

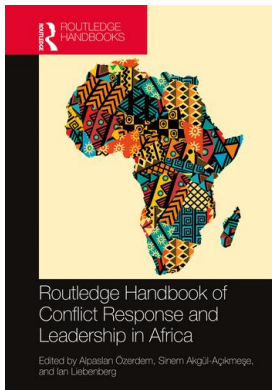
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# LEADERSHIP IN PEACEKEEPING TRAINING

## The contribution by KAIPTC to peace and security in West Africa

*Naila Salihu*

### **Introduction**

Contemporary peacekeeping training differs significantly from the training of the Cold War era that placed greater emphasis on combat and occupational skills. In recent times, the nature of peacekeeping has changed and now involves several actors such as the police, civilians, and the military performing different functions in fulfilment of the mandate of today's complex peace support operations. In response to the rapidly evolving roles of peacekeeping and the high demand for peacekeeping personnel since the 1990s, coupled with the perceived reluctance and inability of the international community, specifically the United Nations (UN), the body charged with the primary responsibility for the maintenance of international peace and security to intervene in a timely fashion in Africa's conflicts, regional and subregional organizations in Africa have assumed a greater role in conflict management, resolution, and peacekeeping, as well as training peacekeepers to complement efforts being made by the overstretched UN in that respect.

West Africa witnessed a number of protracted civil wars in Liberia, Sierra Leone, Guinea Bissau, and Cote d'Ivoire in the 1990s. These conflicts resulted in egregious human rights violations, loss of millions of lives, mostly civilians, displacement of communities, proliferation of small arms and light weapons (SALW), and the stagnation of growth and development in the subregion. Given the increasing interconnectedness of states, intrastate armed conflicts can no longer be considered as isolated events. Currently there is a considerable reduction of armed conflict in West Africa; however, the region still faces numerous and serious security threats. To put it in the words of Aning and Bah (2009), "the sub-region is increasing under attack from a range of existing and emerging threats, all of which are glaring manifestation of the its troubled past" (Aning and Bah 2009, p. 2). These old and new threats include state fragility or weakness, 'democracy deficit', deplorable socio-economic conditions, recurrent sectarian violence, growth of terrorist and transnational criminal networks, youth bulge, environmental degradation, proliferation of illicit small arms and light weapons, and the threat they pose to national and subregional peace and stability. The regional body, the Economic Community of West African States (ECOWAS), has despite its challenges emerged as a viable regional security regime for

dealing with the perennial peace and security challenges in West Africa and has been involved in peace support operations across the region. ECOWAS has since established legal and normative instruments to guide its efforts in confronting threats to both human and regional security.

The international community has partnered with various regional organizations and peacekeeping training institutions around the globe to build both human and institutional capacities to adequately deal with contemporary complex peace and security challenges. It is argued that the last two decades have seen a considerable increase in the number of public and private as well as national, regional, and international centres providing training for UN peacekeepers (Center for International Peace Operations 2017). This represents significant potential capacity but also poses challenges in relation to the competition for funding and the coordination of various training actors, including harmonization of training doctrines, policy guidance, and certification (Cutillo 2013). Nonetheless, Peacekeeping Training Centres in Africa play a crucial role in preparing peacekeepers for their deployment and enhancing interoperability among African peacekeepers (Aning 2010). Despite their increasing visibility within the international peace and security environment, there is a dearth of analysis on their roles (Aning 2010; Jowell 2015; Flaspöler 2018). These institutions play essential leadership roles in building capacities for peace and security.

Leadership as conceptualized here refers to the process of influencing the activities of an organized group towards goal achievement (Rauch and Behling 1984). The Kofi Annan International Peacekeeping Training Centre (KAIPTC) is increasingly assuming an important leadership role in peacekeeping training and research in Africa. KAIPTC is one of three Peacekeeping Training Centres of excellence mandated by ECOWAS<sup>1</sup> to provide globally recognized capacity-building programmes for international actors on African peace and security. Since its inception in 2004, the Centre has trained thousands of persons from all over the world in multidimensional and integrated peace support operations. In two ways, this chapter conceptualizes the role of KAIPTC in building capacities for peace and security in Africa. First, it argues that KAIPTC as an institution aspires to provide international leadership in training, education, and research that are focused on ensuring a peaceful and secured Africa. KAIPTC is a nationally owned institution that leverages on international support to execute a regional mandate. Secondly, operational-level training provided at KAIPTC targets the level at which PSOs are directed. KAIPTC therefore has essential roles in building leadership capacities of military, civilian, and police actors for peace support operations in West Africa and beyond. Indeed, the trainees from KAIPTC can be found in most peace support missions across the world. To unpack these nuances, the chapter proceeds in three parts. The first section historicizes the KAIPTC story within the West African peace and security environment. It highlights the mode of operations and governance structures of the Centre and how these have evolved to meet the changing needs of the peace and security environment. The second section examines the current mandate and activities of KAIPTC while highlighting the challenges. The third section concludes and looks into the future.

### **The KAIPTC story**

The Ghana Ministry of Defence (MoD) established the KAIPTC in 1998, following the publication of the Establishment Directive of 1998. The decision was informed by the desire to achieve and improve interoperability among West Africa peacekeepers by building upon and sharing Ghana's five decades of internationally acclaimed experience in peace operations with other states in West Africa and the rest of Africa. The Centre was named after one of Ghana's

foremost international diplomats, former UN Secretary-General Kofi Annan to honour him for his role in promoting global peace and security. The initial decision on the structure of the Centre was revised from its purely military focus on staff to reflect a strong civilian component. This was in recognition of the need for training military and for police and civilian men and women to meet the changing demands of multidimensional peace operations. This shift in focus led to an increase in international support for the KAIPTC project (Aning 2010). In 2001, the commandant and planning staff were put in place. Subsequently, in January 2002, the vision of the Centre's excellence was kick-started by the generous contribution of €2.6 million from the German government (Aning 2010). This was followed by more support from the UK government. In March 2002, there was a revision of the vision statement and outline plan which was presented to the donor community. This was enthusiastically received by the donors despite its haziness (Aning 2010). Donor interests increased, and in May 2002, funding was provided for the commencement of the curriculum design processes, while infrastructural development commenced in September 2002. The first phase of the Centre was completed in November 2003 through the German and UK funding. These developments paved the way for the inauguration of the first course in Demobilisation, Disarmament and Reintegration (DDR) on 24 January 2004. This course was deemed important for West Africa, considering the security challenge posed by the region by the ready availability and proliferation of small arms and light weapons that threaten human security (Aning 2010). Subsequently in 2005, the second phase of construction work started with funding from multiple donors – the UK, the Netherlands, and Italy.

The Centre continued operations and expanded with the building of new structures. Multi-donor support from Italy, the United States, and Germany enabled the construction of additional conference and library facilities. Programmes were expanded especially from 2011 when the Centre secured accreditation, by the National Accreditation Board of Ghana, to offer post-graduate courses in master of arts and doctor of philosophy degrees in conflict, gender, peace, and security. The academic programmes are ran under the mentorship of the Ghana Institute of Management and Public Administration. In 2013, the Centre marked its first decade of operations while the mission, vision, and governance structures of the Centre have evolved over time to increase the relevance and visibility of the KAIPTC in the peacekeeping training space. KAIPTC has several institutional partners in Ghana and globally. At the national and regional levels, it collaborates with reputable public institutions and civil society organizations. The Centre is an active member of regional and international peacekeeping training associations, such as the International Association of Peacekeeping Training Centres (IAPTC) and the African Peace Support Trainers Association (APSTA).

### ***Governance and operational structures***

With regard to governance, the KAIPTC is run through a multi-tier structure with the overall aim of ensuring efficiency and oversight of its operations. KAIPTC has autonomy in decision making and the implementation of programmes without recourse to the government. At the apex of this structure is the Governing Board that determines and oversees the Centre's strategic policy direction. The Governing Board plays a critical role in ensuring effective and transparent corporate governance. It approves annual work plans and budgets and reviews the overall performance of the Centre in the context of agreed objectives and performance targets in its strategic plan and annual work plans and budgets. The Board meets at least three times in a year. The 22-member Board is under the chairmanship of the Minister of Defence, Ghana. Its composition reflects the Centre's identity as a Ghanaian-led international institution. The rest of the membership are Deputy Minister of Foreign Affairs and Regional Integration, Ghana (Deputy

Chairperson); Chief of the Defence Staff, Ghana; and Inspector-General of Police, Ghana, Commandant of KAIPTC. Other members include the UN Resident Coordinator in Ghana and Director, Legon Centre for International Affairs and Diplomacy (LECIAD), University of Ghana, representative of civil society. Ambassadors from countries who mostly provide funding and technical support to the Centre are members of the Board. The partner countries are listed in Table 26.1. The mode of funding provided by each of the countries differs. Some countries, in line with their foreign policy objectives, provide earmarked funding for specific programmes and projects, while others provide core funding for the KAIPTC to determine where and how to use such funds. The funding arrangements of the Centre present a set of challenges which are discussed in a subsequent section.

The next body is the Executive Committee that oversees the operations of the Centre. It is made up of the Commandant, a two-star general, and Deputy Commandant, a one-star general from the Ghana Armed Forces. Others include directors of the four operational departments: Research and Academic Affairs Director of Policy Planning; Monitoring and Evaluation; Training; and Administration. The committee is chaired by the Commandant. The work of the Centre is driven by core values such as collaboration and partnership; democratic governance and human rights; integrated approach; knowledge as an asset; motivated workforce in a secure work environment; professionalism; excellence, honesty, integrity and accountability; respect for diversity, equality and fairness; and sustainability (KAIPTC 2019).

Other support structures include the Goodwill Ambassadors and Partners Forum. The Goodwill Ambassadors is a team of eminent Africans and global citizens who are renowned for their work and commitment to African peace and security. The distinguished persons are expected to provide advisory support to the Commandant, in positioning the Centre in continental policy dialogue forums and international discourses on peace and security. The first corps of Goodwill Ambassadors were inaugurated in December 2017. It is envisaged that the Goodwill Ambassadors can leverage their individual capacities and global reputation to assist the Centre to attract strategic partnerships, funding, and technical cooperation. These persons are expected to help market the strategic international platforms to ensure the long-term financial sustainability and enhanced visibility of the Centre (KAIPTC 2018a). KAIPTC also organizes an annual technical forum with its partners, primarily development partners, funders, and co-implementers of the Centre's programmes. This technical forum known as the Partners' Forum seeks to enable the

*Table 26.1* Partners of KAIPTC

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Austria
Canada
Denmark
France
Germany
Ghana
Japan
Nigeria
Norway
Sweden
Switzerland
United Kingdom
United States of America

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*Source:* KAIPTC (2019)

Centre to showcase its achievements and progress. This platform is used to coordinate technical and financial support in line with the strategic and annual work plans and budget. It is also a forum for confidence building, stakeholder engagement, and partner relationship management (KAIPTC 2019).

### ***Evolving mandate for leadership in peacekeeping training***

The KAIPTC business approach is informed by a five-year strategic plan. For instance, in May 2017, the KAIPTC carried out an independent midterm review of the 2014–2018 strategic plan to assess the extent to which its strategic objectives have been achieved. The review found, among other things, that the KAIPTC's (2020) training courses and research products were considered to be of high quality and relevance to the work and careers of the vast majority of personnel and organizations who participated in them (KAIPTC 2018a). The KAIPTC entered into a new strategic phase for 2018–2023 with an overall goal to become trusted partners of ECOWAS, the African Union (AU), the UN, and member states in the development of their capacity to ensure peace and security in Africa. The focus here is to enhance the operationalization of the African Peace and Security Architecture (APSTA), the African Gender, Peace and Security Architecture (AGPSA), and the African Governance Architecture (AGA) by engaging with the AU, ECOWAS, member states, and development partners and civil society to jointly identify the policy and capacity gaps, training needs, and other issues that have to be addressed (KAIPTC 2018a). The expected ultimate outcome is an improved performance and better achievement of ECOWAS, AU, regional structures, CSOs, and member states in their respective peace and security mandates in Africa. In line with the strategic plan, KAIPTC employs a business model to deliver demand-driven cutting-edge training and research products in its niche areas

Currently, the mission of the KAIPTC is to provide globally recognized capacity for all actors on African peace and security through training, education, research, and policy dialogues to foster peace and stability in Africa. The vision is that the KAIPTC seeks to become the leading and preferred international Centre for training, education, and research that are focused on ensuring a peaceful and secure Africa. With regard to training, the Training Department<sup>2</sup> leads the process to develop and deliver internationally recognized multidimensional peace support operations courses. These are targeted at middle-level military, police, and gendarmerie personnel and civilians involved in peace operations at the regional and continental levels. The training agenda is based on the demands and changing needs from the field of multidimensional peace support operations (Flaspöler 2018). As such, the training programmes are derived from a very elaborate curriculum development process known as Learning Design and Development (LDD) that is informed by empirical research findings from the Faculty of Academic Affairs and Research (FAAR). Occasionally, the courses from other partner institutions globally are hosted and run at the Centre with the support of the KAIPTC faculty. The department also collaborates with partners to host peace and security programmes and activities at the regional and continental levels. In addition, it administers pre-deployment training for the Ghana Armed Forces and advises the KAIPTC Commandant on experience-sharing opportunities between regional armies. Training programmes at KAIPTC are categorized under three main thematic areas: Peace Support Operations, Conflict Management, and Peace and Security Studies. The courses are listed in Table 26.2.

All these courses target different audiences and impart a wide range of knowledge and skills application in the peace and security environment. It is notable that some courses are specifically aimed at building specific leadership capacities of peace support operations and

Table 26.2 Courses offered by the KAIPTC

<i>Peace support operations</i>	<i>Conflict management programmes</i>	<i>Peace and security studies</i>
Multidimensional Peace Operation	Humanitarian Assistance in West Africa	Responsibility to Protect
Disarmament Demobilization and Reintegration	Human Rights Training for	Protecting Civilians in Armed Conflict
Civilian Peacekeepers Foundation	Multidimensional Peace Operations	Specialized Course on Countering Terrorism in Africa
Integrated Civilian–Military Coordination	Re-establishing Rule of Law in a Post-Conflict Environment	Development
Joint Campaign Planning	International Criminal Justice	Diplomacy for Peace and Security
Peacekeeping Logistics	Conflict-related Sexual Violence	Maritime Security and Trans organized Crimes
Police Middle Management	Election Management Training	Conflict Prevention
Police Pre-deployment Training	Election Observation course	Conflict Analysis and Mediation
Crisis Information Management	Long-term Election Observation	Preventing Terrorism in Peacekeeping Theatres
Sexual-exploitation and Abuse	Foundation Course on SALW Control	West African Peacebuilding Institute
Security Sector Reform for Police	Border Security Management	
Advanced Stabilization and Reintegration	Stockpile Management	
UN Staff Officers Course	SALW-Marking Record Keeping and Tracing	
Military Observers Course	Collaborative Policing	
Integrated Middle Management	Investigating Sexual and Gender-Based Violence	
Political Advisor Course	Electoral Violence and Security	
	Inspiring Women Leadership	

Source: KAIPTC (2017)

management of security sector institutions. A typical example is the Senior Mission Leaders course, which is a ten-day programme conducted in collaboration with the UN Department of Peacekeeping Operation (DPKO). The course is designed to prepare participants to assume roles and responsibilities associated with serving as members of a mission’s leadership team, including such roles as Special Representative of the Secretary-General (SRSG), Deputy SRSG, Force Commander, Police Commissioner, Director of Mission Support, or Chief of Staff. The course is also intended to deepen the understanding in contemporary UN peacekeeping missions (KAIPTC 2017). Participants are taught key leadership qualities such as effective communication, consensus, cooperation, and coordination and integration within the Mission Leadership Team (MLT) and the UN Country Team. Former participants who have been appointed to leadership positions in peacekeeping missions have found the course extremely valuable. Another course is the strategic leadership course that aims at enhancing strategic leadership and management at the corporate/strategic level across defence and the wider security sector. This course is run in collaboration with Cranfield University, Defence Academy of UK. It is funded by the UK government in support of the UK’s International Defence Engagement Strategy (KAIPTC 2019).

The teaching and learning philosophy of the KAIPTC is based on learner-centred adult pedagogical approaches through which course participants express their needs and contribute to the training process. This is based on the collaborative problem-based learning (CPBL) approach. This employs a hands-on, experience-based model that does not teach people to memorize content. Rather, it aims to transform participants into learners and problem-solvers who can work effectively with others. Instead of providing traditional instruction, it produces

learning and enables the creation of communities of learners (KAIPTC 2009). Its approach seeks to deliver knowledge and skills application to participants. Through this approach, courses at KAIPTC are delivered in highly participatory and interactive methods through lectures, class presentations, debates, panel discussions, simulation, group exercises, experience sharing, and video screening when necessary. E-learning has become an integral part of the teaching process at KAIPTC. There is an arrangement that allows prospective KAIPTC participants to access some modules on the Peace Operations Training Institute (POTI) platform prior to their arrival in Accra.

KAIPTC has trained over 17,000 participants from all over the world. The Centre runs an average of 30 short courses each year, the duration of which ranges from one to two weeks. The staff at the KAIPTC is diverse and multicultural from Africa, Europe, and North America. Trainees at KAIPTC are equipped with the academic foundation, analytical tools, and practical skills to work towards conflict prevention, peacemaking, peacekeeping, peacebuilding, and reconstruction within a broadly inclusive and participatory environment. In addition to the training courses, the Centre collaborates with other institutions globally to hold policy dialogues, conferences, and workshops on topical issues in the peace and security discourses. A flagship of such dialogues is the annual Kofi Annan–Dag Hammarskjöld Lecture, held in collaboration with the Dag Hammarskjöld Foundation in Sweden. This forum provides a knowledge and experience sharing space by notable practitioners involved in peace processes around the world. The newest of such fora is the Annual KAIPTC Peace Forum that targets former world leaders to deliberate and add their voice on topical peace and security issues.

### *Integrating empirical research into training*

KAIPTC is one of the few peacekeeping training centres with a fully fledged research and knowledge generation department. This department was created to develop research-based training courses and publish cutting-edge papers on peace operations and emerging security trends in Africa. The FAAR<sup>3</sup> is responsible for training, education, research and policy development with underlying programme management functions. The department is divided into two main sections, namely Academic Affairs and Research on thematic programmes. The research areas under the three thematic programmes are captured in Table 26.3. This department leads

Table 26.3 Thematic research areas

<i>PSO</i>	<i>CMP</i>	<i>PSSP</i>
Peacekeeping	Conflict prevention, resolution, and peacemaking strategies	Security sector reform/governance
Mission support	Conflict transformation	Election observation and management
Post-conflict peacebuilding	Conflict systems	Peacebuilding
Peace agreements and mandates	Multilateral mediation	Political governance and development
Troop contributions, deployments, and exit strategies	Peace infrastructures	Human security and resilience
Conflict-related sexual violence	Fragility and resilience	
Protection of civilians	Border management	
Standby forces	Weapons proliferation	
Economic Community of West African States (ECOWAS) and the African Union (AU)	Mass atrocities	
	Terrorism	

Source: FAAR (2019)



the process of field-based applied research to determine training needs and to contribute to knowledge generation and African authorship in African peace and security issues. Research outputs by the team of researchers are often used as baseline studies for deeper development of training courses. Over the years, the department continues to aspire to increased visibility in the peace and security discourses and policy dialogues across the globe.

The Academic Affairs section manages the academic programmes and activities at the Centre. As mentioned earlier, KAIPTC is now an accredited tertiary institution under the mentorship of the Ghana Institute of Management and Public Administration (GIMPA) and the first African peacekeeping school to run postgraduate courses. The first course, the Master of Arts in Conflict, Peace and Security (MCPS), was introduced at the Centre in 2011. Since then, several other certificate, postgraduate, and doctorate programmes in conflict, peace, gender, and security studies have been introduced. As of December 2018, so far, 519 students have graduated from the academic programmes. Students have been enrolled from 26 countries in Africa, Asia, Europe, and South America and from diverse backgrounds including government, international, regional, and national peace and security institutions, academia, religious and traditional leadership, and civil society, among others. It is noteworthy that a significant number of the KAIPTC graduates are occupying different leadership and command positions in security sector institutions in Ghana and other West African countries. Currently, younger cohorts in the African security sector are beginning service with significantly higher levels of education than previous generations (Aning and Siegle 2019; Salihu 2019). This is partly attributable to transformation processes taking place in these institutions and to ready access to education and training provided by Centres such as KAIPTC. These persons are making valuable contributions to various national and regional efforts at fostering national and regional stability in the midst of the peculiar organizational and personal challenges confronting them.

### ***Making reality of Resolution 1325***

The KAIPTC is arguably the only African institution to have a Women Peace and Security Institute (WPSI). This is a “knowledge Centre for expanding technical capacity, training and policy research and analysis on women, peace and security in order to better inform the broader peace and security agenda in Africa” (KAIPTC 2019). The mandate is to work with key stakeholders to build African capacity to fully implement the AU Protocol to the African Charter on the rights of women in Africa (Maputo Protocol), the UN Security Council Resolution (UNSCR) 1325, and its related resolutions on women, peace, and security. These resolutions call for special protection of women and girls in conflict and post-conflict societies as well as for greater leadership and participation of women in governance and peace processes. This institute has been existence since 2011 and has worked actively in promoting policy and action in these core areas, through training, policy research and analysis, networking and advocacy in partnership with government agencies, civil society organizations, security sector institutions, and regional organizations. There have been some limitations to the realization of the WPSI dream, some of which tie into the general challenges of the KAIPTC story. KAIPTC recognizes the need to strengthen its research, policy discourse, capacity building, and fieldwork in the area of women, peace and security, and gender, as well as women and development. In light of this, one of strategic objective of the Centre in the next five years is to strengthen the Women, Peace and Security Institute (WPSI) (KAIPTC 2018a). The Centre has been making conscious efforts to achieve gender equity in its activities. The Centre adopted a Gender Policy and Sexual Harassment in 2017 to mainstream gender its operations. Female participation in training courses rose from 738 in 2017 to 1,222 females in 2018, representing a 66% increase. This noteworthy

achievement has helped to bridge the knowledge, skills, and leadership capacity gaps that have acted as barriers to the active participation and recognition of women in peace and security and to their rise in leadership in the security sector (KAIPTC 2018b). WPSI has been supporting dealing with structural problems of underrepresentation of women in sector institutions in the region. This has been done through research, policy dialogues, and workshops.

### **Challenges**

The KAIPTC story has not been an entirely rosy one. The Centre has seen high and low moments since its inception. The challenges include funding constraints, fluctuating and competing interests of partners, diverse agendas of donors, demonstrating impact and relevance of its products, and navigating the complexities of its hybrid set-up. As mentioned earlier, the Centre was set up with enormous financial support from the international community and has continued to depend on funding from development partners in executing its mission to serve both West African and African stakeholders. It is noteworthy that the government of Ghana through the Defence Ministry spends a considerable amount of money on emoluments of the ministry of defence staff and the utility bills of the Centre. International development partners support the Centre under different funding arrangements. The Centre has a Joint Financial Agreement (JFA) with its core funders. The rest of the previously listed development partners provide earmarked funding for specific projects and training programmes. Over the years, KAIPTC has had to grapple with a dwindling inflow of funds due to the crowding of the peace and security landscape, rechanneling of donor interest to other theatres, and effects of the COVID-19 pandemic. Some funders have exited in the past, resulting in a significant drop in the funding pool. Others have returned under different or reduced funding arrangements. Different funders come with different reporting and auditing requirements. These come with multiple challenges in meeting diverse financial accountability mechanisms. Owing to the fluctuation in the donor funding space, the Centre has been compelled as a public institution to redouble its fundraising efforts and enter into the marketplace by adopting other revenue generation activities to sustain its operations. Currently, a Business Development Unit has been set up to oversee businesses through consultancies and other social enterprise initiatives with its key stakeholders (including the private sector) in West Africa and Africa in order to advance peace and security. This is considered as an important step towards harnessing internal capabilities to attract additional revenue; however, it is too early to assess the effectiveness of the new business approach.

Another challenge has been in demonstrating the impacts of its products. More often, the Centre is being required to show its results and the impact of the huge investment by its donors. Donors want to see tangible results such as deployment of trainees and impact of training on the ground. Yet training institutions do not have direct influence and measures to ensure that all trainees are eventually deployed to the UN and other regional peacekeeping operations. More generally, the challenge for the international training system is to ensure that those who are trained actually get deployed to peace support operations. Decisions on the deployment of trainees falls outside to scope of influence of a training centre. The best they could do is to ensure that regional institutions like ECOWAS and the AU collaborate with them right from the selection stage of potential trainees who are most likely to be deployed by them. This approach has proved to be effective. For example, the KAIPTC collaborates with ECOWAS to train election observers who are then roosted by ECOWAS after training and possibly deployed by ECOWAS in its election observation mission across West Africa.

Tracking the quality and measuring impacts of training should be put at the centre of efforts of all interested parties and training institutions (Cutillo 2013). Often training institutions

measure their effectiveness based on the numbers of persons trained. However, using numbers as the sole measure of impact does not present reality in terms of success. Impact assessment needs to focus on behavioural change and organizational outcomes as a result of training (Monaghan 2012). There is also the need for adjustments on the part of peacekeeping training centres to be willing to share more, harmonize their contents, and learn more of themselves as institutions and as leaders, as well as to learn more from their trainees (Monaghan 2012). At KAIPTC, evaluation of training courses is a key process to ensure the delivery of training courses that fill professional capacity gaps of participants. These processes also serve as a critical foundation for the review of courses on a biannual basis to ensure relevance of content and value for money. Getting feedback on the impact of training is of essential concern to KAIPTC, despite the challenges in getting responses from KAIPTC once trainees exit the training programmes.

KAIPTC has, over the years, institutionalized this process by putting in place requisite human and technological resources for the Training Evaluation and Development Unit. Notably, participants are given the opportunity to evaluate courses on daily basis. The Evaluation of Learning Questionnaire (ELQ1) is a detailed questionnaire administered at the end of a course to assess the course, administrative processes, and facilities. This questionnaire provides an immediate post-course impression of the effectiveness of a course. In addition, six months after training, participants are contacted through electronic surveys. The ELQ2 questionnaire aims at assessing the impact of the course on the participants' organizations. Here, supervisors or superiors of participants are allowed to give feedback on the impact of training on the performance of former course participants. For example in 2018, course participants indicated a 90.6% satisfaction rate on course content, 89.7% on the relevance of the training to their careers, and 90.7% increase in knowledge and skills (KAIPTC 2018b). KAIPTC has developed multiple mechanisms to evaluate and measure the impact of its training deliverables; for instance, the Centre embarks on field impact assessment missions, where trainers and researchers visit missions periodically to interact with former trainees and acquire firsthand feedback on how participants are transferring the knowledge and skills acquired from courses.

As noted earlier, the Centre has expanded beyond its original peacekeeping training mandate to become a knowledge and tertiary institution for peace and security studies. The scope of its activities attracts different actors from military, police, civilian, and academics. To execute these multiple mandates, the Centre has to straddle multiple interests, partners, and organizational cultures among the diverse staff from the military, civilian, and police forces. These multiple identities and agendas create tensions. Managing a diversity of national, regional, and international stakeholders has become an integral value of the KAIPTC, and its unique selling point in terms of contributing to peace and security challenges in Africa (Sherriff and Laferrère 2017). Despite the inherent difficulties, the Centre is widely acclaimed and enjoys strong international visibility for its work in the midst of multiple identities and interests of partners. Although the Centre's ranking has been fluctuating over the years, it is among the few African institutions listed on the Global Go to Think Tank Index 2018 in the areas of foreign policy (McGann 2019).

## **Conclusion**

KAIPTC has been in existence for over a decade and has contributed to building leadership capacity for promoting peace and security in West Africa in particular and in Africa in general. The Centre has leveraged on its international visibility and acceptance among a wide spectrum of stakeholders to aspire to global leadership among African peacekeeping training centres. The role of these institutions in building human and technical capacities for international and regional peace support operations has not attracted much scholarly attention despite the burgeoning of

such institutions in Africa and elsewhere. Thousands of trainees have passed through the Centre having acquired different operational level trainings. The huge alumni network of KAIPTC serves as a useful platform for sharing information on and recruitment into courses and programmes at KAIPTC. The knowledge generation arm of the Centre has continued to influence the African peace and security discourses across the globe. KAIPTC has strategically placed itself in a leadership position in implementing its niche areas of training, education, and research on peace and security issues. To this end, the Centre has received enormous donor support which has seen ebb and flow due to the overcrowding of peace and security space competition and the changing interests of donors. Nonetheless, the Centre has resorted to innovative approaches to business in order to remain relevant and keep abreast with being increasingly competitive. These approaches have come with some challenges, partly stemming from the hybrid character of the institution that straddles multiple organizational cultures and a diversity of staff and leadership styles. In the midst of these challenges is how the Centre demonstrates the impact of the huge investment made by different stakeholders in order to continue to attract support and funding. The strength and leadership potential of the KAIPTC lies in how it has been able to navigate through the difficulties to create a niche for itself in the relatively overcrowded peacekeeping training environment. To this end, KAIPTC has a bright future as it continues to enjoy wider visibility and leadership in the peace and security space.

### Notes

- 1 The other two centres are EMP in Mali and NDC in Nigeria. EMP deals with tactical-level training while NDC is responsible for strategic-level training. These three centres have symbiotic relations and have a committee of commandants which meets annually to take mutual decisions.
- 2 This was formerly known as the Peacekeeping Studies Department.
- 3 Since its establishment in 2004, the name of the department has undergone several changes to reflect the evolving mandate. It started as Conflict Prevention, Management and Resolution Department, in line with the ECOWAS Conflict Management Mechanism. As outcome of strategic review processes of the centre, the name was subsequently changed to Research Department and now Faculty of Academic Affairs and Research.

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