

Landmarks in peacekeeping training in West Africa and the role of the Kofi Annan International Peacekeeping Training Centre

Kwesi Aning

This paper analyses the increasing incidents in Africa of establishing 'Centres of Excellence' to train peacekeepers in contemporary peace support operations. It situates the analyses within the context of the cognitive processes and experiential gains made at the Kofi Annan International Peacekeeping Training Centre (KA IPTC) in Ghana since its inception in 2004. Though the time span may be limited, the paper argues that in terms of the reach, depth and empirical utility of the courses provided at the KA IPTC, and the training evaluation developed, this centre is making decisive and positive contributions to improving interoperability among African peacekeepers. The paper discusses the aims and objectives of the centre and situates this progress made within the context of the oversight and governance structures that have been established. It examines in detail two of the core courses taught at the centre, namely the Civic Military Cooperation (CIMIC) and Negotiation courses, to provide an overview of the content and depth of its curriculum. Furthermore, it posits that the training standards that have been developed and its external liaison with agencies have contributed to the centre's leading position in peacekeeping training in West Africa.

Introduction

West African countries are some of the most consistent troop contributing countries (TCC) in the world. Among the ten topmost TCCs in the world, the West African states of Ghana and Nigeria rank

among them, with Senegal, Benin and Niger also high among such rankings. One of the unintended impacts of such international peace support operations, interventions and engagements has been the transfer of knowledge and skills to these African participants in different ways. Especially

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for TCC's experiencing serious resource stringency challenges, engaging in peace support operations (PSO) creates opportunities for improving on skills and acquiring other resources.

One of the critical outcomes of such intense engagements in international PSO activities has been the decision to train the troops to a uniform standard of operability as a result of the gapping differences that have been experienced in theatres of operations in real time. An obvious outcome of such correctional measures has been the concrete decisions to establish training schools in West Africa with the sole purpose of providing different types of training to West Africa PSO troops, while catering to the needs of the wider international community by serving under the banner of the United Nations (UN), African Union (AU) and the Economic Community of West African States (ECOWAS). One glaring challenge of such PSO has been the issue of interoperability and troops' effectiveness in the theatre of operations. This was based on the realisation that effective and efficient performance and engagement in international peace operations would be best served if troops were trained to a certain common standard. To this end, different governments in the West African sub-region, with international donor support – both bilateral and multilateral – decided to establish different centres of excellence to undertake such training.

As a result, the Malian government, with French and Canadian support, established the Mali Peacekeeping Training Centre at Koulikoro (transferring to Bamako) to undertake tactical level training. This is the level at which PSOs are executed. These are the elements and individuals subordinated to the deployed headquarters and responsible for carrying out the standing tasks and activities of the mission. This will normally be a predominantly military structure at the battalion and company levels, with police and civilian components. The KAIPTC in Accra, Ghana is to execute operational level training, which entails the level at which PSOs are directed. This is done through the appropriate deployed headquarters, usually based on a military Task Force or Brigade structure. The training audiences are those actors – military, civilian and police.

Officers functioning at that level and the National War College (NWC) in Abuja, Nigeria, are performing the strategic level training. This is the level at which PSOs are planned and led. The training audience will include the Executive Management/Commissioners; directors and advisers; special representatives and Force Commanders; Community Parliament and management of

other ECOWAS institutions; Defense and Security Commission; members states' senior officials; and the Expanded Mission Planning and Management Cell (EMPMC). The bulk of these participants are civilians.¹ All courses compliment each other and should serve the broader interest of ECOWAS and its peace support operations, although a strict separation into tactical, operational and strategic may, at times, be superficial.

This paper, however, focuses on one aspect of such peacekeeping training in West Africa, namely examining the landmarks of such training programmes undertaken under the aegis of the KAIPTC. To do this, the paper begins with an historical overview and update of the major landmarks of KAIPTC, taking into consideration the astronomical rise in completed events in KAIPTC's work, and discusses the governance and oversight structure of the institution. This provides a quick overview of the development processes that have taken place in KAIPTC. Secondly, it discusses the aim and nature of KAIPTC by situating such positions within its national, regional and international contexts. Thirdly, it discusses the core courses that are externally sponsored and funded, and have become the flagship activities of KAIPTC.

The rationale for discussing these courses in some detail is that these courses are chosen and designed in an attempt at achieving a practical and operationally functional output. As such, they seek to achieve a balance between theory and praxis, and are anchored within the first ECOWAS member states' PSO experiences, but increasingly also encompass the experiences of other African states. These will be discussed later as an impact assessment of these training programmes is undertaken. More critically will be the discussion of some of the other courses that are offered throughout the year, which may not necessarily be core courses but have an equally useful impact as they deal with issues faced by the contemporary peacekeeper. The last section of the paper will deal with statistical analyses of the courses, its regional and international impacts, and participant evaluations of the effectiveness and practicality of the courses.

History, Aim, Objectives and Governance Structure

As stated earlier, the decision to achieve and improve levels of interoperability among West African peacekeepers eventually resulted in the publication of the Establishment Directive in 1998. This had to be revised as it was based on a purely military staff. As a result of this revision and

change in focus – reflecting a strong civilian component whilst balancing the military one – international support became available.² Subsequently, in 2001, a commandant and planning staff team was set up. In January 2002, the vision to realise a Centre of Excellence materialised when Germany made the first substantial financial offer, totaling 2.6 million Euros, to enable actual commencement of work on the centre. The UK funded an independent proof of validity of KAIPTC, the *Faith Berman Report*, which was sponsored by the Department for International Development (DfID). It is important to note that the money from Germany was initially earmarked for Zimbabwe, but diverted to Ghana.

A little over a year later, in March 2002, there was a revision of the vision statement and outline plan, which were reviewed and presented to donors. Though basically hazy, it was enthusiastically received and the outcome of this meeting was positive. Other donor interests in this project started to gather momentum and, in May 2002, the UK funded an investigation into 'best practices,' and the design of the curriculum began. With such consistent support, by September 2002 actual building works commenced. By November 2003, Phase 1 of KAIPTC's construction was complete by utilising the German and UK funding. Works were so far advanced that by November 2003, the first course was run at KAIPTC. For West Africa, facing a challenge of over 8 million unaccounted small arms and light weapons (SALW), and threatening the very existence of several states and creating societal insecurities, no better course could have been chosen than a disarmament, demobilisation and re-integration course (DDR).³ On 24 January 2004, with immense pomp and pageantry, the centre was officially opened. Finally, in late 2005, Phase 2 of the building works was completed, with UK, Netherlands and Italian funding.

The aim of KAIPTC is to develop into a regional Centre of Excellence where education, training and research concerning peace support operations are delivered to the highest academic and professional standards. Whilst initially serving as a regional Centre of Excellence, it is part of the long term vision and strategic plan to eventually develop into a world class education, training and research facility, embracing all aspects of peace support operations. In this respect, training and research covers a wide spectrum of subjects, and participants embrace an array of military, security sector, diplomatic and non-governmental agencies likely to be involved in peace operations. Thus, the centre's programmes are targeted to regional and international participants, offering them the

opportunity to examine specific peace support operations at the operational level, and to update and share their knowledge of the latest best practices through conferences, seminars and computer assisted training exercises.

The objectives of KAIPTC are to

- provide mission-oriented training at the operational level in PSO for selected participants, prior to deployment into areas of operations;
- provide the operational focus that will link the best tactical peace operations training provided at Koulikro (Bamako), Mali, under French sponsorship, with the high level strategic training provided at the National War College;
- improve the ability of participants to operate in multinational environments and to cooperate with contingents from other countries;
- keep participants abreast of the nature and complexities of contemporary inter-and intra-state conflicts; and
- conduct research into the various facets of peace operations.

Since it started operations, KAIPTC has pitched its work at the operational level to an increasingly widening audience of military and civilian students. As a result, its facilities compliment those at Koulikro (Bamako) and Abuja to deliver to and for the sub-region a comprehensive suite of options for training and education in PSO.

In terms of the nature of the centre, KAIPTC is Ghanaian led, though it is regionally (ECOWAS) focused, and supported by international donors/stakeholders. A breakdown of types and nature of donor support will be discussed later. It engages all the components of the peace support community. Its activities are operational and multi-faceted; and, in that sense, it collaborates closely with the NWC and the previously French sponsored Koulikoro (Bamako) in Mali. Its staff is made up of high caliber employees with regional and international representation. However, as a result of the establishment of the laws of the new Bamako school, it is no longer French sponsored and has a much wider international sponsorship; it is now the Peacekeeping School of Mali (PKSM).

To ensure that the governance and the oversight of KAIPTC and its activities are to the highest international standards, a Governing Board provides an oversight role and is responsible for providing strategic direction. It also serves as a forum for the donor community to interact with other stakeholders. The Governing Board held its inaugural meeting in February 2006 at KAIPTC. The Governing Board has an important function in ensuring that the quality of the training

delivered at KAIPTC is as required regionally, and not training for the sake of training. It provides much needed strategic leadership, guidance and direction which, in time, will be linked with the requirements of the other regional training Centres of Excellence in Nigeria and Mali. In time, a similar higher level board may be developed for ECOWAS to provide such a forum for the sub-region. It should also provide a much-needed forum for the donor community to interact with, and encourage longer term contributions.

The Governing Board comprises these standing members:

- Minister for Defence – Chairman
- Deputy Minister of Foreign Affairs
- Nominee of the President of the ECOWAS Commission
- Chief of the Defence Staff
- Inspector of General of Police
- Commandant of the KAIPTC
- UN Rep (UNDP resident coordinator in Ghana), and
- The Chief Director, Ministry of Defence – Secretary.

The APEX board will be Chaired by the Minister of Defence. There are, however, two rotational members made up of the Legon Centre for International Affairs (LECIA) and the Ghana Centre for Democratic Development (G-CDD). The inclusion of two civil society research institutions on the Board of KAIPTC is crucial due to the deepening recognition that epistemic communities have a critical role to play in the shaping and formulation of policy because of their specialised knowledge. The donor community makes up the ex-officio members.⁴

Curriculum Development and Completed Events

Curriculum development and courses at KAIPTC are centered around eight core courses, which are externally sponsored and funded, and cover the full spectrum of PSO requirements. They are all multidimensional and cater for military, police and civilian training, and are sponsored by our training partners, principally the Canadian Pearson Peacekeeping Centre (PPC); German Centre for Peace Operations-ZIF, based in Germany; and until December 2006, a tripartite training project funded by Finland through a South African NGO, the African Centre for the Constructive Resolution of Disputes (ACCORD) for CIMIC, which is now funded by Denmark in support of the KAIPTC, designed the CIMIC course. This training takes place in

Ghana, South Africa and Kenya and will, in 2007, be extended to Bamako, Mali. The International Peace Support Operations (IPSO) course is KAIPTC's flagship course and is one month long. It covers all subjects listed here and, additionally, has a week-long Joint Operational Planning Course for the benefit of the staff college students, as well as many presentations by senior staff from UN Department of Peacekeeping Operations (DPKO). It also enjoys a number of eminent lecturers, including serving and former ambassadors and force commanders. These are:

- IPSO – funded by the African Conflict Prevention Pool, (ACPP), (UK)
- Media in POS – Training for Peace, (TfP) (Norway)
- Civil Police – with PPC (Canada)
- DDR – with PPC (Canada)
- UN Logistics – with PPC (Canada)
- Election Observation – with ZIF (Germany)
- Negotiations – with PPC (Canada), and
- CIMIC – Denmark & ACCORD/Finland.

Following is presented a discussion in some detail of two of the courses that are offered at KAIPTC, to provide a flavour of the course content, methodology and theoretical grounding that participants should go through. For this purpose, (a) the Negotiations, and (b) the CIMIC courses have been used as empirical examples.

Negotiations

This is a dynamic, interactive skill development course. The aim is to provide members of organisations within multi-disciplinary peace operations with the necessary theoretical grounding and practical skills to permit them to negotiate effectively in a modern peacekeeping environment. The new challenge of PSO is directed at how we think about and deal with conflict, rather than what we know about specific conflicts. The course introduces participants to practical skills that will help them deal with problems that are confronted in the field. On completion, participants are expected to

- understand some of the theories of analysing international conflicts;
- apply some of the tools for analysing internal conflicts;
- appreciate contributions of the various peace operations organisations;
- work more effectively with these partners;
- identify different styles of negotiation and the characteristics of each;
- negotiate more effectively;
- understand the process and applicability of various third party interventions; and

- utilise questioning techniques, communication and listening skills, analytical, and problem solving skills in resolving conflicts.

This course has been designed and developed by the PPC. The methodology has been designed around real-life negotiation situations from peace-keeping missions to ensure the course is meaningful to field situations.

Peacekeeping Negotiation is a skills development course designed for members of peace operations organisations at all levels. We will examine and practice negotiation, mediation and consensus-building skills within and among different organisations and actors. The course uses adult learning methodology, including role playing, simulation exercises, group work and feedback sessions. This course introduces participants to:

- conflict analysis;
- general concepts and terminology of conflict resolution;
- interest-based negotiation and mediation techniques;
- culture and gender issues in negotiation;
- power imbalances; and
- techniques for building consensus in multi-party and multi-cultural environments.

CIMIC Courses

The second course, which will be described in some detail, is the CIMIC which, until recently, was run in conjunction with the African Centre for the Constructive Resolution of Disputes (ACCORD) as part of African CIMIC Project funded by Denmark. Civil-military coordination provides the interface between POS on the one hand, and Relief, Rehabilitation and (RRD) objectives on the other, and is crucial if a complex peace operation is to have a holistic impact on the conflict system it is attempting to transform. Civil-military Coordination Officers are trained to understand humanitarian principles and guidelines so they can facilitate the coordination of the security and humanitarian interface, and ensure that any military support offered is complimentary to the humanitarian and development agenda. The aim of the African Civil-Military Coordination (ACMC) programme is to improve the civil-military coordination capacity of African countries that participate in peace operations. The objective of the programme is to enhance the civil-military coordination training capacity of African TCCs and selected training institutions. Some of the benchmarks that will be used to indicate whether the objectives of the programme have been achieved will be: (a) the percentage of peacekeepers deployed that have

received civil-military coordination training prior to deployment; (b) the number of African officers appointed to civil-military coordination staff in UN peace operations in Africa; (c) improvement in the capacity of African TCCs to plan and execute civil-military coordination operations; (d) improvement in the quality of African civil-military coordination officers; and (e) improved civil-military relations between deployed African troops and humanitarian and development actors and local communities.

In terms of outputs, between 2004 and 2006 the programme trained at least 175 civil-military coordination officers, and 58 civil-military coordination instructors who also qualified to conduct specialist training at the national and sub regional levels. Of the 18 specialist instructors, nine underwent further UN advanced training. National and sub-regional databases are also being developed and maintained for the instructors and officers, and will be transferred to the sub-regional training centres and TCCs at the conclusion of the programme. From 2007, the programme also produced its own training material that focused on the African peace operations context, and made these training packages available to all African TCCs and sub-regional training centres. The programme will also produce an African Civil-Military Coordination Handbook that will serve as a training reference tool for instructions and a field-guide for specialists. It has already produced such a handbook but, as the programme has now been dropped here and the ACCORD programme at ACCORD has been subsumed within a wider peace building programme (funded again by Finland), it is uncertain as to where this handbook will go. Readers may be interested to read through the ACCORD: *Conflict Management for Peacekeepers* handbook. Deeper discussions with ACCORD are required as to how this broader programme will work.

The primary beneficiaries of this programme are the African TCCs and African regional peace-keeping training centres, including KAIPTC, the PKSM for West Africa, the PSTC for East Africa, the South African National War College (SANWC), the Southern African Development Community Regional Peacekeeping Training Centre (SADC-RPTC), and ACCORD in Southern Africa.

From a policy perspective, the programme is guided by three key UN policy documents, namely: the UN DPKO's 'Civil-Military Coordination Policy', adopted in September 2002; Office for the Coordination of Humanitarian Affairs (OCHA)'s 'Guidelines on the use of Military and Civil Defence assets to Support UN Humanitarian Activities in Complex Emergencies,' approved by the IASC

in March 2003; and the IASC Reference Paper on 'Civil-Military Relations in Complex Emergencies' of June 2004.

ACCORD is responsible for the overall coordination of the APMC programme, and KAIPTC, PSTC and SANWC are responsible for hosting at least one course per year in West, East and Southern Africa, respectively. The programme is funded by the government of Finland. The German government, through Gesellschaft für Technische Zusammenarbeit (GTZ), supports the participation of the PSTC in the APMC programme. In terms of course methodology, the CIMIC in the UN and African Peace Operations course and manual have been designed as an integrated training manual that combines five different focus areas, namely CIMIC Policies; CIMIC Context; CIMIC Action; Individual Skills; and CIMIC Instructor Tools. A number of problem-solving and role-play exercises are linked to the modules. The manual also contains an Annexure that contains various policy documents, samples and templates of various CIMIC documents used in UN and African missions, as well as a few checklists.

The CIMIC policies section is designed to lay the theoretical and conceptual base for the course. Module 3 provides an overview and introduction to CIMIC; Module 4 serves as an introduction to CIMIC concepts and terminology; whilst Modules 5 to 7 summarise the core humanitarian principles and guidelines for civil-military coordination in the complex peace operations and peacebuilding environment; Module 8 is aimed at giving the CIMIC Officer an understanding of the nature of conflict in Africa; Modules 9 and 10 sketch the UN systems and structures, and the UN approach to complex peace operations respectively; the African peace operations environment is covered in Module 11; whilst Modules 12 and 13 introduce peacebuilding and humanitarian assistance; Module 14 focuses on the unintended consequences of peace operations, especially the impact of armed conflict on women and children; Module 15 deals with the role of Civilian Police in peace operations; and Module 16 provides an overview of coordination in complex peace operations. Taken together, these nine module combinations set the scene for the environment within which CIMIC operations take place.

The CIMIC Action section is aimed at CIMIC structures, functions, procedures, techniques and knowledge. This section starts with Module 17 on CIMIC structure and organisation; followed by Module 18 on CIMIC planning; Modules 19, 20, and 21 deal with the three CIMIC functions, namely Liaison & Information Management,

Mission Support and Community Support; Module 22 introduces quick impact projects. Individual skills section focus on a number of key individual skills every CIMIC Officer should develop. The individual skills modules have been integrated throughout the course with a view to using the exercises to practice both the knowledge area and the individual skills addressed in the preceding modules. The individual skills section consists of Modules 23–28, covering meeting facilitation; negotiation skills section; working with interpreters; cultural awareness; project management; and media relations.

The CIMIC Instructor Tools Module, Module 29, is aimed at providing CIMIC instructors with additional instructors and training tools that can be utilised when conducting CIMIC training. The course has been designed to make use of various group-work techniques to assist participants with internalising the information. Some of the exercises involve problem solving-type syndicate work, whilst others are role-play exercises. Each exercise has been designed to create an opportunity to apply the knowledge areas and individual skills sections of the preceding training modules.

Following is a cursory overview of such activities, and includes, among others

- UNHCR situation emergency training;
- ECOWAS Senior police seminar;
- UK Sub Sahara policy conference;
- Defence Institute of International Legal Studies;
- West African Civil Society forum;
- African Centre for Strategic Studies Management Course;
- West African Peacebuilding Institute (WAPI) course; and
- Workshops for ECOWAS Standby Force (ESF).

ECOWAS Lessons Learned Workshop

In September 2004, the UN Office for West Africa raised the idea of conducting a high-level workshop aimed at developing an action agenda to strengthen future ECOWAS peacekeeping operations. This developed into a partnership initiative including the UN Office for West Africa (UNOWAS), KAIPTC, ECOWAS and UN DPKO. The workshop eventually brought together 56 individuals from West Africa and ECOWAS partner countries for the purpose of discussing key lessons from past ECOWAS peace operations, and a list of proposals on how to improve effectiveness in conflict prevention and crisis response. The overall objective of the workshop was to produce a consolidated list of

priority recommendations based on past lessons, and to develop a clear, credible and achievable action agenda for implementation.

Eight overarching recommendations emerged, as follows:

- **Pay more attention to conflict prevention and improve the mechanics of peacemaking** – ECOWAS must review its current capacity to assess and analyse the cause of conflict in the sub-region. It should document past ECOWAS experiences and identify lessons and best practices in regional peacemaking processes.
- **Strengthen ECOWAS mission planning and management capabilities** – At the Secretariat, manning levels should be increased and sufficient authority delegated to senior staff to ensure continuity in a decision-making capacity. The Operations Centre should be charged with monitoring the situation in the sub-region, and EMPMC should operate when necessary on a 24/7 basis to plan for mission deployments and to oversee their management.
- **Develop and publish an ECOWAS Peace Support Operations Vision, Concept and Doctrine** – TCCs should deploy sufficient ready-to-operate, contingent-owned equipment. The EFS should also comprise a police component and a substantive civilian component, including an effective public information capability.
- **Establish a firmer financial and logistic basis for future missions** – Member states should contribute to the Peace Fund without further delay. Because greater financial visibility is also needed, future missions should have one finance cell (including finance officers from ECOWAS and donor countries) to plan, coordinate, and manage the financial matters associated with PSO. ECOWAS also needs standby logistics assets (trucks, communications, medical, etc.), and standby units need the opportunity to train with this equipment.
- **Complete and implement the outcome of the ESF Training Needs Analysis** – The training needs analysis should lead to the development and conduct of an ECOWAS-wide PSO training programme which supports the ECOWAS PSO Vision and Concept, includes ECOWAS-led combined training exercises, and gives objectives, guidance and standards for training.
- **Plan and structure the ESF for transformation to a UN Mission** – ECOWAS should adopt a joint mission planning approach, if there is a possibility of re-hatting.
- **Follow the sub-regional approach to PSO capacity building** – Once ECOWAS has clearly articulated its PSO Vision and Concept, partners

should shape their programmes, events and activities to support the blueprint.⁵

- **West African civilian training in PSO workshops** – A number of different organisations and institutions in West Africa offer various training opportunities in the area of peacekeeping and peacebuilding. The mission training cells and centres in the United Nations Operation in Côte d'Ivoire (UNOCI), United Nations Mission in Liberia (UNMIL), and military personnel at mission level at KAIPTC, agreed with PPC to jointly host a civil-military forum to enhance understanding among recruitment, employment and training organisations in the region. This will help clarify the regional understanding of what training exists, what is needed, and what gaps remain.

The objectives of the Forum, among others, were to:

- establish active, working relationships between civilian and military personnel engaged in the deployment and training of peacekeeping and peacebuilding personnel from the ECOWAS region;
- identify existing training initiatives and plans for future programmes and activities;
- analyse and learn from those programmes that have succeeded in meeting real training needs;
- identify civilian-military joint training needs; and
- determine how future needs can be best met.
- **UN Rule of Law seminar:** A workshop organised towards strengthening the rule of law, with specific focus on judicial and legal systems in UN peacekeeping.
- **Organisation for Economic Co-operation and Development (OECD) workshop on security sector reform:** This was a Security Sector Reform (SSR) practitioners' workshop towards developing an Implementation Framework for Security Sector Reform (IF-SSR), held from 5-7 December 2005. Participants at the workshop considered OECD states as the primary audience of the IF-SSR. The draft document was welcomed, and the IF-SSR was seen as an important step forward in turning OECD policy into improved practice by its member states.

The workshop considered integrated rather than comprehensive SSR programmes. The problem-solving approach to SSR was recommended, with programmes designed to address key needs identified by local stakeholders. The role of the

international community in this process was to support rather than implement.

Four key recommendations to carry the IF-SSR process:

- A separate practitioners' workshop should be held in order to support the development of the IF-SSR guidelines on Monitoring and Evaluation.
- OECD should encourage identifying opportunities to test the IF-SSR through scenario-based exercises, including at least one post-conflict and one non-post conflict situation.
- OECD should seek further opportunities to bring a community of practitioners together before the completion of the IF-SSR process, for example, around the scenario-based exercises.
- The IF-SSR development process should continue to encourage the active input of partner country representatives. Possibilities include encouraging local networks to contribute to the development of scenarios, as well as ways of exploring how the OECD process can link into SSR policy processes in regional and sub-regional organisations.⁶

In totality, since KAIPTC welcomed its first course participants, it can be deduced that there is an increase in demand for the service provided by the centre.

Future Challenges

What are the future challenges for a huge centre like KAIPTC? As previously stated, none of this would be possible without the support of international donors, but whilst that was easier in 1998, there are many stipulations attached as to where and how that money can be spent. Pledges are invariably short term, which makes long term planning for projects like training the ESF difficult. To ensure that there is confidence and sustainability of programmes, there should be long term funding. Armed with longer term financial commitment, KAIPTC will be able to develop a longer term training plan, which will forecast beyond the forthcoming year. In an ideal world, this could be one to five years ahead, which will, for example, take us to the end state of the formation of the ESF. Until now, the strategic direction of the centre has been somewhat ad hoc and decided upon largely by the senior staff. It was recognised that there had to be a higher level to determine regional training needs, therefore, a higher level management board has been established.

For the level of activity KAIPTC's conducts, staff levels are critically low, especially regional

staff, so the centre is seeking to redress this imbalance to obtain regional staff with longer term commitments. Depending on the analysis above, future challenges can be summarised as follows:

- Secure long term donor support and commitment;
- Develop a rolling three-to-five programme;
- Governing Board – a higher level of engagement and direction;
- Enhance Regional (ECOWAS) direction and focus to include recommendations from TNA;
- Increase permanent Ghanaian and/or regional staff levels;
- Increase ownership of course programme and develop regional capacity to facilitate courses; and
- Develop training evaluation, tracking and feedback mechanisms.

Conclusion

This paper has analysed in some detail the training experiences of the KAIPTC since it was established in 2004. While it is increasingly being recognised by its users and peers as a regional Centre of Excellence, there are several difficult hurdles for KAIPTC to address: improving the capability of the centre and its staff to design course materials; and looking to attaining sustained funding. While these difficulties are currently present, the new MoU being discussed between the centre and ECOWAS should contribute to alleviating some of the difficulties faced so far.

Notes and References

- 1 See 'Draft Memorandum of Standing' between Economic Community of West African States and Training Centres of Excellence, The National War College, Nigeria; The Kofi Annan International Peacekeeping Training Centre, Ghana; and the Peacekeeping Training Centre, Mali, 15 February 2007.
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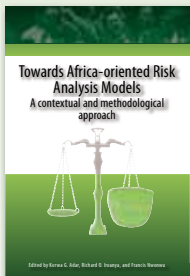
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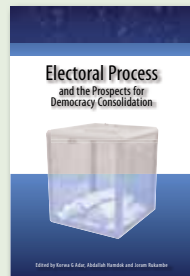
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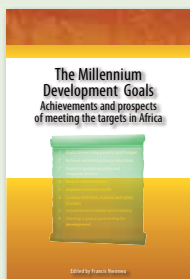
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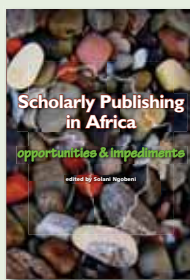
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