical exchange of staff from different national networks with the coordination of the Regional Secretariat.

Rank	National Networks	Score %	Remarks
NETWORK IN CATEGORY "A"			
1	WANEP NIGERIA	93.56	
2	WANEP THE GAMBIA	93.54	
3	WANEP SIERRA LEONE	93.27	
4	WANEP COTE D'IVOIRE	91.41	
5	WANEP BENIN	90.98	
6	WANEP MALI	83.96	
7	WANEP NIGER	81.83	
NETWORK IN CATEGORY "B"			
8	WANEP TOGO	79.69	
9	WANEP GUINEA	78.37	
10	WANEP BURKINA FASO	73.55	
11	WANEP LIBERIA	71.40	
12	WANEP GHANA	65.07	
13	WANEP GUINEA BISSAU	62.46	
NETWORK IN CATEGORY "C"			
14	WANEP SENEGAL	52.28	
NETWORK IN CATEGORY "D"			
	NONE		
NETWORK IN CATEGORY "E"			
15	WANEP CAPE VERDE	10.00	

⁷⁴ See Organizational Assessment of WANEP by USAID/West Africa in August 2012



Calibration of WANEP National Network with WODI as at January 2016⁷⁵

A network structure should also be proactive in registering its intellectual property to avoid plagiarism. As the organization grows and gains global recognition through its programs, there is the tendency for some staff or members of the network to register one or more of its program that is gaining prominence as a separate institution. In the case of WANEP there was such attempt in 2006, when some staff and network members privately registered its Women in peacebuilding program, (WIPNET) as a separate organization in violation of its intellectual property rights. This action forced WANEP, having exhausted its engagement and dialogue windows to go the court and enforce its right as a corporate institution.

High turnover of National Network Coordinators is yet another problem. The high turnover is mainly due to their expertise which is sought after by national, regional and international organizations in peace and security. National Networks in countries such as Burkina Faso, Liberia, Benin, Guinea, and Mali have suffered such fate in the past. Funding is another challenge that confronts the organization particularly as it transforms from being program-

⁷⁵ The WANEP Organizational Development and Sustainability Index (WODI) is used to monitor and evaluate the health of the institution under various organizational development indicators such as effectiveness and efficiency, advocacy, funding and financial management, relevance to stakeholders etc. It allows for the comparison of progress of each network and determine weakness so as to inform strategic planning and regional support.



focused to becoming vision-focused. The difficulty here emanates from how WANEP can secure enough core/untied funding over time to strengthen its institutional capacity; and become financially sustainable, with minimal dependence on donor-funded programs for survival.

In spite of these challenges, WANEP's presence over the whole region through networking with other organizations has ensured the relevance of, and demands for its various services by partners and stakeholders. The planning and activity development processes of WANEP have also ensured the participation of people in the communities/countries that are affected, thereby ensuring interventions that respond to the needs of the people.⁷⁶ The PRAPs in particular has enabled a bottom up approach planning process where National Networks identify projects with the local people, which feed into the WANEP Regional's strategic plans, work-plans and action plans. This has helped ensure relevance by ensuring that the services of WANEP are based on the needs and demands of the population at national and local level. This has been one of the comparative advantages of having national network members. Moreover, as a result of networking, WANEP has been able to apply political pressure at the local, national, regional and global level in support of their goals. Networking has empowered CSOs especially smaller and powerless ones to have a stronger voice and influence in the processes of decision-making at the national level to bring about the needed social changes.⁷⁷ Moreover, it has provided an opportunity for collective action at the local, national, and international levels and empowered individual organizations to achieve their goals.

As WANEP counts its achievements and the immense unique contribution to peacebuilding in West Africa, there is every reason to hope for better and brighter years ahead through networking. Furthermore, the continuous dependence of CSOs and WANEP itself on external funds and the dwindling donor funding over the years makes networking very significant in efforts to maximize the limited resources available. Lastly, as CSOs undertake similar conflict prevention and peacebuilding activities in the sub-region, networking will continue to be important to avoid duplication of efforts which leads to limited outcomes of programs.

76 See "The Mid-Term Review of the West Africa Network For Peacebuilding (WANEP): Project on Enhancing Civil Society Capacity for the Promotion of Human Security, Conflict Prevention & Peace Building In West Africa- January 2010-December 2012." Swedish International Development Cooperation Agency (SIDA) Report, 2013.

77 Community Building Through Convening," Island County Public Health and Human Services, available at: <http://www.islandcounty.net/health/convene.htm#Networking>



Conclusion

Peacebuilding processes in Africa are often duplicated by many CSOs working to resolve conflicts due to lack of coordination. This chapter presented how WANEP and its national networks coordinate their peacebuilding interventions to avoid duplication of efforts through collaborative approaches to peacebuilding. It also highlighted the impacts, challenges and examined the prospects of WANEP's networking. WANEP is a decentralized network of national peacebuilders which serve as umbrella structures in their respective countries with the regional Secretariat focused on a coordination role. This has created an infrastructure for an effective system of collaboration and coordination among its national networks and the over 550 member organizations. As part of its collaborative approaches to peacebuilding, WANEP works with diverse actors at the international level from civil society, Governments, Intergovernmental bodies, Women groups and other partners. This has resulted in the establishment of platforms for dialogue, experience sharing and learning, thereby complementing efforts at ensuring sustainable peace and development. However, as a network of different organizations, certain challenges are not unexpected. Issues such as variations in the capacity of national networks and high turnover of national network coordinators are some of the shortfalls. Nevertheless, networking within WANEP has enhanced its relevance by ensuring that its services are based on the needs and demands of the population at national and local levels.

BUILDING STRATEGIC PARTNERSHIPS FOR PEACEBUILDING

Introduction

In the course of its development from 1998 till date, partnerships with various stakeholders from the national, regional, continental and global levels have played a key role in the attainment of its goals and objectives. Therefore, this chapter deals with how WANEP has built and sustained strategic partnerships with various institutions and donors at the global, continental, regional and state levels. It begins with a discussion on how WANEP work together with the many actors in peacebuilding from community, national, regional to achieve common goals. Next, the partnership of WANEP with the UN and The Global Partnership for the Prevention of Armed Conflict (GPPAC) at the global level; with the African Union at the continental level; with ECOWAS and the KAIPTC at the regional level; and with governments in West Africa are discussed. The chapter also discusses the experiences of WANEP in managing these multiple donors and partnerships.

Many Actors, One Goal

Peacebuilding is undertaken by an array of actors with diverse and at times conflicting values, interests, purposes, organizational forms and methods of action.⁷⁸ These actors can be distinguished on various levels, from community, national, regional to global actors. They include the state and local communities; UN Agencies, Funds and Programs; regional organizations; International Financial Institutions; NGOs; research institutions and CSOs. In practice, while the various actors adopt different peacebuilding approaches and strategies, they all work with a common goal of creating the necessary conditions for sustainable peace and development by addressing the deep-rooted, structural causes of violent conflicts and strengthening the capacity of States to govern democratically.⁷⁹ Ensuring coherence and strong strategic partnerships among these key actors is therefore crucial to addressing contemporary challenges to peacebuilding in countries affected by or emerging from conflicts.

78 ACCORD peacebuilding handbook, 2nd edition, November 2015. <http://reliefweb.int/sites/reliefweb.int/files/resources/ACCORD-Peacebuilding-Handbook.pdf>, accessed 20 February 2016.

79 World Bank. (2006). Civil Society and Peacebuilding Potential, Limitations and Critical Factors. Social Development Department Sustainable Development Network. Report No. 36445-GLB





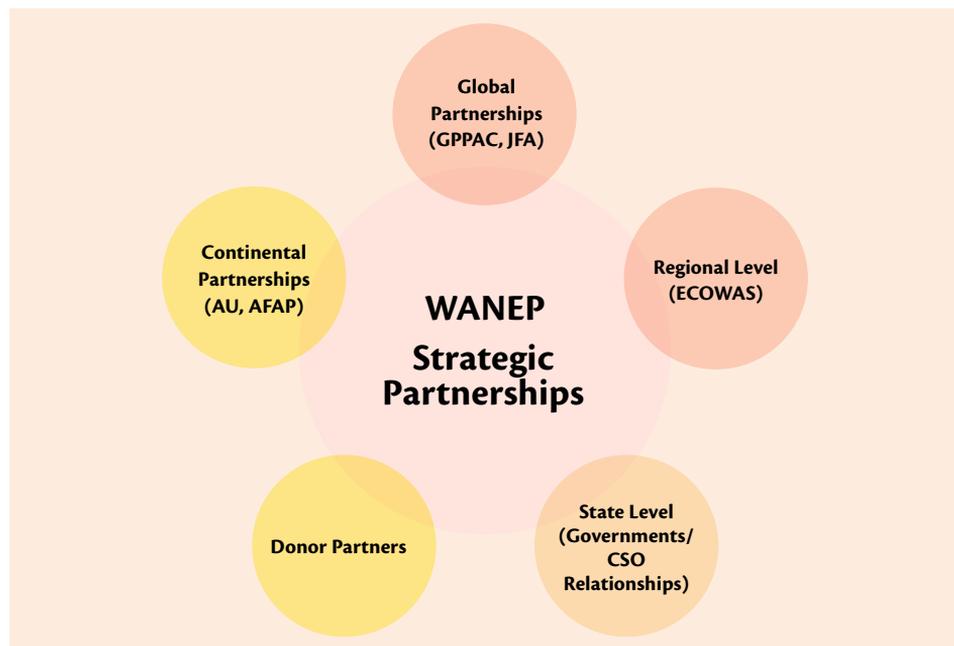
Without coordination and common integrated strategies among the increasing number of actors, peacebuilding activities can suffer from duplication of efforts and multiple actor approach that leads to limited impact. Thus, the challenges of peace, security, governance and socio-economic development that underpin peacebuilding strategies cannot be addressed by actors acting or working alone. Rather, it requires that actors compliment and work together as partners not only to break the cycle of violent conflict but more significantly, to support governments in defining and reaching their peacebuilding goals such as sustainable development, promotion of human dignity and human rights, democracy, the rule of law, and good governance.⁸⁰

Recognizing this reality, and in line with its undergirding principle to build collaborative partnerships for the promotion of peace and stability in West Africa, WANEP has since 1998 cultivated strategic partnerships with an array of international peacebuilding organizations, continental and regional organizations, Governments, CSOs, and multiple donor partners. Indeed, the improved collaborative practices and engagements between WANEP, national governments, and regional intergovernmental bodies illustrate the giant strides made by the organization at the national, regional and global levels. In practice, WANEP's approach to conflict transformation and peacebuilding has been to work with diverse actors at the national, regional and international levels to establish platforms for sharing experiences and best practices so as to avoid duplication of efforts. As a result, it continues to explore new partnership opportunities while strengthening existing ones in line with its mandate of collaborative approaches to peacebuilding. WANEP believes that sustainable peace can only be achieved through collective efforts. Therefore, right from its inception it began to form strategic partnerships with Foundations, International NGOs, Training Institutions and Individuals. But over the years this has evolved to partnership with Governments, regional organizations and global organizations as represented in figure 12. This chapter examines the strategic partnership of WANEP at the global, continental, regional and state level with Governments and Civil Society and more importantly, the multiple donor partners that support its activities and programs.

80 Ibid; United Nations. (2010). *UN Peacebuilding: an Orientation*. New York: Peacebuilding Support Office.



Figure 12: WANEP's Strategic Partnerships



Source: WANEP, 2016

- **Global Partnerships - Global Partnership for the Prevention of Armed Conflict (GPPAC)**

At international level, WANEP has a Special Consultative status with the United Nations Economic and Social Council (ECOSOC). In June 2014, WANEP addressed the United Nations General Assembly on the need to integrate human security approaches in the stabilization efforts of the Republic of Mali. Moreover, from the national to regional levels, WANEP has and continues to collaborate and work with UN agencies including UNDP-Ghana, UNDP-The Gambia, United Nations Integrated Office in Sierra Leone (UNIOSL), UNIFEM, UNICEF and the UN Office for the Coordination of Humanitarian Affairs (OCHA). However, WANEP's major partnership has been with the Global Partnership for the Prevention of Armed Conflict (GPPAC).

GPPAC is a member-led network of CSOs active in the field of conflict prevention and peacebuilding across the world.⁸¹ The experiences of WANEP as a regional network organization and also its unique partnership with an inter-governmental organization; ECOWAS inspired the institutional set up of GPPAC as earlier stated in the transition from the European Centre for Conflict Prevention to GPPAC. It is headquartered in the Netherlands

81 For more information see <http://www.gppac.net/about-gppac>, accessed 30 January 2016



and consists of fifteen regional networks of local organizations with their own priorities, character and agenda. The aim of GPPAC is to strengthen national, regional and global synergy in the field of conflict prevention and peacebuilding, through multi-actor collaboration and local ownership of strategies for peace and security.⁸² GPPAC is governed at the regional level by Regional Steering Groups (RSGs) and at the global level by an International Steering Group (ISG). Apart from the Global Secretariat, each GPPAC Region is coordinated by a Regional Secretariat.

WANEP is regional Initiator and West Africa's Regional Representative of GPPAC. Since becoming a member of GPPAC in 2003, WANEP has played a very active role to advance its objectives in Africa and beyond. In particular, WANEP's role in GPPAC was elevated to include the governance and leadership of the global network when its Executive Director, Mr. Emmanuel Bombande was appointed as Chair of the Board from 2010 to 2014. Through the GPPAC platform, WANEP has contributed to dialogue efforts, and development agenda; and has become a key voice to advocate for the community at the regional and international levels. It also uses the platform to strengthen and promote human security and sustainable peace through national consultations, seminars, and participation in the Peace Education conference in West Africa and abroad. As a member of the Peace and Conflict Resolution Education Working Group of GPPAC, WANEP attended the 8th Annual International Conference on Conflict Resolution Education (CRE) in George Mason University in June 2014 to share experience on peacebuilding practice. It shared experiences about its work and impact in West Africa through the development of strategic training resources in conflict resolution and transformation and the strides it is making in training peacebuilding and development practitioners, across the region through WAPI.⁸³ Through these engagements, WANEP continues to influence peace and security policies and debates in an attempt to complement government efforts in ensuring state and human security and regional development.

More importantly, WANEP also collaborates with GPPAC and other network members in the implementation of projects including relating to conflict prevention, development of conflict analysis tools and mediation and dialogue. WANEP for instance is currently implementing a project on Human Security in Mali and working with diverse partners across other national networks in implementing various peacebuilding projects in collaboration with GPPAC and Human Security Collective (HSC).⁸⁴ WANEP has also established partnerships with the German and Norwegian Governments through their respective Ministries of Foreign Affairs through the GPPAC International Secretariat.

82 *ibid*

83 WANEP, 2014 Annual Report: From A Project Driven To A Vision Driven Organization, pp.12-13

84 *ibid*



Continental Level- African Union

At the continental level, WANEP has a strategic relationship with the African Union. This relationship is informed on one hand, by the enviable position of WANEP as one of the leading peacebuilding organizations on the continent and on the other hand, by the conception that the ideals of the AU can be better achieved through collaboration with civil society and other relevant stakeholders. Currently, WANEP is a member of the Peace and Security cluster of the African Union's Economic, Social and Cultural Council (ECOSOCC) representing West Africa. ECOSOCC is the vehicle for building a strong partnership between governments and all segments of African civil society. It was established under the provisions of Articles 5 and 22 of the African Union's Constitutive Act, to offer an opportunity for African civil society to play an active role in charting the future of the Continent, and to contribute to the principles, policies and programs of the Union in partnership with African governments.⁸⁵ WANEP also chairs the thematic cluster on peace and security in the AU-EU Joint Strategic partnership. In that regard, it participated in the Joint Africa European Strategy Meeting as the current Chair for the peace and security cluster. Through this meeting, it strengthened CSO engagement and cooperation between Africa and Europe. Moreover, it also provided technical input into the AU's strategic plan on the Joint AU-EU next strategy. The engagement of WANEP and other CSOs in the designing of the strategy in particular, gave CSOs ownership and inclusive direction.⁸⁶

To formalize their relationship, both organizations have signed an MoU to collaborate in the areas of peaceful settlement of disputes, preventing conflict and consolidating the peace process.⁸⁷ Under the framework of the MOU, WANEP agreed with the AU to support the establishment of national and regional CSO networks and building their capacity to engage constructively with governments, Regional Economic Communities (RECs) and the AU on early warning, conflict prevention, management and resolution, peacebuilding, governance and security, and post-conflict reconstruction. Others include the production of strategic reports on peace, conflict and human security in Africa; and jointly commissioning studies, co-organizing meetings and seminars, and dissemination of reports. As part of the implementation of these initiatives, WANEP was nominated to hold a regional consultative meeting as well as co-present the consolidated report of the regional consultations held in commemoration of the 50th Anniversary of the African Union and the 10th Anniversary of the AU Peace and Security Council. WANEP also co-presented the views and perspectives of the Africa CSOs on the African Peace and Security Architecture (APSA) at the 10th Anniversary of the AU Peace and Security Council. It also participated and presented a paper at the AU consultation on

85 The Economic, Social and Cultural Council of The African Union (ECOSOCC) [Http://Pages.Au.Int/ECOSOCC/About; \[Assembly/AU/Dec.42 \(III\)\]](http://Pages.Au.Int/ECOSOCC/About; [Assembly/AU/Dec.42 (III)]).

86 See WANEP's Support to Global, Continental, Regional and National Peace processes document.

87 See Memorandum Of Understanding Establishing The Framework For Cooperation And Collaboration Between The African Union And The West Africa Network For Peacebuilding (WANEP)



vision 2063. WANEP's insights on the "Africa we want" helped to reshape the entire document on Africa's vision in the next 50 years.

Regional Partnerships

- ***Economic Community of West Africa States (ECOWAS)***

A major strength of WANEP is its strategic partnership with ECOWAS, the sub-regional inter-governmental structure in West Africa. This partnership has been key in ensuring WANEP's visibility and more importantly, redefined inter-governmental-CSOs collaboration and set the stage for civil society contribution to peacebuilding in West Africa. Historically, the WANEP-ECOWAS partnership began in 2002 under the framework of the 1999 Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, which mandates its Early Warning and Early Response Department to work closely with CSOs. To ensure the sustainability of the partnership, a WANEP-Liaison office was established in 2002 to manage the line of communication and cooperation between the two organizations. Since its establishment, the liaison office has provided technical support to the Early Warning Directorate (EWD) of ECOWAS and served as a bridge between the EWD and WANEP as well as coordinated the relationship between WANEP's partners and ECOWAS –EWD. The WANEP-ECOWAS partnership was subsequently formalized with a Memorandum of Understanding (MOU) which was signed by Dr. Mohammed Ibn Chambas, first President of ECOWAS Commission and Mr. Sam G Doe, first Executive Director of WANEP in February 2004 for five years (see figure 13). The MOU has been renewed every five years with the last renewal occurring in August 2014. The MOU renewals undoubtedly indicate the hard work and relevance of WANEP in the promotion of cooperative responses to conflicts and collaborative approaches to peacebuilding in West Africa.

More significantly, under the framework of the MoU, both organizations have regularly cooperated and consulted each other on matters of conflict prevention, management, resolution, peacebuilding particularly in the area of early warning and early response. They have also engaged in joint activities, technical cooperation, exchange of Information, participation in training, conferences, meetings and consultations and Briefings. In the area of conflict prevention, WANEP has been highly instrumental in the development and operationalization of ECOWAS Early Warning System (ECOWARN) with the development of about 94 pre-determined indicators (now reduced to 66). Under ECOWARN, WANEP has



Figure 13: Signing of First MOU between WANEP and ECOWAS in 2004



Source: WANEP [Mr. Sam G. Doe (left) & Dr. Ibn Chambas (right)]

mobilized over 500 CSOs in peace and security as members and key players in conflict prevention in the region. Moreover, ECOWARN depends on WANEP and its various structures, including the community monitors and national focal points. This is due to the wide presence of WANEP in almost all member states and the fact that most government focal points are not able to provide regular information and data for ECOWARN. In addition, WANEP prepares and disseminates reports regularly and more effectively than the governments. All these factors explain the dependence of ECOWARN on WANEP, which has been its greatest contribution to ECOWAS peace and Security Agenda.

At the national level, WANEP has piloted National Early Warning and Response System (NEWRS) and linked it to ECOWARN at the sub-regional level. It is currently working with ECOWAS and its 15 member states to institutionalize NEWRS at the national level as a decentralized, integrated and bottom-up mechanism with improved links between early warning and early response at community, national and regional levels. The establishment of these government focal points is meant to make ECOWAS function parallel with the WANEP focal points and community monitors in each country. To increase the capacity and effectiveness of both formal and non-formal conflict prevention mechanisms, WANEP has and continues to build the capacities of communities, local businesses, state agencies and intergovernmental organizations to provide early warning data and early response strategies to mitigate conflicts before they evolve into civil war and strife. Thus, it accounts for the



significant role CSOs and communities play in early warning data collection and analysis in West Africa. In general terms, the partnership with the Early Warning and Early Response Department has offered WANEP the opportunity to influence and shape policy responses to conflict early warning and early response through research, training, and education on various aspects of conflict analysis, management, resolution and peacebuilding. For instance, WANEP has successfully advocated and influenced ECOWAS to accept and encourage its member states to make Peace Education as part of their educational curriculum. To lead the way in the implementation of peace education in formal institutions, WANEP designed and implemented a West Africa specific peace education program in 2001 as its contribution to address the rising level of children and young people involvement in violent conflicts in West Africa.⁸⁸

Apart from the Early Warning Directorate (formally known as the Observation and Monitoring Center –OMC), WANEP also works with other directorates of the ECOWAS Commission including Political Affairs, Peace Keeping and Regional Security, Mediation Facilitation, Gender, Humanitarian Affairs etc. In particular, WANEP worked with the Gender Directorate in the development of the Guideline for the Implementation of National Action Plans on UNSCR 1325 and related resolution in 2012.⁸⁹ Dr. Sintiki Tarfa Ugbe, the Director in Charge of Gender at the ECOWAS Commission, wrote the foreword to this Guideline, which was meant to address the technical capacity gap, and invariably contribute to women’s ability to engage effectively in national and regional peace and reconciliation efforts.⁹⁰At various levels especially in the establishment of the ECOWAS Mediation Division, WANEP also provided technical expertise in mediation. WANEP is a member of the ECOWAS Emergency Response Team under the Directorate of Humanitarian Affairs.

Overall, through the partnership with ECOWAS, WANEP has contributed significantly to policy debates; voter education, election monitoring and observation; a web based database system capable of supporting the exchange of commentary, narratives and unstructured observations (ECOWAS Peace Exchange); Policy Briefs and Incident Reports. WANEP has strengthened the coalition of civil society organizations to promote peacebuilding, conflict prevention, and good governance; and built a functional relationship between ECOWAS and CSOs in West Africa, thereby increasing the capacity and effectiveness of both formal and non-formal conflict prevention mechanisms in the West Africa region. With the endorsement from ECOWAS, the AU and member states, WANEP exudes confidence both with non-state actors and African states.

88 For more information see WANEP, 2012, *Peace Education in Formal Schools of West Africa: An Implementation Guide*. Accra: WANEP

89 WANEP, 2012, *Development and Implementation of National Action Plans on UNSCR 1325 and Related Resolution: A Guideline*. Accra: WANEP.

90 *Ibid*, p.vii



- **Kofi Annan International Peacekeeping Training Centre (KAIPTC)**

WANEP's partnership with the KAIPTC focuses on the delivery of joint capacity building programs in peacebuilding to support the operationalization of the AU and ECOWAS security architectures. Established in 1998 by the Ghana Ministry of Defense, the KAIPTC is one of the three ECOWAS regional Centres of Excellence⁹¹ that provides education, training and research in peace support operations with the highest academic and professional standards. Specifically, the KAIPTC delivers globally-recognized programs for national and international actors on African peace and security through training, education and research to foster peace and stability in Africa.⁹² It is an integrated civilian, military and police organization, which enjoys high international visibility, because of the quality of its research and training programs.

Figure 14: Signing of the MOU between WANEP and KAIPTC



Source: WANEP [Mr. Emmanuel Bombande (left) & and Major General Obed B. Akwa (right)]

Since September 2005 WANEP has worked closely with KAIPTC to organize and facilitate its capacity building training programs. The relationship was formalized with the signing of a 3-year MoU in 2010 which has been renewed in 2014 for five years.⁹³ Figure 14 shows the signing of the current MOU in 2014 between Mr. Emmanuel Bombande, former Executive

91 The others being the National Defence College (NDC) in Nigeria and the Ecole de Maintien de la Paix Alioune Blondin Beye (EMP) in Mali.

92 For more information, visit the KAIPTC website: www.kaiptc.org.

93 See the MOU between WANEP and the KAIPTC, 2014.



Director of WANEP (left) and Major General Obed B. Akwa, Commandant of the KAIPTC (right). Under the MoU, both organizations agreed to cooperate closely and consult each other regularly on matters of conflict prevention, management, resolution, peacebuilding, peacekeeping particularly in the design, development, delivery and facilitation of Courses.⁹⁴ Moreover, within the context of the partnership, WANEP Liaison Officer at ECOWAS is mandated to assist the KAIPTC in ensuring its cordial relationship with ECOWAS. As part of the implementation of the MoU, both organizations have over the years collaborated in the provision of conflict prevention and peacebuilding trainings and capacity building programs for a broad range of stakeholders within and outside the African continent.

One of the training courses that have received much attention in the WANEP-KAIPTC partnership is the West Africa Peacebuilding Institute (WAPI). After the delivery of WAPI for the first time in 2005 at the KAIPTC, both organizations have jointly organized the course in September every year with combined funding from the governments of Austria, Denmark, Sweden and Norway. However, in September 2014, the WAPI Course was not organized due to the EBOLA VIRUS outbreak in 2014 which prevented international travels within most West African countries. Like the previous years, the training brought together 40 participants (25 men and 15 women) from WANEP Regional Office, ECOWAS Observation and Monitoring Center (OMC) in Abuja and other countries – Benin, Ghana, Burkina Faso, Senegal, The Gambia, Nigeria, Liberia, Cote d'Ivoire, United Kingdom, DR Congo, Chad, and Zimbabwe. In his welcome speech at the 2015 WAPI opening ceremony on March 2, 2015, Mr. Chukwuemeka Eze, WANEP Executive Director noted that:

Through WAPI, WANEP and KAIPTC is providing the space for cross-fertilization of ideas across the globe and participants learn some of the key concepts in peace and security as well as the dynamics of preventing, mitigating and responding to African and global challenges through a hands-on and practical approach.⁹⁵

This assertion was confirmed after the course when participants themselves alluded to the fact that WAPI is a 'reputable platform for moulding African peacebuilders' who will take over the mantle of leadership in providing African solution to Africa's problems and urged that the institution be expanded into an "Africa Peacebuilding Institute".

Strategically, WAPI is part of WANEP's commitment to support the ECOWAS conflict prevention agenda, which in turn reinforces and strengthens the African Union Peace and Security Architecture. Apart from enhancing knowledge within the peacebuilding discipline, the collaboration between the two organizations has brought out the best in the exchange of information and partnership between civil society and the military. In the years ahead, WANEP hope to extend such collaboration to the other two ECOWAS Centres of Excellence

⁹⁴ These Courses include but are not limited to peacebuilding, peace support operations, dialogue and mediation, early warning and early response and other related areas of conflict management and transformation.

⁹⁵ WANEP News 2015.



in the region (Ecole de Maintien de la Paix - EMP and National Defense College-NDC) in Bamako and Abuja respectively.

State-Level - Engagement with National Governments

African governments are major actors in conflicts and in cases where they are not a party, they still seem to have vested interest in one of the conflicting parties. This exacerbates conflicts and creates problems for interveners. Therefore, WANEP recognizes that the primary role for conflict prevention, peacebuilding and ensuring human security rests with individual governments. However, past and recent crises in the West African region have shown that some threats are beyond the control of any individual Government or Governments. The Liberian, Sierra Leonean and recently the Malian conflicts can be cited as examples of conflicts with root causes and effects transcending national borders. These experiences and the nature of contemporary threats have highlighted the need for greater collaboration among Governments, international and regional organizations, civil society and community-based actors.⁹⁶ It is in this light that WANEP strategically partners governments to ensure holistic response to the peace and security threats in West Africa both at the national and regional levels.

One of the most important areas of collaboration with national governments is in the development of National Early Warning Systems (NEWS) as part of the operationalization of the ECOWAS Early Warning system in West Africa. Under its WARN program, WANEP collaborates with governments at national level through its national networks, to coordinate early warning and response efforts. It specifically engages with independent and non-political state structures, such as security agencies, national peace councils or local peace committees, political parties, faith-based organizations, private sector and CSOs to collect and analyze conflict early warning data, and implement appropriate response options. Commenting on the efficacy of the NEWS, a Permanent Representative of Cote d'Ivoire to the UN, H.E Mr. Youssoufou Bamba in a speech he delivered at the 68th Special Session of the UN General Assembly in September 2014 commended WANEP for providing an effective platform for preventing conflict and promoting peace in Cote d'Ivoire through the collation of appropriate data and dissemination of quality reports on human security.⁹⁷

Another area of collaboration is in the establishment and capacity building of National Peace Councils. WANEP provides technical support and backstops for the National Peace Council of Ghana and the Institute for Peace and Conflict Resolution (IPCR) in Nigeria in Mediation processes. Particularly, WANEP has a track record with the Peace Council of Ghana and its work in averting post-election and other conflicts in Ghana. In 2012, WANEP provided resource support to the NPC in managing post-election disputes between the National Democratic Congress (NDC) and the New Patriotic Party (NPP) for a peaceful outcome leading up to and

⁹⁶ WANEP News, Issue IV: July—Sept 2014

⁹⁷ Ibid.



beyond the Supreme Court verdict. WANEP has also been instrumental in the provision of support for political negotiations and confidence building initiatives in Togo during its last elections (pre, during and post-election management) and in Guinea in the build up to its elections. In the recent held elections in Cote d'Ivoire, WANEP was involved in building the capacity of Mediators as well as participating in the process.

Managing multiple Donors and Partners

For most CSOs, ensuring a good relationship with donors and partners can be critical to their survival.⁹⁸ This is because most programs of CSOs largely depend on funding with specific timeframes and budgets from donors and partners. WANEP is no exception to this as substantial amount of its funding comes from multiple donors. Hence, the deeper the relationship, the stronger and more likely donor and partners will maintain their support for CSOs like WANEP. Nevertheless, it is useful to note that donor loyalty, commitment and trust must be earned through compliance with funding regulations, undertaking of realistic and feasible projects that produces tangible results, and the effective as well as the efficient use of project funds to make impact on beneficiaries.⁹⁹ Thus, just like CSOs, donors and partners are also held accountable and must show results to their funding sources. Hence, when CSOs get results, donors do as well and when they succeed, they also succeed.¹⁰⁰ WANEP understands this principle and believes that accountability and trust are crucial to building strong relationships with donors and partners for the long-term financial health of any organization. Therefore, over the years it has tried to maintain a very strong relationship with its partners by demonstrating credibility, transparency and tangible results of its programs. This track record together with its visibility and achievements has enabled it to attract new and sustained old partnership with multiple donors in Africa and at the global level.

WANEP has worked in the past and present with an array of donors/partners including USAID, Sida, Danida, German Development Cooperation (GTZ now GIZ), United Nations Development Programme (UNDP), Catholic Relief Services, GPPAC, IBIS, Urgent Action Fund, CORDAID, Austrian Development Cooperation, Governments of Finland, Austria, Germany, the Netherlands and Norway. These arrays of partners are represented on table 5. As of February 2016, WANEP had 13 key partners, supporting its various programs and initiatives. The Governments of Austria, Denmark and Sweden have been instrumental in providing support for the WANEP project entitled “Strengthening the ECOWAS Conflict Prevention Framework (ECPF) through National Architecture for Early Warning and Early Response in West Africa.” Moreover, the support by the Joint Financing Arrangement (JFA)

98 Michael Norton, *Worldwide Fundraisers Handbook: A Guide to Fundraising for Southern NGOs and Voluntary Organizations*, Resource Alliance and Directory of Social Change, 3rd edition, 2009

99 *NGOConnect eNews*, Program Management: Managing Your Relationship with Your Donors Issue No. 42/ September 2011

100 *Ibid*, p.1.



team comprising of Austria, Denmark and Sweden has played a major role in the sustenance of the WANEP vision.

Before 2010, the German Development Cooperation (GTZ now GIZ) provided funding to support the operational cost of the West Africa Peacebuilding Institute (WAPI). WANEP also received a grant from the Government of Finland in the execution of the project entitled Integrated and Collaborative Conflict Prevention and Crisis Management in West Africa. USAID-West Africa Mission has also been helpful in providing funding support for the implementation of ECOWARN. The support of CORDAID to the institutional sustainability and program development of WANEP and the support of the Catholic Relief Services for the USAID Capacity-Building Program are worth mentioning here. Through the GPPAC International Secretariat, the German and Norwegian Governments continue to provide funding for specific projects of WANEP. Oxfam Great Britain and Oxfam Novib have been instrumental in WANEPs activities in the Mano River Union (MRU) countries and WIPNET programs in Nigeria. IBIS West Africa has also supported the Justice Lens program and the West Africa Human Rights and Democracy Project of WANEP.

One lesson noted over the years is that in spite of the many donors and partners, the financial sustainability of WANEP continues to remain fragile as it is entirely dependent on few traditional donors. Its funding base is not diversified to include non-traditional funders such as China, and Gulf countries as well as private foundations in USA and Europe. Having identified this deficit, it is making efforts to diversify its resource and funding base to ensure long-term sustainability.

Table 5: Some of the Partners who have supported WANEP since 1998.

Partners/Organizations	
1.	ACT Netherlands
2.	African Women’s Development Fund (AWDF)
3.	Bread for the World
4.	British High Commission - Ghana
5.	Community House Church
6.	CORDAID
7.	CRS/WARO
8.	Dreikonigsaktion der Katholischen Jungschen (DKA) – Austria
9.	Dutch Government
10.	Dutch Interchurch Aid
11.	Eastern Mennonite University
12.	ECOWAS



Partners/Organizations	
13.	European Center for Conflict Prevention
14.	European Union
15.	FASTENOPFER
16.	Finland Ministry of Foreign Affairs
17.	Ghana Research and Advocacy Program (G-RAP)
18.	Global Fund for Women
19.	Global Partnership for the Prevention of Armed Conflict (GPPAC)
20.	GTZ now GIZ
21.	IBIS
22.	IFOR/WPP
23.	Mama Cash
24.	Mennonite Board of Missions
25.	Mennonite Central Committee
26.	Mennonite Mission Networks
27.	MISEREOR
28.	New Field Foundation
29.	NOVIB
30.	Oxfam Great Britain
31.	Oxfam USA
32.	Ploughshare
33.	The William and Flora Hewlett Foundation
34.	Tides Foundation
35.	UNDP Ghana
36.	UNICEF
37.	UNIFEM
38.	Urgent Action Fund
39.	USAID
40.	War Child Canada
41.	Westminster
42.	Westminster-Fewer
43.	Winston Foundation for World Peace

Source: WANEP



Conclusion

In line with its principle to build collaborative partnerships for peacebuilding, WANEP has since 1998 cultivated strategic partnerships with an array of actors at the national, regional and international levels to establish platforms for sharing experiences and best practices so as to avoid duplication of efforts. This chapter looked at how WANEP has built and sustained strategic partnerships with various institutions and donors at the global, continental, regional and state levels. At the global level, WANEP's partnership with the UN has earned the organization a Special Consultative status with the UN Economic and Social Council (ECOSOC). WANEP is also the regional Initiator and West Africa's Regional Representative of GPPAC. WANEP's role in GPPAC was elevated in 2014 when its Executive Director was appointed as Chair of the Board. Through the GPPAC platform, WANEP has contributed to dialogue, and the development agenda; and has become a key voice to advocate for the community at the regional and international levels.

At the continental level, WANEP has a formalized relationship with the AU and signed an MOU to collaborate in the areas of peaceful settlement of dispute, preventing conflict and consolidating the peace process. Moreover, WANEP is a member of the Peace and Security cluster of the African Union's Economic, Social and Cultural Council (ECOSOCC) representing West Africa. The partnership with ECOWAS at the regional level has been instrumental in ensuring WANEP's visibility and redefined inter-governmental-CSOs collaboration. WANEP has strengthened the coalition of CSOs to promote peacebuilding, conflict prevention, and build a functional relationship between ECOWAS and CSOs in West Africa. WANEP has been highly instrumental in the development and operationalization of ECOWAS Early Warning System (ECOWARN). WANEP's partnership with the KAIPTC on the delivery of joint capacity building programs in peacebuilding is also worth noting. Both organizations have collaborated in the organization and delivery of West Africa Peacebuilding Institute (WAPI), which has attracted broad range of stakeholders within and outside the African continent.

WANEP strategically partners governments at the national level to ensure holistic response to the peace and security threats in West Africa both at the national and regional levels. One of the most important areas of collaboration with national governments is in the development of National Early Warning Systems (NEWS) as part of the operationalization of the ECOWARN. WANEP has worked in the past and present with an array of donors/partners as a substantial amount of its funding comes from external funding.

TRANSITIONS IN CIVIL SOCIETY ORGANIZATIONS



Introduction

It is interesting to note that many organizations have either ceased to exist or gone down after the transition of their leadership, but the case of WANEP is different. From the transition of the first Executive Director, Sam G. Doe to Emmanuel H. Bombande to the current Executive Director, Chukwuemeka Eze, WANEP has demonstrated the capability of managing successful transitions without any negative impact on the organization. This chapter looks at transitions within civil society organizations by sharing the experience of WANEP in managing successful transitions taking its succession plan policy into consideration. First, the chapter examines the different ways or approaches for achieving successful transitions in organizations and the approach WANEP adopts. Second, WANEP's strategic planning process for transitions (both planned and unplanned exit of a Director) as stipulated in its succession plan is comprehensively discussed. Lastly, the chapter highlights some of the transitional challenges and constraints and the best way to manage them.

Achieving a Successful Transition

The success of any transition whether at the highest or mid-level leadership of CSOs rest with the robustness of the established institutional mechanisms, procedures and processes for managing such events. This in most cases involves good succession planning which is a systematic process of identifying and developing some employees for key managerial and leadership positions to ensure the continuity of management and leadership of organizations. Different models and approaches of achieving successful transitions in organizations exist. William Bridges in his book, "Managing Transitions: Making the Most of Change", highlights three phases of transitional processes in organizations: (i) Ending, Losing, and Letting Go; (ii) the Neutral Zone; and (iii) the New Beginning.¹⁰¹ While the Ending, Losing, and Letting Go phase is often marked with resistance and emotional upheaval because people are being forced to let go of something that they are comfortable with, the Neutral Zone phase can serve as a bridge between the old and the new leadership, where staff will still be attached to the old while also trying to adapt to the new leadership.¹⁰² In both

101 Bridges, W. (1991). *Managing Transitions: Making the Most of Change*. Perseus Publishing, 1991. www.perseuspublishing.com; Bridges, W. (2003). *Managing Transitions: Making the Most of Change*. Boston: Da Capo Press.

102 *ibid*





phases, it is important to improve motivation, provide a solid sense of direction about a sanguine future and give staff a positive perception of the change effort. Doing this is essential for staff to move on to the last phase, which is the New Beginning where people begin to embrace the change initiative and work in a new way. As staff begin to adapt to the change, it is essential that they are supported to sustain it by linking people's personal goals to the long-term objectives of the organization.

Similarly, Tim Wolfred also identifies three approaches to transitions and succession planning in organizations. These are Strategic Leader Development; Emergency Succession and Departure-defined succession planning.¹⁰³ Depending on the situation and the stage in the organization's life cycle, they may choose any of the three approaches they deem most appropriate. Wolfred opines that the strategic leader development approach is based on defining an organization's strategic vision, identifying the leadership and managerial skills necessary to carry out that vision, and recruiting and maintaining talented individuals who have or who can develop those skills.¹⁰⁴ Clearly, this is a futuristic approach that helps to expand an organization's pool of capable leadership so that it can steadily follow its long-term vision and mission, undeterred by staff or board member transitions.

The next approach, which is Emergency succession planning ensures that key leadership and administrative functions, as well as organizational services, can continue without disruption in the event of an unplanned, temporary absence of the Manager. It involves planning emergency coverage for key positions and training someone as a back-up to perform those responsibilities. The primary goal is to prepare an organization for the unplanned departure of a key manager usually, an Executive Director (ED), other senior staff and board positions to reduce program risks and more crucially, launch an organization into long-term strategic leader development. The last approach known as the departure-defined succession planning is recommended when a long-term leader has announced his or her departure date two or more years in advance. It includes identifying the organizations' goals; determining which tools a successor will need to have in his or her skill set to achieve those goals; and devoting significant attention to building the capacity of the board, managers, and systems to sustain funding and programs beyond the current executive's tenure.

In reality, very few CSOs in Africa have deliberate and dedicated leadership transition planning programs as part of strategies to ensure institutional sustainability. Executive Managers of most CSOs have tended to avoid issues of transitions for fear of compromising their authority and becoming "lame duck" managers.¹⁰⁵ Equally, some CSOs also fear of losing funding from donors because funders who have built trust and confidence with an organization through

¹⁰³ Wolfred, T. (n.d). *Building Leaderful Organizations: Succession Planning For Nonprofits*. Executive Transition Monograph Series Vol.6. The Annie E. Casey Foundation; Axelrod, N. R. (2002). *Chief Executive Succession Planning: The Board's Role in Securing Your Organization's Future*. BoardSource, www.boardsource.org;

¹⁰⁴ *ibid*

¹⁰⁵ Wolfred, T. (n.d). *Building Leaderful Organizations: Succession Planning For Nonprofits*. Executive Transition Monograph Series Vol.6. The Annie E. Casey Foundation.



a particular leader may pull back at any indication that the executive leader is departing. For this reason, succession planning has and continues not to be a top priority for most organizations. However, without succession plans, organization undergoing the stress of an executive's departure can find itself seriously destabilized or even in danger of collapse. It is against this backdrop that WANEP has instituted a succession and transition plan aimed at strengthening the institution and providing benchmark for good governance within CSOs. The WANEP succession plan is an important component of its strategic plan which is considered critical to the success of the organization. The plan recognizes the increasing challenge for CSOs especially those in the global south to retain a workforce that provides quality and cost-effective services to the communities it serves. Hence, the plan is grounded in normative principle of nurturing professional and career peacebuilding practitioners within the organization and creating opportunities for growth, staff promotions and career development.

The WANEP approach to transition is more linked to the strategic leader development and Departure-defined succession planning approach propounded by Wolfred. In other words, the succession plan has a roadmap of growth from within the organization and the sustenance of institutional memory. To ensure successful transitions, the succession plan identifies and develops candidates for key managerial and leadership positions over time purposely to ensure the continuity of management and leadership in the organization. Thus, it identifies staff with high potential leadership talent and develop/strengthen their skills through mentoring, training and assignment of responsibilities to prepare them to assume higher-level leadership positions. For instance, WANEP identified Leymah Gbowee through its Peace Education Program and WIPNET Programs in Liberia, empowered her through training, she became WANEP's first Coordinator for the WIPNET program in Liberia through which she led the platform of women mass action for peace through resourcing and helping with strategic directions and tactics. In 2011, she won the Nobel Peace Prize together with President Johnson Sirleaf of Liberia. WANEP identified and trained Takwa Zebulon, a local journalist in Cameroon to become its third Program Director, later the Head of Post Conflict Reconstruction and Development (PCRD) for the African Union Solidarity Program and now Senior Advisor to the United Nations in Nigeria. WANEP located Chukwuemeka Eze, groomed him as an officer and later National Coordinator for its Nigeria Program, and he is the Executive Director of the organization with excellent display of leadership. WANEP located Jacob Enoh from Cameroon, trained him, made him one of the regional early warning coordinators. He is now the Spokesperson for the African Union Chairperson (as at May 2016).

Particularly for the Directors of WANEP, the incentive to commit them to a long period of service with a minimum of five years is critical for leadership that nurtures expertise, institutional growth and the leverage for building partnerships with Governments and Institutions within and outside Africa. WANEP aims to sustain and continue to build a strong African institution in which personnel are motivated to develop their careers and stay within the institution as much as possible. As a result, employees have always embraced, adapted



and had a positive perception of change initiatives, as the transitions are usually linked to their personal goals and long-term objectives of the organization.

WANEP's Strategic Planning Processes for Transitions

Leadership transition in WANEP is managed at the strategic level by the regional board.¹⁰⁶ Thus, the WANEP regional board is responsible for appointing an interim Director if any of the Directors leaves unexpectedly or is out due to illness or personal reasons for a defined period of time. The regional board is also responsible for outlining the process for retaining, developing, and/or replacing the Directors of WANEP. The Board seeks the inputs of all key stakeholders including Partners and National Boards during any leadership transition processes as part of the institutional procedures. A communication plan is also developed to guide the process both internally and externally regarding, for instance, actions taken in naming an interim successor, appointing a transition committee, and implementing the succession policy. In the strategic planning process to ensure successful transition of an incumbent to a new Executive Director, the regional board takes into account certain key steps outlined in the WANEP Succession plan. The board first of all defines the skills, profile, qualifications and leadership priorities for a new Director. This usually includes a review of the long-term vision and direction of the organization as stipulated in its current strategic plan. This is important because the succession plan is linked to WANEP's principles, mission, vision, strategic goals, and fundraising with the intent of maintaining its credibility, partner's confidence and moving the organization forward. Once this is done, the key partnerships and collaborations of WANEP are also reviewed to ensure that the change of leadership does not affect any future relationships. These are just some of the general considerations for both planned and unplanned exit of Directors. For a comprehensive procedure, the subsequent sections discuss the institutional procedures outlined in the WANEP succession plan to guide both unplanned and planned exit of the Executive Directors and other directors of WANEP.

Unplanned exit

In cases where any of the Directors leaves unexpectedly or is out due to illness or personal reasons, an internal person is expected to fill that position for a defined period of time. An external person could however be considered when no internal person qualifies for that position. Generally, when such a situation occurs, the Regional Board reviews current staff members and positions to determine who might be appropriate for the position. In the organizational hierarchy of WANEP, the first position in line to be a substantive or Acting Executive Director is the Program Director, followed by any of the Coordinators at the regional, zonal or national network level. The third position considered is any member of the Management Team and the fourth position is a staff from the National Network Secretariat or active member organization in good standing. It is only when there is no available staff that

¹⁰⁶ All the information in this section and the subsequent sections were taken from the WANEP Succession Plan Policy.



the Board considers an external person. In the appointments of employees to fill the position of any of the directors or senior staff, due consideration is given to the organizational hierarchy to enhance transparency and fairness. The cumulative effect of this system of promotion is that it has positively motivated staff to work hard as it offers them an opportunity to grow and develop their personal careers within the organization.

Whoever is appointed internally to fill a senior leadership position is compensated with a salary raise to accommodate the increased responsibilities. Subsequently, the board chair prepares a letter to all key funders and stakeholders announcing the appointment of the interim Director or senior officer and provides an outline of the succession planning timeline and steps. The entire staff of WANEP are also informed of the Interim position and given an outlined expectation for the transition time frame.

Procedures for Planned Exit

The strategic planning process for a planned exit of a Director is however different from that of an unplanned exit. As an administrative requirement, any of the Directors who wants to exit temporary, for short-term or permanently, has to at least give a three-month notice to the Regional Board. The Board Chair within 10 working days after receiving such notice considers with the Board members to either replace the outgoing Director or appoint an Acting Director from within the organization (i.e. from WANEP Regional and National Offices). The Board also considers hiring an Interim Director from outside the organization, to provide neutral leadership to the organization while assessment and key decisions about the future continues. In the case that an internal staff is appointed to fill an interim Executive Director position, he/she is given the authority for the day-to-day decision-making and management of WANEP with the support of the outgoing Director. This is important in the transition process because the interim Director is expected to ensure that WANEP continues to operate without disruption and that all organizational commitments (including but not limited to, Programs, contracts with partners, loans approved, reports, etc.) are adequately executed. However, he/she is expected to consult the Board Chair as per the organization's operating policies in making key decisions.

While the interim Director is at post, the Board works in conjunction with the Management Team of the Regional Office to ensure a smooth transition process. During the search or recruitment process for a new Director, key stakeholders are consulted. The regional board also reviews the financial statements and current financial position of WANEP and determines the exit package of the outgoing Director. More importantly, the Board decides whether to use a search firm or conduct its own search. It is worthwhile to note that in the search for new directors or other key positions in the organizations, the Regional Board of WANEP has always looked for an internal person within the organization. Thus, a review of the position is done to determine whether an internal promotion is an option in case of any planned or unplanned departure of a director. The transition from the first Executive Director, Sam G.



Doe to Emmanuel H. Bombande to the current Executive Director, Chukwuemeka Eze is a testament to this.

All three Executive Directors came from within the organization. This is however not only limited to the Executive Director position but also the other positions like the Program Director, and the Coordinators (regional, zonal, and national). For instance, Mr. Alimou Diallo, former National Network Coordinator of Guinea and Regional Coordinator Network Development (RCND) was appointed in 2015 as the new WANEP/ECOWAS Liaison Officer at the ECOWAS Commission in Abuja after the former liaison officer, Mr. Constant Gnacanja left.¹⁰⁷ Also, Mr. Francis Acquah-Aikins, erstwhile Communications and External Relations Officer, (CERO) replaced Alimou Diallo as the new RCND. Mr. Ifeanyi Okechukwu, former National Network Coordinator of Nigeria was also appointed in 2015 as the Regional Coordinator, Early Warning. Ms. Queeneth Tawo, former Regional Coordinator of Programs was also appointed as the Regional Coordinator of Corporate Communications. An external person is however hired when no internal person is appropriate for the position. The appointment of Mrs. Levinia Addae-Mensah, former Director of Plans, Programmes, Monitoring and Evaluation at the KAIPTC, as the new Programs Director of WANEP in 2015 was a graphical case in point. However, she was a former employee of WANEP before leaving to KAIPTC.

The practice of considering internal staff for key leadership positions stems from the organization's succession plan policy which has always sought to nurture professional and career peacebuilding practitioners within the organization. Every year, the Board discusses with the current Executive and Program Director to review who among the staff might be most appropriate and which individuals and/or positions should be documented, should there be a sudden exit. Identified staffs with leadership abilities especially are nurtured for the future and given opportunities to grow to take up key leadership positions when they become vacant. For instance, at the management level, apart from Sam G. Doe who was the first Executive Director of WANEP, Emmanuel H. Bombande and Chukwuemeka Eze were all former Program Directors before their appointments. For Chukwuemeka Eze in particular, he was the National Network Coordinator in Nigeria before assuming the position at the regional secretariat as the Programs Director and subsequently as the current Executive Director.

Perhaps, as some have argued, the ability of WANEP as an organization to groom staff to take up senior leadership positions like the Executive Director and Programs Director is what has contributed to its successful transitions over the years without any negative impact on the organization. Many organizations today have either ceased to exist or gone down after transitions but the case of WANEP has been a success story. Indeed, its capability to manage successful transitions through a clear, transparent, fair and accountable process has not only contributed to the sustenance of institutional memory of WANEP but also the career

¹⁰⁷ WANEP News, Issue VII: April—June, 2015.



development and morale of staff, helping them to adapt to leadership changes by linking their own personal goals to the long-term objectives of the organization.

In situations where an acting Executive Director is not confirmed (which is yet to happen), the regional board establishes a time frame and plan for the recruitment and selection process. The position is advertised on WANEP's Regional and National website and circulated to all members of the network as well as published in prominent/widely read newspapers. A high-level panel of five (5) including three (3) Board members and two (2) external members are constituted to handle the interview process for the shortlisted candidates. The outcome of the interview is presented to the entire Board and the candidate who best qualifies for the job is hired. The Board together with the Management Team at the Regional secretariat organizes an orientation for the new Director and subsequently distributes a press release to stakeholders and the general public. The outgoing Director and the new Director also discuss institutional issues including details of handing over notes and finance. The job description, salary and benefit package and other compensation issues such as relocation and hiring bonuses of the new Director are also determined.

WANEP: Managing Transition Challenges and Constraints

Unlike other organizations, WANEP's transition process has been fairly smooth without any serious challenges due to the existence of a clear transparent workable succession plan policy. However, as it is natural with any change processes, there have been some few difficulties which have been managed successfully by Management and the regional board.

The first key issue relates to how key stakeholders including partners and even the media adjust to the new leadership after a transition. The Executive Director is the "face" of WANEP and expectedly, anytime there is a new leadership, some stakeholders find it difficult to embrace the change efforts due to the trust and confidence they have built with the organization through the departing leader. This situation sometimes affects funding of certain programs by donors/partners. However, inbuilt in the transition plan of WANEP is a gradual transfer of roles from the incumbent Executive Director to the incoming Executive Director to ensure that the change of leadership does not affect any current and future relationships. The advantage with this process is that it provides an opportunity for the incoming Executive Director to get well known and to enhance partner's confidence when the former Executive Director finally departs.

The choice of the Executive Director in the context of WANEP where language barriers exists along Francophone, Anglophone and Lusophones is yet another challenge. In the past, when the Board of WANEP was based on representation from the 15 ECOWAS member states, there were debates and arguments on whether an outgoing Executive Director should be replaced based on country affiliations or on the professional skills and competencies of the incoming Executive Director. Thanks to the professionalization of the WANEP Board, this



challenge has been addressed and a clear leadership plan is now entrenched in the Human Resource manual of WANEP.

The transition from founding Directors of WANEP to a new Executive Director has also created some difficulties especially regarding the continuity of previous visions while adapting and contextualizing strategic plan and programming to current realities. To help address this problem, the Regional Board has instituted a Change Management process which is being handled by an Organizational Development (OD) expert to ensure a smooth transition process. Moreover, the six months mentoring process in the transition plan of WANEP where the outgoing Executive Director, coaches the incoming Executive Director has also helped in addressing this difficulty.

At the level of the national networks, the greatest challenge has been the inability to successfully groom successors. This has often created many difficulties whenever the National Coordinator suddenly resigns, changes jobs or goes on further studies. Part of this difficulty is due to the lack of clear transition plan on who takes over in the event that the National Coordinator leaves. As a panacea to this, WANEP is currently in the process of harmonizing its transition plan to ensure that it is replicated at the national networks.

Conclusion

The success of any transition whether at the highest or mid-level leadership of CSOs rest with the robustness of the established institutional mechanisms, procedures and processes for managing such events. This in most cases demands having a good succession plan. Without succession plans, organizations undergoing the stress of an executive's departure can find itself seriously destabilized or even in danger of collapse. In this chapter, transitional processes within CSOs focusing on the experience of WANEP in managing successful transitions were analyzed. Different models and approaches of achieving successful transitions in organizations by some scholars were highlighted. The chapter further explored the strategic planning processes for transitions within WANEP for both planned and unplanned exit of a Director and other senior positions as stipulated in its succession plan.

Leadership transition in WANEP is managed at the strategic level by the Regional Board. According to the succession plan of WANEP, the Board is responsible for appointing an interim Director if any of the Directors leaves unexpectedly or is out due to illness or personal reasons for a defined period of time. It is also responsible for outlining the process for retaining, developing, and/or replacing the Directors of WANEP which are already specified in the strategic plan of WANEP. Practically, whenever there is a planned or unplanned exit of the Executive Director or any of the key management positions, the Regional Board always looked for an internal person within the organization to fill the position. An external person could however be considered when no internal person qualifies for that position. But generally, when such a situation occurs, the Regional Board reviews current staff members and positions to determine who might be appropriate for the position. This is because the succession plan



of WANEP has a roadmap of growth from within the organization and the sustenance of institutional memory. Therefore, at every point in time staff with leadership qualities are identified, groomed and given the opportunity to grow within the organizational hierarchy. For instance, apart from Sam G. Doe, former Executive Director, Emmanuel H. Bombande and the current Executive Director, Chukwuemeka Eze, were all program directors before their appointment. Indeed, the capability of WANEP to groom staff to take up senior leadership positions like the Executive Director and Programs Director is what has contributed to its successful transitions over the years without any negative impact on the organization. This has not only contributed to the sustenance of institutional memory of WANEP but also the career development and morale of staff, helping them to adapt to leadership changes by linking their own personal goals to the long-term objectives of the organization.



REFERENCES

- Aboagye, F. B. (1999). *ECOMOG: a sub-regional experience in Conflict Resolution, Management and Peacekeeping in Liberia*. Accra: Sedco Pub Ltd.
- Adebajo, A. (2002). *Building peace in West Africa: Liberia, Sierra Leone and Guinea-Bissau*. Boulder: Lynne Rienner.
- Adibe, C. (1997). The Liberian Conflict and the ECOWAS-UN Partnership', *Third World Quarterly* 18(3):471–489.
- Adindu, A. (2004). Women's Leadership in Peacebuilding in the 21st Century a Woman in Peacebuilding WANEP Publication pp17-29
- Akpan-Ita, N. (2006). WIPNET's Practice-Network of Women Promoting Human Security & Building Lasting Peace in West Africa. Paper
- Alaga, E.B. (2003) My Time with WIPNET in Her Stories Vol. 1 No. 2, pp17
- Albert, I.O. (2002). Child Soldiers and Security Pitfalls in Africa. *Africa Notes* (Cornell University, Ithaca, USA), November/December 2002.
- Albert, I.O. (2004). Women and Armed Conflicts in Post-Cold World Africa, *Amani: Journal of African Peace*, Vol. 1 No. 1.
- Albert, I.O. and Agwunwah-Nkwazema, I. (2005). Gender, conflict and poverty in West Africa, *African Notes*, Vol. xxvi, Nos 1 and 2, pp. 79-88
- Albert, I.O. (ed) (2008). *Operationalizing the ECOWAS early warning system: Training Manual*. Accra: West African Network for Peacebuilding.
- Albert, I.O. (2008). From 'Owo crisis' to 'Dagbon dispute': Lessons in the politicization of chieftaincy disputes in modern Nigeria and Ghana. *The Roundtable: Commonwealth Journal of International Affairs*, Vol. 97 No. 394.
- Albert, I.O. (2011). *Practice Guide for Managing Election Disputes in West Africa*. Accra: The West African Network for Peacebuilding.
- Aning, K. (1997). *International Dimensions of Internal Conflict: The Case of Liberia and West Africa*. Copenhagen: Centre for Development Research.
- Aning, E. K. (1999). From "Eco-pessimism" to "Eco-optimism" - ECOMOG and The West African Integration Process. *African journal of political science*, Vol. 4 No.1.



Aning, K. (2010). Understanding the Intersection of Drugs, Politics and Crime in West Africa: An Interpretive Analysis” *GCST Policy Brief Series*, No. 6 April 2010.

Aning, K., E. Birikorang, and T. Jaye. (2010). *Compendium of ECOWAS Peace and Security Decisions: Protocols, Declarations and Peace Agreements*. Accra: Kofi Annan International Peacekeeping Training Centre.

Aning, K. and Aubyn, F. (2012). All quiet in the West? Understanding the complexity of West Africa’s security Challenges. In *Africa South of the Sahara*. London: Routledge.

Aning, K. and Aubyn, F. (2011) ‘Confronting the Threats of Boko Haram Crises in Northern Nigeria: Exploring Options for a Peaceful Settlement’ *Journal of Stability Operations*.

Aning, K., Okyere, F. & Abdallah, M. (2012). Addressing Emerging Security Threats in Post-Gaddafi Sahel and the ECOWAS Response to the Malian Crisis. *KAIPTC Policy Brief* 1/May 2012.

Aubyn, F. K. (2013). Managing Complex Political Dilemmas in West Africa: ECOWAS and the 2012 Crisis in Guinea-Bissau’, *Conflict Trends*, Issue 4/2013.

Axelrod, N. R. (2002). Chief Executive Succession Planning: The Board’s Role in Securing Your Organization’s Future. BoardSource, www.boardsource.org. Accessed 15 February 2016.

Bartle, P. (n.d). Elements of Community Strength,” Seattle Community Network, available at: <http://www.scn.org/cmp/modules/mea-ele.htm#S>, accessed 10 February 2016.

Bombande, E.H. (2016) Partnering with ECOWAS to Prevent Armed Conflict: WANEP’s Civil Society Early warning Program in Civil Society and Peacebuilding. Kroc Institute. University of Notre Dame

Bradshaw P., Hayday, B., Armstrong, R., Levesque, J., Rykert, L. (1998). Nonprofit governance Models: Problems and prospects. Toronto: Schulich school of Business.

Bridges, W. (1991). *Managing Transitions: Making the Most of Change*. Perseus Publishing. Available at www.perseuspublishing.com, accessed 18 March 2016.

Bridges, W. (2003). *Managing Transitions: Making the Most of Change*. Boston: Da Capo Press.

Campbell, J. (2011). To Battle Nigeria’s Boko Haram, Put Down Your Guns: How to Undermine the Growing Islamist Threat. *Foreign Affairs*, September 9, 2011.

ECOWAS. (2008). *Conflict Prevention Framework, Regulation MSC/REG/1*. Abuja: ECOWAS.

Ekiyor, T. (2002). In her article ‘An afternoon spent with the Liberian Christian Women Peace Initiative in Her Story vol. 1 No. 1, pp15-16



- Ekiyor, T. (2005). The role of civil society in conflict prevention: West African experiences. In Kerk, L. (ed.), *The Role of civil society in conflict prevention and peacebuilding*. Utrecht: Centre for Conflict Studies, University of Utrecht and the European Centre for Conflict Prevention.
- Evans, I., Lane, J., Pealer, J. and Turner, M. (2013). *A Conceptual Model of Peacebuilding and Democracy Building: Integrating the Fields*. The Conflict Resolution and Change Management in Transitioning Democracies Practicum Group, School of International Service, American University.
- Eze, C.B. (2008). *The Effect of Armed Conflict on Vulnerable Groups in The Community in Women in Peacebuilding* WANEP Publication, pp78-95
- Eze B.C. (2015). *The role of WANEP in promoting regional peace and security*. Unpublished Paper
- Fayemi, B.A. (2004). *African Women and New Visions of Peace a Women in Peacebuilding* WANEP Publication, pp6-16
- Francis, D. (2000). ECOWAS Cease-fire Monitoring Group (ECOMOG): A new security agenda in World politics. In: Bakut, Simon and Sagarika Dutt eds. *Africa towards the millennium: An agenda for mature development*. London, Palgrave, pp. 177–202.
- Galtung, J. (1976). Three Approaches to Peace: Peacekeeping, Peacemaking, and Peacebuilding. In: *Peace, War and Defense: Essays in Peace Research, Vol. II*. Copenhagen: Christian Ejler Gbowee L.R. (2003) *The Female General in Her Stories* Vol. 1 No. 2, pp15
- Jaye, T. (2003). *Issues of Sovereignty, Strategy and Security in the Economic Community of West African States (ECOWAS) Intervention in the Liberian Civil War*. New York: Edwin Mellen Pr.
- Jaye, T. & Amadi, S. (2009) (eds.). *ECOWAS & the Dynamics of Conflict and Peacebuilding*. Darkar: CODESRIA.
- Kerk, L (ed.). 2005. “The Role of civil society in conflict prevention and peacebuilding” a conference report, Centre for Conflict Studies, University of Utrecht and the European Centre for Conflict Prevention.
- Lederach, J. P. (1997). *Building Peace: Sustainable Reconciliation in Divided Societies*. Washington DC: United States Institute of Peace Press.
- Menkiti, M. (2009) *Gender Mainstreaming: A Tool for Promoting Equal Participation of Women in Peacebuilding Processes in Nigeria in A Journal of Women in Peacebuilding*, pp7-13
- Michelle, M. (2005). *Networking*. In Burgess, G. and Burgess, H. (eds.), *Beyond Intractability*. Boulder: Conflict Information Consortium, University of Colorado. <http://www.beyondintractability.org/essay/networking>, accessed 20 March 2016.
- Nkum, J. & Nkum, K. (2016). *The Governance System of WANEP: A Discussion Paper*.



Nkuuhe, J.B. (2004) in *Women In Peacebuilding*, a WANEP Publication, pp43-52

Olonisakin, F. (1996). UN Co-operation with Regional Organizations in Peacekeeping: The Experience of ECOMOG and UNOMIL in Liberia', *International Peacekeeping*, Vol.3, No.3, pp. 33-51.

Olonisakin, F. (2011). ECOWAS and West African Conflicts: The Dynamics Of Conflict And Peace-Building in West Africa. In T. Jaye & S. Amadi (eds.), *ECOWAS & the Dynamics of Conflict and Peacebuilding*, (Dakar: CODESRIA)

Osakwe, B. (2007). WIPNET 3rd Annual Lessons Learned Conference, Concept Paper.

Rotberg, R. (2004). The Failure and Collapse of Nation-States, in *When States Fail: Causes and Consequences*. Princeton University Press.

Smith, D. (2004). Towards a Strategic Framework for Peacebuilding: Getting their Act Together," *The Royal Norwegian Ministry of Foreign Affairs*.

Souaré, I. K. (2010). A Critical Assessment of Security Challenges in West Africa. ISS Situation Report, October 2010.

Tongeren, P. et al. (eds.). 2005. *People Building Peace II, Successful Stories of Civil Society*. Boulder/ London: Lynne Rienner.

United Nations. (1992). *Secretary-General's report on An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. New York: UN.

United Nations. (1998). The causes of conflict and the promotion of durable peace and sustainable development in Africa. UNGAS/UNSCR (A/68/220–S/2013/475).

United Nations. (1998). The causes of conflict and the promotion of durable peace and sustainable development in Africa. UNGAS/UNSCR (A/68/220–S/2013/475)

UN Security Council. (2011). Emerging Security Threats in West Africa. Research Report No. 1 May 2011.

UNODC. (2005). *Transnational Organized Crime in the West African Region*. (Vienna: UNODC)

UNODC. (2009). *Transnational Trafficking and the Rule of Law in West Africa: A Threat Assessment* (Vienna: UNODC).

WANEP. (2007). Drug Trafficking: An Alarming Human Security Threat. *Warn Policy Brief*.

WANEP. (2012). *Development and Implementation of National Action Plans on UNSCR 1325 and Related Resolution: A Guideline*. Accra: WANEP.



WANEP. (2012). *Peace Education in Formal Schools of West Africa: An Implementation Guide*. Accra: WANEP.

WANEP. (2014). *Annual Report: From A Project Driven To A Vision Driven Organization*. Accra: WANEP.

WANEP. (2014). *the WANEP Strategic plan 2015-2020*. Accra: WANEP

WANEP. (n.d). *Succession Plan Policy*. Accra: WANEP

Wolfred, T. (n.d). *Building Leaderful Organizations: Succession Planning for Nonprofits*. Executive Transition Monograph Series Vol.6. The Annie E. Casey Foundation
Yoli-bi, M. (2010). *Report of WIPNET 6th Conference in Abidjan*



CURRENT & FORMER STAFF / INTERNS / VOLUNTEERS / FOCAL POINTS

REGIONAL OFFICE

SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
	Akos Dzathor	Programme Coordinator	F	2007- 2013
	Alain Mubalama Matabaruka	Translator	M	2002
	Alice Kambire	Zonal Coordinator (Zone 2)	F	2010-Date
	Alimou Diallo	Regional Coordinator, Network Development	M	2007 - 2015
		ECOWAS/WANEP Liaison Officer		2015- Date
	Amadu Ibrahim	Driver	M	1999 - 2006
	Ansoumane Souare Samassy	Intern	M	2015
		Programme Assistant, Peace Monitoring Centre		2015- Date
	Beatrice Anowah Brew	Programme Officer, Research And Capacity Building	F	2015- Date
	Beatrice Zoumenou	Intern	F	1999
	Chukwuemeka B. Eze	Programme Director	M	2010- 2015
		Executive Director		2015- Date
	Constant Gnacadja	Regional Programme Coordinator, Capacity Building Programme (Francophone Countries)	M	2003- 2006
		Zonal Coordinator (Zone 4)		2006 - 2009
		ECOWAS/WANEP Liaison Officer		2010- 2015
	Crystal Kwadwa Tetteh	Programme Officer	F	2007- 2011
	Daniel Kondor	Senior Researcher	M	2005-2006
	Dina-Rose Gbleblewo-Manyo	Executive Bilingual Secretary	F	2013- Date
	Doris Bonsi	Cleaner	F	1999-2002
	Ecoma Alaga	Intern	F	2003
		WAPI Coordinator		2003 – 2004
		Regional Coordinator, WIPNET		2004 - 2006



SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
	Edwige Dede Mensah	Volunteer	F	2006
		Programme Assistant		2006
		Programme Officer, Peace Monitoring Centre		2007 -2014
		Programme Officer, Early Warning		2014- Date
	Elizabeth Nsarkoh	Administrative Manager	F	2003-2005
	Elizabeth Ruby Gozo	Front Desk Officer	F	2005 – Date
	Eme Fiawoyife	Administrator	F	2001-2002
	Emmanuel Bombande	Co- founder / Programme Director	M	1998-2004
		Executive Director		2004 - 2015
	Esther Gordon-Mensah	Administrative Assistant	F	1998- 2000
		Network Coordinator		2000- 2003
		Administrative Officer		2003- 2005
		Regional HR / Administrative Manager		2005-Date
	Evelyn Avoxe	Programme Officer, Peace Monitoring Centre		2016- Date
	Fatou M'boge	Coordinator, Justice And Human Rights Project	F	2002-2003
		Programme Manager, Capacity Building Programme		2003 - 2004
	Francis Acquah-Aikins Jnr	Intern - Active Non-Violence And Peace Education Programme (ANVPE)		Sept. 2003 – Sept.2004
		Programme Officer – WAPI & GPPAC		2006
		Programme Officer		2007 - 2009
		Regional Programme Officer, Communication & External Relations		2010 - 2015
		Regional Coordinator, Network Development		2015- Date
	Francis Darko Asare	Project Accountant	M	2003-2006
	Francis Mendy	Zonal Coordinator (Zone 1)	M	2010 - Date
	Gideon Abotsikpui	Account Officer	M	2013- Date
	Gisele Vedogbeton	Finance Manager	F	2012-Date
	Gloria Amu	Cleaner, Guest House	F	2004
	Golda Afidegnon	Programme Officer	F	2011- 2012



SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
	H. Calvin Birch	Website Assistant & Desktop Conceptualist	M	2002-2004
	H. Calvin Birch	ICT Officer		2004 - 2005
	Ifeanyi Okechukwu	Regional Coordinator, Early Warning	M	2015
	Jacob Enoch Eben	Regional Programme Coordinator, Capacity Building Programme (Anglophone countries)	M	2004-2006
	James Davis	Zonal Coordinator, Zone III		2010
	Kalie Sillah	Programme Coordinator		2007- 2010
	Kesia- Onam Bijoue Togoh Birch	Executive Bilingual Secretary	F	2001- 2004
		Programme Officer		2002 - 2006
		Communications & Awareness Raising Officer		2011- 2012
		Programme Officer, WIPNET & NAPE		2012 - Date
	Kwesi Enchill	ICT Officer	M	2005-Date
	Levinia Addae-Mensah	Special Projects Coordinator	F	2001- 2002
		Regional Coordinator, ANVPE		2002 - 2005
		Programme Director/Deputy Executive Director		2015-Date
	Leyla-Claude-Werleigh-Pearson	Programme Manager, Capacity Building Programme	F	2004
	Mfrekeobong Udo Ukpanah	Intern	F	2012
		Programme Assistant, Peace Monitoring Centre		2012 – 2015
		Programme Officer, Peace Monitoring Centre		Mar 2015 – 2016
	Michael Darko	Driver	M	2005 – Feb. 2014
		Senior Driver		2014 - Date
	Mireille Hien	Bilingual Secretary	F	Jan – Dec 2002
		Intern		Oct-Dec 2001
	Murtala Touray	Programme Coordinator, Warn	M	2008- 2011
	Oulie Keita	Programme Coordinator	F	2012
	Oury Traore	Programmes Manager	F	2005-2007



SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
	Queeneth Tawo	Regional Coordinator, Corporate Communication And Capacity Building	F	2013- Date
	Raymond Darko	Accountant	M	2012- Date
	Rita Aisha Cofe	Cleaner / Expeditor (Full Time)	F	2002-2005
		Cleaner / Expeditor (Part Time)		2006 – 2009
		Office Assistant (Full Time)		2009-2012
		Office Assistant (On Contract)		2013
	Ruby Dagadu	Programme Facilitator, Natural Resource Conflict Management	F	2003-2005
		Regional Coordinator, Monitoring And Evaluation		2005 - 2006
	Sam Gbaydee Doe	Co- founder / Executive Director	M	1998 - 2004
	Samuel Beglah	Cleaner / Expeditor	M	2002-Date
	Sandra Cofe	Programme Manager	F	2003
	Seth Akrong	Driver	M	2014- Date
	Takwa Zebulon Suifon	Programme Coordinator, WARN	M	2002 - 2003
		WANEP / ECOWAS Liaison Officer		2003 - 2006
		Programmes Director / Deputy Executive Director		2006-2009
	Thelma Ekiyor	Regional Coordinator, WIPNET	F	2002-2004
		Programs Director		2004 – 2006
	Toffa Akpene Afi	Executive Bilingual Secretary	F	2003- 2013
		Administrative Officer		2013- Date
	Victoria Kunbour	Civil Society Desk Officer	F	2003-2004
		Regional Coordinator, Civil Society, Policy And Advocacy	F	2004-2006
	Vincent Azumah	Regional Coordinator, Research, Monitoring And Evaluation	M	2012-Date
	Wilfred Brown	Accountant	M	2002-2003
	William Ofori Darko	Senior Accountant	M	2003-2008
	William Saa	Regional Programme Coordinator, Capacity Building Programme (Anglophone)	M	2003-2004
		Zonal Coordinator (Zone 3)		2013-2016



Interns / Service Personnel/ Short Term Contract

SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
1.	Ailsa Jones	Intern	F	2005
2.	Andrew Godwin	Intern	M	2007
3.	Ansoumane Souare Samassy	Intern	M	2015
4.	Beatrice Zoumenou	Intern	F	1999
5.	Camille Muhire	Intern	M	2008
6.	Caroline Ouedraogo	Intern	F	2001
7.	Claudius Yumbi Meanchop	Intern	F	2006
8.	Deborah Adzrah	Intern	F	2003 – 2004
9.	Evelyn Akawari-Linuru Atindem	Intern	F	2008
10.	Frederica Awudu	National Service	F	2011-2012
11.	Holly Adamson	Intern	F	2005
12.	Ines Noellie Yengo N'sona	Intern	F	2003
13.	John De Porres Ayimbire	Intern	M	2011
14.	Kafui Gaglo	Intern	F	2003
15.	Kate Emily Brubacher	Intern	F	2004 – 2005
16.	Kwame Sam Biney	Intern	M	2007
17.	Laura Narima Samaroo	Intern	F	2006
18.	Leora Ward	Intern	F	2004
19.	Mariatou Sallah	Temporal Contract	F	2003
20.	Mary Ampadu	National Service	F	2011-2012
21.	Mawuli Dake	Intern	M	2003
22.	Mawuli Nugloze	Intern	F	2015
23.	Melody Asiasim Azinim	Intern	F	2013
24.	Mfrekeobong Ukpanah Udo	Intern	F	2012
25.	Naomi Allison Resnick	Intern / Temporal Contract	F	2004 – 2005
26.	Nicholai Lidow	Intern	M	2003
27.	Nompumelelo Ntsele	Intern	F	2014
28.	Nouemou Konte	Intern	M	2008
29.	Novella Ashison	Intern	F	2008
30.	Odette Kouassi	Intern	F	2014
31.	Pamela Owusu-Brenyah	Intern	F	2011
32.	Philip Odonkor	Intern	M	2014
33.	Prisca Tettey	Intern / Temporal Contract	F	2002 – 2003



SNO.	STAFF NAME	POSITION(S) HELD	SEX	PERIOD
34.	Randolph Teejay	Intern	M	2002
35.	Rexford Twum Damoah	Intern	M	2004
36.	Roosevelt Tule	Temporal Contract	M	2003
37.	Sam Tevi Ibrahim Adjam-Sodangbe	Intern / Temporal Contract	M	2007
38.	Sebastien Morel	Intern	M	2004
39.	Tamara Shantz	Intern	M	2000
40.	Toffa Mawusi Christine	Intern	F	2003

BOARD MEMBERS

Name	Role	Sex	Period
Prof. Isaac Olawale Albert	Regional Board Chair	M	2015 – Date
Mme Fatoumatou Batoko-Zossou	Regional Vice Chair	F	2015 - Date
Mariam Dao Gabala	Regional Board Member	F	2015 – Date
Prof. Patricia Donli	Regional Board Member	F	2015 – Date
Rev. John Nkum	Regional Board Member	M	2015 – Date
Air Vice Marshall (AVM) Christian Edem Kobla Dovlo	Regional Board Member	M	2015 – Date
Mme Antoinette Yawavi Mbrou-Diogo	Regional Board Member	F	2015 – Date
Michel Sodjiedo Capo Mian	Chairman	M	2009 - 2015
Dr. Lydia Umar	Vice - Chair	F	2009 - 2015
Amb. William Awinador	Board Member	M	2009 - 2015
Seth Kluvia	Board Member	M	2009 - 2015
Dr Christiana Thorpe	Board Member	F	2009 - 2015
Mme Fatoumattou Batoko-Zossou	Board Member	F	2009 – 2015
Prof. Isaac Olawale Albert	Board Member	M	2009 – 2015
Prof. Rev. Emmanuel Anyambod Anya	Board Chair	M	2006-2009
Michel Mian	Vice Chair	M	2006-2015
Dr. Lydia Umar	Board Member	F	2009-2015
Fr. Joseph Gomis	Board Member	M	2004-2009
Mme Pauline Yameogo	Board Member	F	2002-2009
John Paul Koroma	Board Member	M	2006 -2009
Imran Abdul Rahman	Board Member	M	2006 -2009
Embalo Ioba	Board Member	M	2006 -2009



Name	Role	Sex	Period
Rev. Fr. Clement Apengnuo	Board Member	M	2006 -2009
Fode Cisse	Board Member	M	2006 -2009
Mme Etweda Cooper	Board Member	F	2006
Rev. Fr. Camille Joseph Gomis	Board Member	M	2006 -2009
Mme Selina Ade-Williams	Board Member	M	2006 -2009
Mr. Zewuze Abotsi	Board Member	M	2006 -2009
Dr. Isaac Albert	Board Member	M	2006 -2009
Pr. Rev. Emmanuel Anyambod Anya	Board Chair	M	2004 - 2006
Mr. Zewuzé Abotsi	Vice Chair	M	2004 - 2006
Pauline Yameogo	General Secretary	F	2004 - 2006
Mr. Joseph Djogbenu	Board Member	M	2004 - 2006
Rev. Fr. Camille Joseph Gomis	Board Member	M	2004 - 2006
Issatou Toure	Board Member	F	2004 - 2006
Foday Cissé	Board Member	M	2004 - 2006
Michel Mian	Board Member	M	2004 - 2009
Mme Etweda Cooper	Board Member	F	2004
John Paul Koroma	Board Member	M	2004 - 2006
Rev. Fr. Clement Apengnuo	Board Member	M	2004 - 2006
Imran Abdul Rahman	Board Member	M	2004-2006
Emballo Ioba	Board Member	M	2004-2006
David Adeenze Kangah	Board Chair	M	1999-2004
Pauline Yameogo	Vice Chair	F	2003 - 2004
Doe James Nagbe	Board Member	M	2003 - 2004
Richard Konteh	Board Member	M	2003 - 2004
Coulibaly Benjamin	Board Member	M	2003 - 2004
Mr. Omar Diop	Board Member	M	2003 - 2004
Ali Seydou	Board Member	M	2003 - 2004
Emmanuel Anyambod	Board Member	M	2003 - 2004
Mariame Mayga	Board Member	M	2003 - 2004
Austin Onuoha	Board Member	F	2003 - 2004
Ba – Foday Suma	Board Member	M	2003 - 2004
Fatoumatou Batoko Zossou	Board Member	F	2003 - 2004
Rev. Godson Lawson	Board Member	M	2003 - 2004



NATIONAL NETWORKS

BENIN

NAME	POSITIONS HELD	SEX	PERIOD
Oussou N. Julien	Volunteer	M	2005-2006
	Programme Officer, Warn	M	2006-2010
	National Network Coordinator	M	2010-Date
Déo Gratias Savi	Programme Officer WIPNET & PE	F	2007-2011
Prudence Adignifoun	Programme Officer WIPNET	F	2007-2011
Aziz Akambi	Intern, Finance Officer	M	2007-2008
	Assistant Project Accountant	M	2015-Date
Dégbey Djidji	Intern	M	2007-2009
Landry Ganye	Intern	M	2007
	Volunteer	M	2008-2010
	Chargé De Programme Warn	M	2010-Date
Maryse Glele Ahanhanzo	Volunteer	F	2010
	Chargée De Programme EPNV & WIPNET	F	2011-Date
Masourou Akobi	Volunteer	M	2010-2012
Emilie Fleury	Intern	F	2010
Wilfried Tohoundo	Intern	M	2010
Mathieu Konan	Intern	M	2010
Gaston Akouete	Intern	M	2010
Paul Kpatinde	Intern	M	2010
Jean Michel Lokossou	Intern	M	2010
Innocent Dako	Cleaner , Expeditor	M	2011-2014
Koulah Fo-Kokou Edem	Volunteer	M	2011
Jechonias Fantognon	Intern	F	2011
	Volunteer	F	2012 Et 2014
Rosette Savi	Admin / Finance Secretary	F	2012-2016
Scholastique Bassa Komaclou	Volunteer	F	2012-2013
	Programme Assistant, Warn	F	2014-Date
Christelle Gboh	Intern	F	2012
Narcisse Dedji	Intern	M	2012
Eunice Deha	Intern	F	2012



NAME	POSITIONS HELD	SEX	PERIOD
Romualde Dovonou	Intern	F	2012-2013
	Communication Assistant	F	2014
Brigit Mayerhofer	Technical Assistant	F	2013-2014
Attolou Chancelle	Intern	F	2013
Kassehin Bienvenue	Acting Project Officer	F	2013-2014
	Programme Assistant	F	2015-Date
Ines Kenagnon	Intern	F	2013-2014
Dovonou Corine	Assistant Accountant	F	2014
Ralmeg Gandaho	Project Officer	M	2014
Sylas Dougla	Intern	M	2014
	Assistant Project Officer	M	2015-Date
Manssourath Lafia Seko	Intern	F	2014
	Assistant Programme Officer	F	2015-2016
Abilogoun-Chokki Oladokoun Olakèmi	Intern	F	2014
	Project Administrative Officer	F	2015-Date
Cédric Dohon	Expediter	M	2015- Date
Luisa Talamini	Technical Assistant , Gender	F	2015- Date
Sessi Mariette Hounkpo	Volunteer	F	2015
	Programme Assistant , WIPNET	F	2015- Date
Emilene Aza-Segla	Intern	F	2015, 2016
Cyriano Dosseh	Intern	M	2015
Agoungbome Elie	Intern	M	2016
Espérance Kassavi.H.	Intern	F	2016

Board Members

Fatouma Batoko Zossou	President	F	2011-2016
Franck Adanmando	Treasurer General	M	2011-2016
Prudence Dahodekou	General Secretary	M	2011-2013
	Vice-President	M	2014-2016
Parfait Hankan	General Secretary	M	2014-2016
Amina Taïrou	Counsellor	F	2014-2016



NAME	POSITIONS HELD	SEX	PERIOD
Former Board Members Since The Inception Of The Network			
Joseph Djogbenou	President	M	2003-2006
Joël Atayi Guedegbe	Vice President	M	2003-2006
	Vice President	M	2003-2006
Emmanuel Ogou	General Secretary	M	2003-2006
	General Secretary	M	2006-2011
Yves Atignon	Treasurer	M	2003-2006
	Treasurer	M	2006-2011
Orden Alladatin	President	M	2006-2011
	Counselor	M	2011-2013
Ishola Abida Alimi	Vice-President	F	2006-2011
Maxime Da Cruz	Counselor	M	2006-2011
Fatouma Batoko Zossou	President	F	2011- Date
Franck Adanmando	Treasurer	M	2011-2016
Prudence Dahodekou	General Secretary	M	2011-2013
	Vice-President	M	2014- Date
Parfait Hankan	General Secretary	M	2014- Date
Amina Tairou	Counsellor	F	2014- Date

Focal Point			
Name	Region / Zone	Sex	Period
L'heureux S. Ahouangnihin	Natitingou/Atacora	M	2013- Date
Moutalabi Allassani	Djougou/Donga	M	2013- Date
Mahafouz G. Aminou	Parakou/Borgou	M	2013- Date
Adam Guerra	Kandi/Alibori	M	2013- Date
Eric Botoyiye	Bohicon/Zou	M	2013- Date
Paterne Gnimandi	Bantè/Collines	M	2013-2014
Bernice Cossahinto	Bantè/Collines	F	2014-2015
Expédit De Souza	Bantè/Collines	M	2015- Date
Marius Cyrano Dosseh	Lokossa/Mono	M	2013- Date
Roger Kpokpo	Djakotomey/Couffo	M	2013- Date
Virgile Ahouanse	Porto-Novo/Ouémé	M	2013-2014
Marc Gbaguidi	Porto-Novo/Ouémé	M	2014- Date
Rodrigue Ribouis	Sakété/Plateau	M	2013- Date



Focal Point			
Name	Region / Zone	Sex	Period
Hyppolite Dossa Dansou	Sô-Ava/Atlantique	M	2013- Date
Bienvenue Kassehin	Cotonou/Littoral	F	2013- Date
Scholastique Bassa	Cotonou/Littoral	F	2013-Date
Julien Oussou (Coordonnateur Bewarn)	Benin	M	2013-Date
Landry Ganye (Administrateur Bewarn)	Benin	M	2013-Date

BURKINA FASO

NAME	POSITIONS HELD	SEX	PERIOD
Mare Mollehato	Volunteer, Pe	F	2013-2016
CombarySoulama Alice	Volunteer, WIPNET	F	2013-2016
Tankoano Jean	Volunteer	M	2015-2016
Konfe Oumousafiatou	Volunteer	F	2015-2016
Pacodi W.Guy Michael	News Manager	M	2014-2016
Some Boris	National Network Coordinator	M	2014-2016

Current Board Members

Name	Post	Sex	Period
Savadogo Arouna	Chair	M	2013-2016
Pasteur Tapsoba Flavien	Vice Chair	M	2013-2016
Saba Michel	General Secretary	M	2013-2016
Pasteur Koama Robert	Treasurer	M	2013-2016
Mme Zoma Lucienne	Communication Officer	F	2013-2016

Former Board Members Since The Inception Of The Network

Name	Post	Sex	Period
Prof. Albert Ouedraogo	Chair	M	2006-2011
Pasteur Ramde Simon	Vice Chair	M	2006-2011
Saba Michel	General Secretary	M	2006-2013
Leopold Some	Treasurer	M	2006-2013



Name	Post	Sex	Period
Salif Ouoba	Communication Officer	M	2006-2013
Pasteur Simon Ramde	Chair	M	2011-2013
Pauline Ouedraogo	Chair	F	2003-2006
Pasteur Flavien Tapsoba	Vice-Chair	M	2003-2006
Prof. Albert Ouedraogo	General Secretary	M	2003-2006
Antoine Sanou	Communication Secretary	M	2003-2006
Seydou Kone	Treasurer	M	2003-2006

Focal Points

Name -s	Region Zone	Sex	Period
Zongo Mahamadou	Bale	M	Since 2015
Kienou Toumani	Banwa	M	Since 2015
Mme SanogoTraore Awa	Kossi	F	Since 2015
Dakuyo Cyriaque	Mouhoun	M	Since 2013
Mme Garane Maymouna	Nayala	F	Since 2015
Kinda	Sourou	M	Since 2015
Sourabie Mamadou	Comoe	M	Since 2013
Mme CoulibalyBassole Salamata	Leraba	F	Since 2015
Mme Konfe Oumou Safiatou	Ouagadougou	F	Since 2015
Sawadogo Franceline	Boulgou	F	Since 2013
Ouedraogo Adissa	Koulpelgo	F	Since 2015
Zonon Abdoulaye	Kouritenga	M	Since 2015
Mme Sawadogo -wende Francelline	Bam	F	Since 2015
Ima Pascal	Namentenga	M	Since 2015
Ilboudo Edith	Sanmentenga	F	Since 2013
Zongo Josue	Boulkiemde	M	Since 2013
Kontiebo Mireille	Sanguie	F	Since 2015
Koanda Ablasse	Sissili	M	Since 2015
Birba Etienne	Ziro	M	Since 2015
Nissa Issa	Bazega	M	Since 2015
Kabore Kongo Honore	Nahouri	M	Since 2013
Mme Ki Ouedraogo Maymouna	Zoundweogo	F	Since 2015
Namoutougou Elisee	Gnagna	M	Since 2015



Name -s	Region Zone	Sex	Period
Dayamba Talara	Gourma	M	Since 2013
Babongou Pascal	Komondjari	M	Since 2015
Ouoba M. Elise	Kompienga	F	Since 2015
Noula Boundi	Tapoa	M	Since 2015
Pare Mamadou	Houet	M	Since 2013
Hebie Fharzce Emma	Kenedougou	F	Since 2015
Nyampa Sidoine	Tuy	M	Since 2015
Zagara Hamidou	Loroum	M	Since 2015
Nanema Mamounata	Passore	F	Since 2015
Sawadogo Issoufou	Yatenga	M	Since 2013
Mme Derra Mariam	Zondoma	F	Since 2015
Zinkone Boureima	Ganzourgou	M	Since 2015
Mme Kabore Claudine	Kourweogo	F	Since 2015
Sinare Kadidiatou	Oubritenga	F	Since 2013
Mayga Abdou Azize	Oudalan	M	Since 2015
Mayga Abdouramane	Seno	M	Since 2015
Sawadogo Rassinatou	Soum	F	Since 2015
Abdoulaye Maraima	Yagha	F	Since 2015
Kambou Sie Florent Romeo	Poni	M	Since 2015
Sou Bini Jeanette	Ioba	F	Since 2015
Dah Martin	Noumbiel	M	Since 2015
Hien Ini Laurentine	Bougouriba	F	Since 2015

CAPE VERDE

Staff

NAME	POSITIONS HELD	SEX	PERIOD
Silva Ester Gomes	Focal Point National Network Coordinator	F	2016
Mme Mendonça, Luisa Helena Dias	Focal Point	F	2014
Antonio Palazuelos Prieto	Focal Point	F	2014
Judite Vicencia Oliveira Silva Judite	National Network Coordinator (NNC)	F	2010-2013



BOARD MEMBERS

Name	Post	Sex	Period
Neiva Lopes	President	F	21-12-14 date
Floreço Varela	Vice-President	M	21-12-14 date
António De Melo	Secretary	M	21-12-14 date
Nilza Maria Gomes	Member	F	21-12-14 date
Fernanda Dos Santos Moreno	Member	F	21-12-14 date
Lourença Tavares	President	F	2010
Edelfride Barbosa	Vice-President	F	2010
Carlos Silva	Secretary	M	2010
Orlanda Ferreira	Member	F	2010
Victor Constantino	Member	M	2010
Carla Bettencourt	President	F	21-12-14 date
José António De Pina	Vice-President	M	21-12-14 date
Francisco Souto Amado	President	M	2010
Elisa Monteiro	Vice-President	F	2010
Timea Kiss	President	F	2014 -Date
Bangé Djau	Vice-President		2014 -Date
Adilson Cabral	Secretary	M	2014 -Date
Carla Bettencourt	President	F	2010
Alexandre Rocha	Vice-President	M	2010
José Augusto Fernandes	Secretary	M	2010

COTE D'IVOIRE

Name	Positions Held	Sex	Period
Guigré Edmond	NNC	M	2003-
Mme Yoli Bi Kone Marguerite	WIPNET Coordinator	F	2003-2014
Coulibaly Tiohozou Ibrahima	Monitoring & Evaluation Coordinator	M	2007-2014
Bamouni Elele Carine	Administrative And Finance Assistant	F	2011-2016
Mlle Kei Marie Joëlle	National Network Coordinator	F	2008-2016
Fofana Mamadou	News Manager	M	2008-2016
Wanyou Ouraga Jérôme	Assistant News Manager	M	2008-2016



Name	Positions Held	Sex	Period
Kamara Dayiri Mylène Epse Soro	Program Officer- WIPNET M&E	F	2013-2016
Mariam Gondo	Assistant Program Officer – WIPNET	F	2014-2016
Danho Helene Prisca	Volunteer	F	2015-2016
Koeli Marie Josiane	Volunteer		2015-2016
Traoré Boukadary	Project Officer	M	2015-2016
Ouattara Fotienworo	Assistant Finance Officer	M	2014-2016
Kone Ibrahim	Driver		2014-2016
Traoré Kadogodiomo	Intern	M	2016
Coulibaly N. Séraphin	Intern	M	2016
Kamagate Mori	Program Officer – Human Rights And Justice Lens	M	2009-2014
Kone Ives Mathurin	Program Officer- Monitoring And Evaluation	M	2012-2014
Kouakou Adjoa Madeleine	Assistant Program Officer- Democracy, Elections And Good Governance	F	2013-2015

Current Board Members

Name	Positions Held	Sex	Period
Yao Comoe Benoit	Board Chair	M	2015-
Pr Tidou Sanogo Abiba	1 st Vice Chair	F	2015-
Fotienhor Seraphin Pierre	2 nd Vice Chair	M	2015-
Traore Annita Suzanne	General Secretary	F	2015-
Bakayoko Lamad Abdallah	Sga	M	2015-

Former Board Members Since The Inception Of The Network

Michel Sodjiedo Capo Mian	Board Chair	M	2003-2008
Kone Ambroise	Board Chair	M	2008-2014
Boussou Bintou Coulibaly	Vice Chair	F	2008-2014
Kouadio Epse Ekponon Adjoua Colombe	General Secretary	F	
Ajd (Assistance Jeunesse En Difficulté) Mlle Adou Attéhé Nadège	Bongouanou	F	2006-2016



Name	Positions Held	Sex	Period
Everyday Gandhis M. Mian Michel	Abidjan	M	2006-2016
Femmes De Salem, Internationale Boussou Bintou Coulibaly	Tiassalé	F	2007-2016
Femmes Et Développement Bouaflé Dosso Mazin	Bouaflé	M	2006-2016
Green Light Ci Koné Ambroise	Abidjan	M	2006-2016
Mehin Gohi Doh Clémentine	Duékoué	F	2006-2016
Playdoo-Ci Dr. Kodjo Marie-Paule	Abidjan, Séguéla, Niakara	F	2007-2016
Sos Exclusion Traoré Synali	Abidjan, Bouaké, Korhogo	M	2006-2016
Vafag Traoré Suzanne	Divo, Abidjan	F	2006-2016
Grenier International Coulibaly Salimata	Korhogo	F	2007-2016
Association Des Femmes Du Département D'aboisso Ye Yo Kun Ekponon Adjoua Colombe	Aboisso	F	2007-2016
Ong Tous Pour Le Taupké Gnamien Ahou	Bongouanou, Abidjan	F	2006-2016
Ong Femmes Et Développement Côte D'ivoire Camara Fatoumata	Abidjan	F	2006-2016
Afad Touré Bassa	Odiénné	F	2007-2016
Ong Notre Grenier Dagnogo Ouayara	Bondoukou	M	2007-2016
Ong Source Du Bonheur Baha Monkouin Michel	Bangolo	M	2008-2016
Cefci (Centre Féminin Pour La Promotion De La Démocratie Et Les Droits Humains En Cote D'ivoire) Koné Julie	Abidjan, Odiénné Niakara	F	2008-2016
Fondation Docteur Robert Fiadjoe Pour La Qualité Ida Fiadjoe	Abidjan	F	2011-2016
Ong Initiative Jeunesse Pour L'avenir Du Nord Est Ouattara Abdoul	Transua	M	2012-2016



Name	Positions Held	Sex	Period
Ong Action Pour La Paix Et Le Développement Konaté Siriki	Boundiali	M	2012-2016
Ong Génération Femmes Du 3è Millénaire Vehi Touré Honorine	Man, Abidjan	F	2014-2016
Affoussata Konaté	Bafing Touba	F	2015-2016
Kouassi Aya Yvette	District Auto-e De Yamoussoukro	F	2015-2016
Tuanon Dagnogo	Boukani Bouna	M	2015-2016
Oppoh Billy Ange Amy Arsène	Cavally Guiglo	M	2015-2016
Souleymane Kemingue	Gbeke Bouaké	M	2015-2016
Diarrassouba Moussa Daouda	Gôh Gagnoa	M	2015-2016
Kambou Bebe	Gontougo Bondoukou	M	2015-2016
Guei Djinsia Andree Joelle	Grands Ponts Dabou	F	2015-2016
Sylla Vazoumana	Guemon Duékoué	M	2015-2016
Taha G. Arsene	Guemon Bangolo	M	2015-2016
Kone Herve	Hambol Niakara	M	2013-2016
Boya Ange Amandine Blandine	Haut-Sassandra Daloa	F	2015-2016
Malahoua Kabran Leon	Indenie-Djuablin Abengourou	M	2015-2016
Yoro Isidore	Loh Djiboua Divo	M	2013-2016
Doumbia Lacina	Marahoué Bonon	M	2015-2016

THE GAMBIA

Name -	Post	Sex	Period -
Abdoulie Ndow	Security	M	2011-Date
Adama Njie	Programme Officer	F	2003 -
Aliou Jammeh	Programme Officer	M	2008 - 2009
Anna N'gulu Jones	National Network Coordinator		2016-date
Anna N'gulu Jones	Acting National Network Coordinator	F	2015-2016
Anna N'gulu Jones	Programme Officer	F	2012-2015
Anna N'gulu Jones	Project Assistant	F	2011-2013
Catherine P. Jassej	News Manager	F	2016-Date
Catherine P. Jassej	Intern	F	2014-2015
Essa Sabally	Security	M	2014-Date
Francis D. Mendy	Acting National Network Coordinator	M	2013-2015



Name -	Post	Sex	Period -
Ibrahima Garba- Jahumpa	Intern	M	2012
Isatou Jammeh	Janitor	F	2005-Date
Julliet Rachel Lewis-Wakka	10 Mar 10 - July 2013	F	2010 -2013
Lamin Dibba	Accountant	M	2012 - Date
Lamin O. Ceesay	Programme Officer	M	2010 - 2012
Madi Jobarteh	Programme Officer	M	2006-2007
Mariama Jammeh	Project Assistant	F	2012 - Date
Mariama Jammeh	Intern	F	2012
Modou Sarr	News Manager	M	2015
Momodou Lamin Sanneh	Logistics And Procurement Officer	M	2004-Date
Muahmmed Fofana	Accountant	M	Unknown
Omar Taal	Security	M	2016-Date
Oumie C. Sissoho	UNDEF Project Coordinator	F	2011-2012
Ousainou Loum	National Network Coordinator	M	2003
Pamela Kehinde Cole	National Network Coordinator	F	2003-2015
Sait Matty Jaw	News Manager	M	2013 -2014
Sana Dahaba	LCBP II Project Coordinator	M	2008 - 2011
Sophie Sarr	UNDEF Project Coordinator	F	2012-2013
Sulayman Freeya Njai	Accountant	M	2011-2012
Tijan Darboe	Admin And	M	2007
William A. Cole	Intern	M	2011

Current Board Members Recent			
Name	Position	Sex	Period
Ms. Maria Dacosta	Board Chair	F	2012 - Date
Mr. Bolong Sonko	Vice Board Chair	M	2012 - Date
Mrs. Njilan Senghore-Njie	Board Accountant	F	2012 - Date
Mr. Gaye Sowe	Board Legal Adviser	M	2012 - Date
Mr. Ade Taylor	Board Member	M	2012 - Date
Dr. Juieta Mendez	Board Member	F	2012 - Date
Ms. Anna N'gulu Jones	Secretary	F	Sep 2015 - Date
Mr. Francis Mendy	Secretary	M	2013-2015



Former Board Members Since The Inception Of The Network

Name	Position	Sex	Period
2007 - 2011			
Dr. Isatou Touray	Chair	F	2007-2011
Mrs. Yadicon Njie Aribo	Vice Chair	F	2007-2011
Mr. Phoday Kebbeh	Treasurer	M	2007-2011
Mr. Lamin Nyangadou	Board Member	M	2007-2011
Mr. Ebrima Jarjue	Board Member	M	2007-2011
Mr. Essa Badjie (Replaced Mr. Nfamara Darboe)	Board Member	M	2007-2011
Ms. Pamela Cole	Secretary	F	2007-2011
2005 - 2006			
Dr. Isatou Touray	Chair	F	2005-2006
Mrs. Yvette Phillot	Vice Chair	F	2005-2006
Mr. Phoday Kebbeh	Treasurer	M	2005-2006
Mrs. Yadicon Njie Aribo	Board Member	F	2005-2006
Mr. Lamin Nyangadou	Board Member	M	2005-2006
Mr. Ebrima Jarjue	Board Member	M	2005-2006
Mr. Nfamara Darboe	Board Member	M	2005-2006
Ms. Pamela Cole	Secretary	F	2005-2006
2003 - 2004			
Mr. Ousman Yabo	Chair	M	2003-2004
Mrs. Fatoumatta Jahumpa Ceesay	Board Member	F	2003-2004
Mr. Sheikh Lewis	Board Member	M	2003-2004
Mr. Ousainou Loum	Secretary	M	2003-2004
Focal Points			
Name -s	Sex	Region Zone	Period -
Musa Sanneh	Upper River Region	M	2011 - Date
Buwa Kinteh	Lower River Region	M	2011 - Date
Haruna Kuyateh	North Bank Region	M	2011 - Date
Sulayman Touray	West Coast Region	M	2011 - Date
Fatou Jammeh-Touray	Central River Region	F	2011 - 2012



GHANA

NAME	POSITIONS HELD	SEX	PERIOD
Abudu Abdul Rauf	Security	Male	2015-Date
Akologo Awuni	Driver	Male	2007
Albert Yelyang	National Network Coordinator	Male	2003 - Date
Alhassan Neindow	Security	Male	
Alice Akayete	Programmes Manager	Female	2013-Date
Baba Linda Azara	Intern	Female	2003-2004
Cara Morissy	Intern	Female	2010- 2013
Elizabeth Angelle Dome	Intern	Female	2013- 2014
Felix Narh Sarbie	National Network Coordinator	Male	2003-2005
Hafiz Muntaka	Program Manager	Male	2008-2010
Haruna Alhassan	Driver	Male	2007-Date
Ibrahim Amadu Zakari	National Network Coordinator	Male	2006
Issac Bayor	National Network Coordinator	Male	2013-2015
Justa Amaara	Finance And Administrative Manager	Female	2013-Date
Justin Bayor	National Network Coordinator	Male	2010-2013
Lovia	Front Desk Officer	Female	
Mariam Adam Kadir	WIPNET Desk Officer	Female	2004-2005
Martha Anadeni Aturiba	Office Janitor	Female	--date
Mary Alorh	Intern	Female	2012 - 2013
Melody Asiasim Azanim	Programme Officer	Female	2010-2013
Nicole Gibson	Intern	Female	2004
Razak Agbolo	Finance And Administrative Officer	Male	2008 - 2010
Rebecca Dzekoe	Front Desk Officer	Female	2001-Date
Rose Avar Ndego	Intern	Female	2014-Date
Saadatu Mayda	Peacebuilding Consultant	Female	
Suweiba Alhassan	Front Desk Officer	Female	2009
Yussif Seidu	Security	Male	



Current Board Members

Name	Position	Sex	Period
Rev. Fr. Thaddeus Kuusah	Chair Chair	Male	2014 - Date
Theophilus Dokurugu	Vice Chair	Male	2014 - Date
Aminata Ibrahim	Board Member	Female	2014 - Date
Hajia Halima Sagito Saeed	Board Member	Female	2014 - Date
Hajia Zaratu Abdul- Rahaman	Board Member	Female	2014 - Date
Most Rev. Bishop Vicent Boi Nai (Phd.)	Board Member	Male	2015-Date
Daphne Lariba Nabila Esq.	Board Member	Female	2016- Date
Shaibu Abubakari	Chairperson	Male	
Catherine Bob Milliar	Vice Chair	Female	
Pator Francis	Board Member	Male	
Sanatu Nantogmah	Board Member	Male	
Janet Adama	Chairperson	Female	
Rev. Fr. Clement Aapengnuo Mweyang	Chairperson	Male	
Abdallah Kasim	Vice Chair	Male	
Issahaku Jesiwuni	Board Member	Male	
Gerald Fellah	Board Member	Male	
Martin Alfa	Board Member	Male	

Focal Points

Name -s	Region Zone	Region Zone	Period -
Aminata Mohammed	Ashanti (Former)	Female	2008- 2014
Caroline Ahorkornu	Volta Region	Female	2008- Date
David Ayine	Upper East	Male	2008 - Date
James Nahyi	Northern Region	Male	2008 - Date
Mohammed Bin Bunda	Ashanti	Male	2016- Date
Owusu Sekyere	Western Region	Male	2011 -Date
Peter Subaab	Brong Ahafo	Male	2008 - Date
Rosemary Dery	Upper West	Female	2008- Date



GUINEA

NAME	POSITIONS HELD	SEX	PERIOD
Alimou Diallo	National Network Coordinator	M	2006-2007
Amadou Ami Barry	Accountant	M	2015-2016
Boubacar Mansaré	Volunteer	M	2016
Cheik Sadibou Sylla	Training And Resource Mobilization Officer	M	2014-2016
Cherif Karamo	National Network Coordinator	M	2007-2009
Cherif Samouka	Project Officer	M	2007-2014
Eugenie Kadouno	Interim National Network Coordinator	F	2009-2011
Faya Moise Ouendeno	National Network Coordinator	M	2005-2006
François Fadoua Tolno	News Manager	M	2011-2015
François Fadoua Tolno	Acting National Network Coordinator		2015-2016
François Fadoua Tolno	National Network Coordinator		2016-date
Hawa Djenebou Diallo	Assistant Program Officer WIPNET	F	2014-2015
Helene Mbalou Kaba	Volunteer	F	2015-2016
Honoré Lamah	Accountant	M	2012-2013
Ibrahima Sory Sylla	Security	M	2014-2015
Ismael Cissé	Volunteer	M	2016
Issa Kourouma	Volunteer	M	2013
Jacob Mamadi Tolno	Translator	M	2014-2015
Jean Millimouno	National Network Coordinator	M	2011-2014
Jean Paul Lamah	Program Officer Monitoring & Evaluation	M	2015-2016
Jonas Mamadi Kamano	Analyst	M	2014
Kadiatou Sanoussy Camara	Program Officer- WIPNET	F	2015-2016
Koly Lucie Hebelamou	Assistant Program Officer- Early Warning	F	2015-2016
M'bemba Tolno	Program Officer- Democracy And Good Governance	M	2014-2015
Mariame Souaré	Intern	F	2016
Marie Antoinette Nioké	Program Officer WIPNET	F	2014
Marie Florence Haba	Interim	F	2016
Mohamed Mara	Program Officer- Monitoring And Evaluation	M	2012-2014
Roger Cesaïre Guemou	Voluntary Logistics Officer	M	2014-2016
Salamatou Kourouma	Program Officer - WIPNET	F	2012-2013
Sidiki Komano	Admin and Finance Manager	M	2013



NAME	POSITIONS HELD	SEX	PERIOD
Former Board Members Since The Inception Of The Network			
Fode Cisse	Board Chair	M	2003-2014
Adama Hawa Bibi Diallo	Vice Chair	F	2011-2014
Jean-Baptiste Tounkara	General Secretary	M	2003-2014
Nathalie Fazi Sakou	Treasurer	F	2011-2014
Casimir Diaora	Training Secretary	M	2011-2014
Adrien Tossa	Mobilisation And Resource Secretary	M	2011-2014
Marie Louise Kamano	Gender, Youth And Development Secretary	F	2011-2014
Focal Points			
Name -s	Region Zone	Sex	Period -
Francois Fadoua Tolno	Focal Point	M	2012-2015
Hebelamou Lucie	Focal Point	F	2016
Marie Louise Kamano	Focal Point	F	2006-2012

GUINEA BISSAU

NAME	POSITIONS HELD	SEX	PERIOD
Cesar Fernades	National Network Coordinator	M	2013
Edilson F.De Pina (Adji)	Expediter Cleaner	F	2008 - 2013
Etchen Sambo	Former NNC	M	
Famata Mané	Daf	F	2012-2013
Felismina Gomes Da Silva	Programme Officer, WIPNET	F	2014
Holivina Francisco Danbo	Admin Officer	F	2014
Issac Kabou	News Manager	M	2014
Nhima Nanque	Programme Assistant	F	2015
Quinta Celestino N'fanda	Secrétaire Permanente Et Chargé Du Nettoyage	F	2012-2013
Robana Nhate	Former NNC	M	2012-2013
Samba Mendes	Accountant	M	2015
Yussuf Sani	Programme Assistant	M	2015



Current Board Members

Gueri Gomes Lopes	Chair Chair	M	2013
Ernesto Higinio Correia	Vice Ca Chair	M	2013
Bigna Nafantcham-Na	Board Member	M	2013
Sidy Mohamed	Board Member	M	2013
Jacinta Perreira	Board Member	F	2013

Former Board Members Since The Inception of The Network

Name	Post	Sex	Period
Cadi Seidi	Former Chair	F	2005
Naiel Ceti	Former Vice Chair	M	2005

LIBERIA

NAME	POSITIONS HELD	SEX	PERIOD
Admah, Annie Washington	Field Staff Gender Advocacy		2012
Albert Wilson	Field Officer, Capacity Building and Mentoring		2012-2015
Albert Wilson	Field Officers		2014 –Date
Alfreda L. Karnga.	Accounts Officer	F	2015 - Date
Amos Pewee	Volunteer	M	2013 - Date
Antoinett Howe	Volunteer	F	2015- Date
Bernice K. Freeman	Program Assistant, WIPNET Advocacy	F	2006 - Date
Catherine F. Zinnah	Accountant	F	2015 - Date
Debrah W. Belleh	Field Officer, Ebola Prevention		2014
Delphine C. Morris	WIPNET Coordinator	F	2014 - Date
Diana A. Mah	Field Officer, Ebola Prevention		2014
Dominic Miller	Field Officer, Ebola Prevention		2014
Dorothea M. Quoena	Human Resource / Admin Manager	F	2011-Date
Edith Neufville	Field Officer, Ebola Prevention		2014
Ellen B. Sumo	Finance Manager	F	2011 - Date
Emmanuel Y. Prowd	Field Officer, Ebola Prevention		2014
Herbert D. Johnson	Admin Officer	M	2007 - Date
James F. Benson	Monitoring & Evaluation, Since	M	2008 - Date
Joan Taylor	Field Officer, Ebola Prevention		2014



NAME	POSITIONS HELD	SEX	PERIOD
Leroy T. Krah	Field Officer, Ebola Prevention		2014
Lucy B. Dweh	Field Officer ,Capacity Building And Mentoring		2012-2015
Lucy B. Dweh	Field Officer, Ebola Prevention		2014
Lucy B. Dweh, Walo Fannoh	Field Officers		2014 –Date
Mamie Gibson	Field Officer, Ebola Prevention		2014
Mark C. Matthew	Head Driver,	M	2004 -Date
Martha Williams	Field Officer, Ebola Prevention		2014
Nathanye Nyepan	Field Officer, Ebola Prevention		2014
Nelson Kaydor	Program Assistant, Conflict Prevention	M	2005 - Date
Philip Kollie	Head Of Program...	M	2004 - Date
Prince, Rufus Zopay	Field Staff Gender Advocacy		2012
Rebecca Zonoe	Field Staff Gender Advocacy		2012
Ruleder Karr	Volunteer		2014 - Date
Samuel Daporlor	Capacity Building Officer		2012 - 2015
Samuel Darpolor	Field Officer ,Capacity Building And Mentoring		2012-2015
Stanford P. Gbilewon	Driver	M	2014- Date
Thomas G. Mensah	Field Officer, Ebola Prevention		2014
Victoria Wollie	National Network Coordinator	F	2013 - Date
Walo Fannoh	Field Officer ,Capacity Building And Mentoring		2012-2015
Walo Fannoh	Field Officer, Ebola Prevention		2014
Wa-Nyebo Neufville	Field Officer, Ebola Prevention		2014

Current Board Members

Name	Post	Sex	Period
Malcolm W. Joseph	Chairman	M	2009 - Date
Lisa E. Dahn	Vice Chair	F	2014-Date
J. Aaron Wright	Member	M	2011-Date
D. Maxim Kumeh	Member	M	2014-Date
Wilfred Gray-Johnson	Member	M	2014-Date
Toniah Whiles Member	Member	F	2014-Date
Atty. Samuel Koffi Woods	Member	M	2014-Date



MALI

NAME	POSITIONS HELD	SEX	PERIOD
Adama Traore	Programme Assistant	M	2014-2015
Aichatou Moussa	News Manager	F	
Amadou Cisse	National Network Coordinator	M	2012-2014
Amadou Samake	National Network Coordinator	M	2011
Awa Camara	Volunteer	F	2013-2014
Boubacar Thera	Program Manager	M	2014-Date
Boubacar Thera	Ag. National Network Coordinator	M	2016-Date
Fadima Toure	Admin And Finance Manager	F	2014
Fadimata Mayga	Focal Point - ECOWARN	F	
Mahamady Togola	National Network Coordinator	M	2014 - 2016
Mahawa Doumbia Epouse Namtoume	Assistant Manager	F	2015-Date
Mamadou Keïta	Driver	M	2015-Date
Moctar Ann	National Network Coordinator	M	2010
Samba Toure	Admin And Finance Manager	M	2014-Date
Sibiri Sanou	Volunteer	M	2015-Date

Current Board Members

Me Djourté Fatimata Dembele	Board Chair	F	June 2015 - Date
Oulie Keita	Member	F	Jan 2014 -Date
Me Diakite Saran Keita	Member	F	Jan 2014 - Date
Mme Bouare B F Samake	Member	F	Jan 2014 -Date
Naffet Keita	Member	M	Jan 2014 - Date
Amadou Samake	Member	M	Jan 2014 - Date

Former Board Members Since The Inception Of The Network

Boncana Ibrahim	Board Chair	M	Jan 2014- June 2014
Fatimata Mayga	Board Chair	F	2001-2013
Amadou Samake	Member	M	
Me Moussa Mayga	Member	M	
Abel Toure	Member	M	



Focal Points

Name	Region / Zone	Sex	Period -
Aiché Coulibaly (Deceased 2015)	Focal Point Ségou	F	May 2014 - Oct 2015
Assinamar Ag Roussmane	Focal Point Kidal	M	Feb 2015
Baba Moulaye Haidara	Focal Point Tombouctou	M	May 2014
Fatoumata Tounkara	Focal Point Koulikoro	F	May 2014
Ibrahima Harouna Touré	Focal Point Gao	M	Feb 2015
Lassine Deba	Focal Point Mopti	M	May 2014
Mme Diao Kadidiatou Tall	Focal Point Ségou (Provisional)	F	Dec 2015
Sana Kassogué	Focal Point Kayes	M	Oct 2014
Sidiki Traoré	Focal Point Sikasso	M	May 2014 - Oct 2015

NIGER

Algabide Iliassou	News Manager	M	2014-2016
Clément Kocou Gbedey	National Network Coordinator	M	2014-2016
Halima Amadou	Focal Point	F	2005-2010
Harouna Salifou	Former NNC	M	2013-2014
Samira Chaibou Tari Epouse Aminou	Admin-Finance Assistant	F	2015-2016

Current Board Members

Name	Position	Sex	Period
Ali Bouzou	PCA Chair	M	2015-2016
Abdelkader Aboubacar	General Secretary	M	2014-2016
Mariama Issa Karidjo	General Secretary	F	2014-2016

Former Board Members Since The Inception Of The Network

Name	Position	Sex	Period
Halima Amadou	PCA	F	2013-2014
Ali Bouzou	Vice President	M	2013-2014
Abdoulkader Aboubacar	General Secretary	M	2013-2014
Mme Mariama Issa Karidjo	Treasurer	F	2013-2014



Focal Points

Name	Sex	Region Zone	Period -
Abdoul Aziz Amadou	M	Dosso	2015-2016
Abdoul Aziz Mamani Issaka	M	Zinder	2015-2016
Abdourahamane Mogaze	M	Maradi	2015-2016
Anafi Souleymane	M	Tillabéry	2015-2016
Baoua Dan Baki	M	Tahoua	2015-2016
Djamila Mamane Sani	F	Diffa	2015-2016
Elhadji Chetima Omar	M	Diffa : (Mayné Soroa)	2015-2016
Galissoune Amerid	M	Agadez	2014-2016
Issoufou Moussa	M	Diffa : (N'guigmi)	2015-2016
Laminou Yahaya	M	Maradi	2015-2016
Mamane Kaka Touda	M	Niamey	2015-2016
Mamane Moutari Harouna	M	Zinder	2015-2016
Mme Mariama Moustapha	F	Diffa	2015-2016
Mme Soumana Safi Kindo	F	Tillabéry	2015-2016
Mogaze Mohamed	M	Niamey	2014-2016
Mohamed Goumar	M	Tahoua	2015-2016
Mossi Harouna	M	Maradi	2015-2016
Nana Hekoye	F	Agadez	2015-2016
Oussoumanou Malam Lawan	M	Tahoua	2015-2016
Rékia Bertine De Souza	F	Dosso	2015-2016
Tanko Mamane Tahirou	M	Zinder	2015-2016
Yacouba Mamane	M	Agadez	2015-2016



NIGERIA

NAME	POSITIONS HELD	SEX	PERIOD
Austin Eneanya	Accountant, Finance Manager	M	2006 to Date
Ayokunle Fagbemi	National Network Coordinator	M	2003 - 2005
Bridget Osakwe	National Network Coordinator	F	2006-Date
Bukola Ademola Adelehin	Head of Programs	F	2005-Date
Chukwuemeka B. Eze	Program Officer	M	2003 - 2005
	National Network Coordinator		2005 - 2010
Chukwuma Ume	Operational Research Officer	M	2004 - 2006
Elizabeth Joseph	Project Officer, Program Officer	F	2003 - 2004
Gerald Uzoma	Accountant	M	2004 - 2005
Ifeanyi Okechukwu	National Network Coordinator	M	2010 - 2015
Queeneth Tawo	Program Officer	F	2005
Tope Ilesanmi	Office Assistant	M	2007 - 2008
Yewande Famuyide	Admin Manager	F	2003-2010

Current Board Members

Name	Post	Sex	Period
Barinem Vulasi	Board Chair	M	2015 -Date
Dr. Abiola Afolabi Akiyode	Director Treasury And Finance	F	2015 - Date
Barr. Margaret Nwagbo	Director Communication And Publicity	F	2015 - Date
Hajia Asmau Hassan	Ex-Officio	F	2015 - Date

Former Board Members Since The Inception Of The Network

Name	Post	Sex	Period
Dr. Austin Onuoha	Board Chair	M	2003 -2008
Dr. Naomi Akpan-Ita	Director Treasury and Finance	F	2003 -2008
Dr. Lydia Umar	Director Training And Capacity Building	F	2003 -2008
Dr.Umaru Pate	Ex-Officio	M	2003 -2008
Prof Patricia Donli	Board Chair	F	2011 -2014
Lawan Abdullahi	Director Training And Capacity Building	M	2009 -2013



Name	Post	Sex	Period
Barr. Uche Wisdom Durueke	Director Communication And Publicity	M	2009 -2013
Late Chief Mrs. Bisi Ogunleye	Board Chair	F	2009 -2013
Late Samson Sambe (Late)	Vice Chair	M	2003 -2008

Focal Points

Name	Region Zone	Sex	Period -
Aisha Musa	Zonal Coordinator-North West	F	2003-2008
Emem Okon	Zonal Coordinator - South South	F	2013-Date
Faleti Stephen	Zonal Coordinator - South West	M	2003- 2008
Mike Samson	Zonal Coordinator - South South	M	2003-2008
Miriam Menkiti	Zonal Coordinator - South East	F	2012-Date
Mohammed Wuyo	Zonal Coordinator-North East	M	2003-2009
Nasir Mohammed	Zonal Coordinator-North West	M	2012-Date
Onamusi Adekunle	Zonal Coordinator - South West	M	2012-Date
Pally Eghove	Zonal Coordinator - South South	F	2009-2012
Paulinus Okoro	Zonal Coordinator - South East	M	2009-2011
Rev Sam Goro	Zonal Coordinator - North Centre	M	2009-2011
Sadiq Ibrahim	Zonal Coordinator-North East	M	2012-Date
Sam Ogallah	Zonal Coordinator-North West	M	2008-2011
Tajudeen Abdulhadi	Zonal Coordinator - North Centre	M	2011-Date
Topé Olaifa	Zonal Coordinator - South West	F	2009-2011
Uche Wisdom Durueke	Zonal Coordinator - South East	M	2003-2008
Yakubu Joseph	Zonal Coordinator - North Centre	M	2003-2008

SENEGAL

NAME	POSITIONS HELD	SEX	PERIOD
Alfred Gomis	NNC	M	2013 -
Christiane Tabar	Facilitator	F	
Francine Ndong	Programme Officer	F	2014 - 2016
Germain Kantissan	News Manager	M	
Mamadou Diouldé Sow	Intern	M	
Marie Rosalie Sagna	Program Officer	F	
Mme Bintou Ndiaye	Finance Admin Officer	F	



NAME	POSITIONS HELD	SEX	PERIOD
Mme Constance Freeman	Intern	F	
Mme Fatim Toure Diedhiou	Admin And Finance Officer	M	2015-date
Mme Henriette Jacques	Cleaner	F	
Moussa Sow	NNC	M	
Paulin Diatta	Programme Officer, News & Peace Education	M	2014 - date
Pierre Lucien Coly	NNC	M	

Current Board Members

Name	Post	Sex	Period
Simon Lazarre Badiane	Chair	M	2016 –date
Helene Rama Niang Diagne	Board Member	F	2016 –date
Tabara Ndiaye	Board Member	F	2016 –date
Général (Cr) Alain Pereira	Board Member	M	2016 –date
M. Mouhamadou Tidiane Kasse	Board Member	M	2016 –date
Mme Rokhaya Nguer	Board Member	M	2016 –date
M. Hubert Mendy	Board Member	M	2016 –date

Former Board Members

Name	Post	Sex	Period
Mme Oury Traore	Chair	M	2014 – 2015
Colonel (C.R) Meissa Tamba	Vice-Chair	M	2014 - 2015
	Chair		2015 – 2016
M. Simon Lazarre Badiane	Treasurer	M	2014 – 2016
Mme Seynabou Male Cisse	Member	F	2014 – 2016
Pr. Patrice Aristide Badji	Member	M	2014 – 2016
Ibrahima Ka	Board Chair	M	
Ibrahima Diédhiou	General Secretary	M	
Monsieur Mamadou Lamine Sadio	Assistant General Secretary	M	
Marguerite Coly Kény	Treasurer	F	
Monsieur Demba Kébé	Assistant Treasurer	M	
Monsieur Samba Baldé	Finance Officer	M	
Abbé Camille Joseph Gomis	Board Chair	M	



SIERRA LEONE

NAME	POSITIONS HELD	SEX	PERIOD
Sierra Leone			
Abdul Rahman Kays	Finance And Administrative Manager	M	2015 - Date
Duramany S. Bockarie	Program Officer- CSDG	M	2014 – Date
Edward Kingston Jombla	National Network Coordinator	M	2005 - Date
Komba Momoh	District Program Officer	M	2014 - Date
Nabieu Samura	Driver	M	2014 - Date
Pat Mackarone	News Manager	M	2006 - Date
Patrick Sama	Office Assistant	M	2006 - Date
Samuel U. Conteh	ICTM&E Manager	M	2014 - Date
Tamba Kpakima	Finance Officer	M	2016 - Date
Yeama Victoria Caulker	WIPNET Manager	F	2014 - Date
Interns			
Abraham Hai	Finance Manager	M	2010 - 2012
Agnes Farma	WIPNET Manager	F	2008 - 2010
Anthony Ngegba	Office Assistant	M	2010 - 2014
Christian Adu	Intern, Fourah Bay College	M	2016 - Date
Edward Kamara	Program Manager	M	2010 - 2012
Emmanuel Kabbia	Intern, College of Technology and Management	M	2016 - Date
Fanta Beretey	Intern, Fourah Bay College	F	2016 - Date
Fattu Bundu	WIPNET Manager	F	2011 - 2013
Francis Genda	Finance Manager	M	2008 - 2010
Francis Soloko	Finance Manager	M	2012 - 2015
Hassan Conteh	Intern, Fourah Bay College	M	2016 - Date
Kargbo Kallon	Intern, Fourah Bay College	M	2016 - Date
Lunsine Baun	Finance Manager	M	2012 - 2013
Mohamed Kamara	Program Officer - Nape	M	2014 - 2015
Musa Koroma	Finance Officer	M	2011 - 2013
Osman Zinurine-Sei	Intern, Fourah Bay College	M	2016 - Date
Rebecca Tucker	Admin. Assistant	F	2011 - 2016
Reuben Lewis	News Manager	M	2009 - 2011
Sahr Maningo	Intern, Fourah Bay College	M	2016 - Date
Sia Kamanda	Intern, College of Technology and Management	F	2016 - Date



Volunteers

Estella Wamala	(Volunteer) Program Officer - Nape	F	2016 Date
Khazaly Tarlowoh	(Volunteer) Program Officer - Nape	M	2016 - Date

Volunteer Past

Mary Musu Sankoh	Volunteer - Front Desk	F	2016 - 2016
Teddy Foday-Musa	Volunteer - Programs	M	2011
Sarah Olesen	Volunteer - Programs	F	2011 - 2012
Jenny Ekström	Volunteer - Programs	F	2014 - 2014

Interns

Christian Adu	Intern, Fourah Bay College	M	2016 - Date
Emmanuel Kabbia	Intern, College Of Technology And Management	M	2016 - Date
Fanta Beretey	Intern, Fourah Bay College	F	2016 - Date
Hassan Conteh	Intern, Fourah Bay College	M	2016 - Date
Jenefer Navo	Intern, Milton Margai College Of Education	F	2015 - 2016
Kargbo Kallon	Intern, Fourah Bay College	M	2016 - Date
Osman Zinurine-Sei	Intern, Fourah Bay College	M	2016 - Date
Sahr Maningo	Intern, Fourah Bay College	M	2016 - Date
Shaku Kargbo	Intern, Fourah Bay College	M	2015 - 2016
Sia Kamanda	Intern, College Of Technology And Management	F	2016 - Date
Tejan Jalloh	Intern, N'jala University College	M	2016 - 2016

Current Board Members

Name	Post	Sex	Period
Dr. Victor Massaquoi	National Board chair	M	2016 - Date
Mrs. Mary Bundu	Vice Chair	F	2016 - Date
Mrs. Asmaa James	Board Member	F	2016 - Date
Mr. Kalie Sillah	Board Member	M	2016 - Date
Mr. Musa Ansumana Soko	Board Member	M	2016 - Date



Name	Post	Sex	Period
2010 - 2016			
Mr. Abdulai Swaray	Chairman	M	2010 - 2016
Mrs. Fatmata Mabey	Board Member	F	2010 - 2016
Mr. Patrick Adu	Board Member	M	2010 - 2016
Mr. Foday Sesay	Board Member	M	2010 - 2016
Mr. Ibrahim T. Fanday	Board Member	M	2010 - 2016
Mrs. Mary Bundu	Board Member	F	2012 - 2016
Mr. Musa Ansumana Soko	Board Member	M	2012 - 2016
2005, 2008 - 2010			
Mr. Paul L. Koroma	Chairman	M	2005 - 2010
Mrs. Memunatu Pratt	Vice Chair	F	2005 - 2010
Mrs. Christiana Dixon	Board Member	F	2005 - 2010
Mr. Mohamed Kamara	Board Member	M	2005 - 2010
Mrs. Cathrine Kamara	Board Member	F	2005 - 2010
Mrs. Rosetta Sovela	Board Member	F	2005 - 2010
Mr. Fred Goba	Board Member	M	2005 - 2008
Mr. Al-Sankoh Conteh	Board Member	M	2005 - 2008
Mr. Augustuine Sandy	Board Member	M	2005 - 2008
Mr. Kenneth Amadu	Board Member	M	2005 - 2008
Mr. Abdulai Swaray	Board Member	M	2008 - 2010
Mrs, Hannah Gillen	Board Member	F	2008 - 2010
Mr. Maxwell Kemokai	Board Member	M	2008 - 2010

Focal Point

Name -s	Region Zone	Sex	Period
Musa Soko	Western Area	M	2012 - 2152016
Foday Sesay	Northern Region	M	2010 - Date
Maada G. Bassie	Southern Region	M	2010 - Date
Patrick Adu	Eastern Region	M	2010 - Date



TOGO

NAME	POSITIONS HELD	SEX	PERIOD
Claudine Yawavi Lomawu Kpondzo Épse Ahianyio	National Network Coordinator	F	2003-2016
Noviekou Pyalo Da-Do Yram Epse Amedzenu	Acting National Network Coordinator	F	Aug 2014 - 2016
	Program Officer Warn		Aug 2008 - 2016
Kolobh Kpandjapou Nadège	Program Officer- Monitoring And Evaluation	F	Aug 2015 - 2016
	Program Officer- EPNV		Aug 2008 - 2016
Sassou Akossiwavi Christine Epse Azibli	Accountant	F	Feb 2009 - 2016
Djobo Hani Oumou Epse Djigbandjire	Program Officer WIPNET	F	June 2010 - 2016
Nyanu Komi	Resource Officer EPNV	M	Feb 2012 - 2016
Afande Kokou Déla Junior	Analyst- Warn	M	Nov 2013 - 2016
Agbangba Timbata Waniyra	Front Desk Officer	M	Avril 2014 - 2016
Edoh Kougblenou Kwassi	Assistant Program Officer- EPNV	M	May 2014 - 2016
Etiko Dédé Mlaayo	Assistant Program Officer - WIPNET	M	May 2014 - 2016
Ali Kodjotsè Mawukoenya	Assistant Program Officer - EPNV	M	June 2014 - 2016
Kombate Yendoukoa Aimé	Assistant Program Officer - EPNV	M	June 2014 - 2016
Kangni Dédé Akofa	Assistant Program Officer - WARN	F	Jul 2015 - 2016
Agba Kodjovi Amewouho Johnny	Volunteer	M	October 2015 - 2016
Adossi Akossiwa	Volunteer- Administrative Assistant	F	Jan - Dec 2016
Leloua Hodalo	Volunteer- WIPNET	F	Jan - Dec 2016
Gnansa Pyalo Epse Tedie	Volunteer	F	Jan - Dec 2016
Dowou Komlan Amen	Volunteer- Warn	M	Jan - Dec 2016
Noglo Koffi Emmanuel	Program Officer- Conflict Manager	M	Mar-16
Kolobh Nadège	Program Officer- Monitoring And Evaluation	F	2016



NAME	POSITIONS HELD	SEX	PERIOD
Dzivenou Komi	Cleaner	M	Nov-07
Agbi Kodjo Claude	Security Officer	M	Jan-11
Ahossey Ama	Cleaner	F	Jan-13
Nufikpo Komla	Driver	M	Jun-14
Esseh Komi	Driver	M	Jun-14
Anani Kossi	Security Officer	M	Jun-14
Mandje Enongandé Abra Fidèle	Assistant Program Officer - Warn	F	February 2013 - November 2015
	Volunteer		April 2012 - January 2013
	Volunteer		31 May 2011 - 28 March 2012
Glodzro Momo	Project Officer - Dept	M	31 May - 28 Mars 2012
Sowu Messsan Yao Edem	Program Director	M	June 2010 - Dec 2013
Barime Rose	Secretary	F	January 2012 - April 2013
Hotowossi Komi	Communication Officer	M	2010 - March 2012
Goeller Danica	Program Advisor	F	April 2009 - May 2012
Adalape Elom Komlan	Volunteer	M	August 2011 - March 2012
	Project Assistant ECJL		August 2010 - July 2011
Agbeli Sénam Kodjo	Project Coordinator EPNV	M	Dec 2010 - Sept 2011
Lafiya Izotou Fofana	Volunteer	M	
Hetcheli Kokou Aimé	Program Officer	M	
Agblevo Essénam Akou	Project Assistant	F	
Agbozo Murielle	Volunteer	F	
Interns			
Adigbli Koffi Agbenyo Emmanuel	Intern	M	Aug - Sep 2014
Adjeyi Efanam Espérance	Intern	F	April - July 2011
Adossi Akossiwa Nadia	Intern	F	July - Dec 2015
Afande Kokou Déla Junior	Intern	M	April - Oct 2013
Afetse Ama Seda	Intern	F	July – Sep.2016



NAME	POSITIONS HELD	SEX	PERIOD
Agbi Ablayo Azonko	Intern	F	7 April - 23 May 2014
Agbotriku Akossiwa Victorine	Intern	F	July – Sep. 2016
Ahoh Ekoué	Intern	M	July – Sep. 2016
Ametana Komlan	Intern	M	April - June 2016
Atabuh Ami Mawuto	Intern	F	April -June 2016
Ayeva Nazia	Intern	F	Sept- Dec 2014
Barime Rose	Intern	F	April - Dec 2011
Bayor Akim	Intern	M	Oct - Dec 2015
Bourjolly Laura	Intern	F	April - July 2013
Crestani Philomène	Intern	F	02 May - 20 Aug 2012
Dauda Fatima	Intern	F	Aug 2016
Divor Essi	Intern	F	Jan- April 2015
Djagli Amé	Intern	M	July - Dec 2015
Dowou Komlan Amen	Intern	M	Oct - Dec 2015
Dzraku Akuvi Sefako	Intern	F	Sept - Dec 2014
Edoh Kougblenou Kwassi	Intern	M	10 Feb - 10 April 2014
Eklou Agbémébia Kossi	Intern	M	July - Sep 2015
Etiko Dédé Mlaayo	Intern	F	Jan- April 2014
Gnansa Pyalo Epse Tedie	Intern	F	July - Dec 2015
Gumedzoe Mawumenyo	Intern	M	April - Sep 2013
Hessou Yaovi Justin	Intern	M	Sept - Dec 2014
Holze Lena	Intern	F	April - June 2014
Kangni Dédé Akofa	Intern	F	Jan- June 2015
Komi Yawa Josée	Intern	M	Sept - Dec 2014
Kpode Koffi Agbessi	Intern	M	July – Sep. 2016
Kwadzo Mawupé	Intern	M	January- June 2015
Lefebvre Barbara	Intern	F	Aug-14
Leloua Hodalo	Intern	F	July – Dec 2015
Ligbe Bigani	Intern	M	July – Sep. 2016
Malama Magnédina	Intern	M	April - June 2016
Matthew David Crowe	Intern	M	10 March - 10 May 2014
Messangan Kwasi	Intern	M	July - Sep 2015
Mmaju Emeka Kalu	Intern	M	Jan- April 2015



NAME	POSITIONS HELD	SEX	PERIOD
Sedenya Addah	Intern	M	April - June 2016
Sessi Sefiamenou Yao	Intern	M	Jan- 17 Feb 2011

Stagiaires De 2011

Tiassou Eli	Intern	M	Jan- Sept 2011
Tuakli-Atsu Elogo A.	Intern	M	July – Sep. 2016
Kouassi Ngoran Joachim	Intern	M	02 May - 02aug 2011
Ndamsengaral Ngartoudjournathan	Intern	M	May - Aug 2011
Sessi Sefiamenou Yao	Intern	M	02 Nov - Dec 2010
Otsri Amétépé Unim	Volunteer	M	02 - 27 Aug 2010
Kussito Afi	Intern	F	Oct 2009 - Aug 2010
N'kekpo Dodzi	Intern	M	
Kolimaga Ditaditiba	Intern	M	
Lafiya Izotou Fofana	Intern	M	

Current Board Members

Name -	Post	Sex	Period -
Mme Marceline T. Mensah Pierucci	Board Chair	F	2014-Date
Mr Dodzi Comlan Kokoroko	Vice Chair	M	2014-Date
Mme Essi Kpelly-Oke	Treasurer	F	2014-Date
Mr Cyrille Ekué Komlan	Advisor	M	2014-Date
Mr Eric Sallah	Advisor	M	2014-Date

Former Board Members Since The Inception of The Network

Name	Post	Sex	Period
Ahokoti Sinaï	Board Chair	M	2010-2013
Aklavon Félix	Member	M	2010-2013
Amouzou Sam Toffa	Member	M	2010-2013
Johnson Jérémie	Member	M	2010-2013
Adetou Joseph	Member	M	2010-2013
Gafan Franck	Member	M	2010-2013
Kpelly Essi	Member	F	2010-2013
Late Samson Sambe (Late)	Vice Chair	M	2003 -2008



NAME	POSITIONS HELD	SEX	PERIOD
Kluvia Seth	Board Chair	M	2007-2009
Aklavon Félix	Member	M	2007-2009
Amouzou Sam Toffa	Member	M	2007-2009
Modzi Komi	Member	M	2007-2009
Quenum Claire	Advisor	M	2007-2009
Tsepkuï Charles	Member	M	2007-2009
Ahokoti Sinaï	Member	M	2007-2009
Amedzenu-Noviekou	Focal Point ECOWARN	F	2008 - 2016
	Member EERT		2009 - 2016

We sincerely apologize for any omission(s) or misrepresentation(s).



NOTES

“WANEP has made indelible marks on the peace and security architecture in West Africa, so much so that it is the trailblazer in Early Warning across the region. Its enduring partnership with ECOWAS has made it more or less primus inter pares in the comity of CSOs.”

The West Africa Network for Peacebuilding (WANEP) is the leading regional civil society organization in conflict prevention and peacebuilding conceived in 1996, and officially launched in 1998 in response to the civil wars, instabilities and humanitarian crises that plagued West Africa in the 1990s. WANEP has succeeded in establishing strong national networks in every Member State of ECOWAS, with over 500 member organizations working in peacebuilding across West Africa. WANEP has credibility and a wide recognition both internationally and locally due to its outstanding work in the areas of peacebuilding and conflict prevention in the ECOWAS region and is a key player in major global peacebuilding efforts.

Under its undergirding principle of collaborative approach to peacebuilding, WANEP functions as a professional partner of state, interstate and international actors to develop, implement and evaluate peacebuilding and conflict prevention approaches and instruments.

WANEP is a member of the Peace and Security cluster of the African Union’s (AU) Economic, Social and Cultural Council (ECOSOCC) and the ECOSOCC Adviser on Civil Society relations with African Governments and the Focal Point for Africa CSOs on the AU-EU Joint Strategy (JAES). At international level, WANEP has a Special Consultative status with the United Nations Economic and Social Council (ECOSOC) and is the West Africa Regional Representative of the Global Partnership for the Prevention of Armed Conflict (GPPAC). WANEP provides professional courses in conflict prevention and peacebuilding informed by several years of practical experience to governments, businesses, and practitioners throughout the region and beyond. Underlying its work is a commitment to professionalism and a dedication to a world of mutual respect, tolerance and peace.

STRIDES AND STRAINS OF CIVIL SOCIETY ORGANIZATIONS IN WEST AFRICA

THE WANEP STORY



WEST AFRICA NETWORK FOR PEACEBUILDING
BUILDING RELATIONSHIPS FOR PEACE

ISBN: 978-9988-2-4748-8



9 789988 247508