



KAIPTC
...where peace begins

STRATEGIC PLAN 2024 – 2028

24th JANUARY, 2024



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STRATEGIC PLAN 2024 - 2028

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ACRONYMS

AGA	African Governance Architecture
APSA	African Peace and Security Architecture
APSTA	African Peace Support Trainers' Association
APRM	African Union/NEPAD's African Peer Review Mechanism
ASF	African Standby Force
AU	African Union
CEWS	Continental Early Warning System
CP	Conflict Prevention
CSO	Civil Society Organizations
ECOWAS	Economic Community Of West African States
ESF	ECOWAS Standby Force
FAAR	Faculty of Academic Affairs and Research
GAF	Ghana Armed Forces
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
KAIPTC	Kofi Annan International Peacekeeping Training Centre
MOD	Ghana Ministry of Defence
MOU	Memorandum of Understanding
OOC	Office of the Commandant
PPMED	Policy, Planning, Monitoring and Evaluation Department
PSC	Peace and Security Council
PSO	Peace Support Operations
SoP	Standard Operating Practice
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCE	Training Centre of Excellence
UN	United Nations
WACSOFF	West African Civil Society Organisation Forum
WANEP	West African Network for Peace Building
WYPSI	Women, Youth, Peace and Security Institute

EXECUTIVE SUMMARY

The Ghana Ministry of Defence (MoD) established the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in 1998 and commissioned it in 2004. KAIPTC develops and delivers internationally recognized training courses in multidimensional and integrated Peace Support Operations and collaborates with partners to host peace and security programmes and activities at regional and continental levels. KAIPTC is one of three institutions designated by ECOWAS as a regional Centre of Excellence for the delivery of training and research in the areas of conflict prevention, conflict management, and peacebuilding. The KAIPTC has to date offered over 400 courses in diverse aspects of peace support operations for over 25,207 military, police, and civilian personnel. By virtue of the Centre's client-facing, stakeholder consultation, and demand-based approach to co-create and deliver training programmes with its key clients and partners, more than 80% of the Centre's courses in the past 3-4 years have been developed and delivered at the request of either the AU or ECOWAS or both.

In addition, the KAIPTC has expanded its academic portfolio to include three Masters Degree Programmes and a Doctor of Philosophy (PhD) programme. The KAIPTC is the first African Peacekeeping Training Centre to establish a research facility. Since 2004, the Faculty of Academic Affairs and Research (FAAR) of the Centre has published cutting-edge research publications and contributed to academic and policy discourses on African peace and security issues. It has spearheaded the development of research and academic courses; provided teaching and facilitation services at the KAIPTC and to its partner institutions; managed projects and supported policy development on African security by governments, bi-lateral and multilateral institutions.

In 2010, KAIPTC established the Women Peace and Security Institute (WPSI), working to support the full implementation of the African Union (AU) Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol) and the United Nations Security Council Resolution (UNSCR) 1325 in the context of Africa and beyond. Since its inception, WPSI has worked with various national, regional, continental, and international stakeholders to promote Gender Equality and Women Empowerment (GEWE), towards the achievement of the Women Peace and Security (WPS) agenda in Africa. Expanding on this Agenda the Centre in 2023 further decided to elevate the Institute into a full-fledged Department, to be known as Women, Youth, Peace and Security Institute (WYPSI), and expanded its mandate to include the Youth, Peace and Security Agenda in line with the African Union's Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015).

The Centre's Vision, Mission, and Overall Goal for the period 2024-2028 are as stated below:

Vision

KAIPTC remains the leading and preferred international Centre for training, education, research, and policy advocacy that are focused on ensuring a peaceful and secure Africa.

Mission

KAIPTC provides globally recognised and bespoke capacity for all actors on African peace and security through training, education, research, and policy dialogues to foster peace and stability in Africa.

Overall Goal for the period 2024-2028: The overall goal of the Centre for the period 2024-2028 is to contribute significantly towards improved performance and better achievements of ECOWAS, other RECs, the AU, UN, CSOs and Member States of Africa in their respective governance, peace, and security mandates. The 2024-2028 strategic plan of KAIPTC builds on insights and experiences from the evaluation of the former strategic plan, which was from 2019 – 2023. Other considerations for the new strategic plan are the emerging realities at the nexus of governance, peace, security, and human development in the ECOWAS region and Africa as a whole, especially regarding the implications of technology (such as Artificial Intelligence, and social media), climate security, natural resource governance, and illegal migration, as well as insights from analyses of the Centre’s strengths, weaknesses, opportunities, and threats.

The 2024-2028 strategic plan focuses on five strategic action areas with corresponding pathways to enable the Centre to achieve its overall goal in the next five years of contributing significantly towards Improved performance and better achievements of ECOWAS, other RECs, the AU, UN, CSOs and Member States of Africa in their respective governance, peace, and security mandates.

The strategy is presented as a Results Matrix or Logical Framework Analysis, where the five action-areas are couched as five Intermediate Outcomes and their corresponding Immediate outcomes with the outputs, along with outcome and output indicators for measuring their achievements. The main activities to be implemented towards achieving these objectives have also been elaborated.

The Intermediate and Immediate Outcomes are:

- a. Intermediate Outcome 1: Enhanced capacities and state of readiness of UN, AU and ECOWAS structures, CSOs, and member states to implement well-coordinated interventions/missions in governance, peace and security across West Africa and the African Continent
 - o Immediate Outcome 1: Strengthened capacities of ECOWAS, AU, and UN and their relevant structures (including CSOs and Private sector) to perform their mandates in ensuring good governance, peace, and security in Africa
- b. Intermediate outcome 2: Evidenced-based research leveraged to design and deliver training, capacity building, post-graduate academic programmes and policy support that address governance and leadership, peace and security gaps in Africa.
 - o Immediate Outcome 2: KAIPTC’s research, training, post-graduate academic programmes and professional short courses receive higher patronage from ECOWAS, AU and UN structures.
- c. Intermediate Outcome 3: Enhanced contributions of KAIPTC to: a.) the operationalization of the African Union’s Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015); and b.) African capacity to fully implement the AU Protocol to the African Charter on the rights of women in Africa (Maputo Protocol) and the UN Security Council Resolution (UNSCR) 1325 and follow up resolutions on women, peace, and security in the context of Africa
 - o Immediate Outcome 3: Member States of ECOWAS and AU actively implementing tenets of the Maputo Protocol, UNSCR1325 and other supporting Resolutions as well as the African Union’s Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250.

d. Intermediate outcome 4: The financial and institutional sustainability of KAIPTC is enhanced through effective partnerships and innovative programmes.

o Immediate Outcome 4: Efficient, effective, and responsive governance and financial management system enhances the Centre's viability and visibility.

e. Intermediate outcome 5: Strengthened strategic partnerships, networks, collaboration, and visibility advances peace and security in Africa

o Immediate Outcome 5: KAIPTC's visibility, outreach, and impact in advancing peace and security are enhanced through strategic partnerships with AU, RECs, Member States, CSOs, women's organisations, Think Tanks and Private Sector stakeholders.

The strategic plan also identifies a set of critical success factors that are beyond the control of the Centre, but which need to be managed to ensure the plan become successful. Key among the critical success factors is the need for the Government of Ghana to increase its funding for the development of infrastructure, technology, equipment, and human capital that will support the Centre to pursue its objectives.

Finally, a set of plan implementation arrangements have been mapped out to enhance the management of the plan implementation process, including a more systematic process to assess the impact of the Centre in pursuing its objectives and mandate, and deploying the insights as knowledge products for enhanced visibility of the Centre.

What is required in the early days of implementing this strategy is to undertake baseline studies to benchmark the outcome and output indicators, to enable a more realistic tracking and reporting of achievements and impact.

1. INTRODUCTION

1.1. Brief Background of KAIPTC

The Ghana Ministry of Defence (MoD) established the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in 1998 and commissioned it in 2004. KAIPTC is one of three institutions designated by ECOWAS as a regional Centre of Excellence for the delivery of training and research in the areas of conflict prevention, conflict management, and peacebuilding. The KAIPTC has to date offered over 400 courses in diverse aspects of peace support operations for over 25,207 military, police, and civilian personnel. KAIPTC develops and delivers internationally recognized training courses in multidimensional and integrated Peace Support Operations and collaborates with partners to host peace and security programmes and activities at regional and continental levels.

In addition, the KAIPTC has expanded its academic portfolio to include three Masters Degree Programmes and a Doctor of Philosophy (PhD) programme. The KAIPTC is the first African Peacekeeping Training Centre to establish a research facility. Since 2004, the Faculty of Academic Affairs and Research (FAAR) of the Centre has published cutting-edge research publications and contributed to academic and policy discourses on African peace and security issues. It has spearheaded the development of research and academic courses; provided teaching and facilitation services at the KAIPTC and to its partner institutions; managed projects and supported policy development on African security by governments, bi-lateral and multilateral institutions.

In 2010, KAIPTC established the Women Peace and Security Institute (WPSI), working to support the full implementation of the African Union (AU) Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol) and the United Nations Security Council Resolution (UNSCR) 1325 in the context of Africa and beyond. Since its inception, WPSI has worked with various national, regional, continental, and international stakeholders to promote Gender Equality and Women Empowerment (GEWE), towards the achievement of the Women Peace and Security (WPS) agenda in Africa. Expanding on this Agenda the Centre in 2023 further decided to elevate the Institute into a full-fledged Department, to be known as Women, Youth, Peace and Security Institute (WYPSI), and expanded its mandate to include the Youth, Peace and Security Agenda in line with the African Union's Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015).

1.2. Context of Strategic Plan 2024-2028

The last strategic plan of the Centre was developed in 2018 and came to an end in 2023. The 2019 – 2023 Strategic Plan was a proactive response to new and emerging trends in the peace and security arena, especially regarding the growing nexus between transnational organized crime, terrorism and violent extremism, and the backsliding of democratic governance in the ECOWAS region and Africa. Considering this, the strategy sought to augment the Centre's supply-driven business model with a more demand-driven, client-facing approach that uses participatory action-research, applied research and various forms of consultative stakeholder engagements to better target the needs and capacity gaps of ECOWAS, Africa Union (AU) and United Nations (UN) structures, resulting in the co-creation of mutually beneficial products and services. As a result, more than 80% of the Centre's courses in the past 3-4 years have been developed and delivered at the request of either the AU or ECOWAS or both.

The highlights of evaluation findings and recommendations from a team of external evaluators in March 2023, and the Centre's own internal performance review processes of the last strategic plan are that:

- i. The Centre remains a preferred choice for peace and security training in Africa, because of its credibility in developing innovative courses, research, and policy dialogues. To maintain this reputation, the Centre needs to intensify the use of research results as a basis for the design and delivery of training courses and academic programmes, and its policy advocacy initiatives.
- ii. A robust mechanism for tracking the Centre's outputs against its impact is required to enhance the reporting of the Centre's impact to its partners and stakeholders, and thereby extend the reputation and visibility of the Centre. In addition, a more robust M&E and lesson learning process will improve plan implementation and timely adjustments to ensure more efficiency and effectiveness in the pursuit of the objectives and targets of the Centre.
- iii. The financial sustainability of the Centre remains a critical concern, even though the potential exists for the Centre to finance its activities without being over dependent on donor or partner support. In this regard, the Centre needs to leverage available support to set up its proposed Business Development and Consultancy Services Unit and augment it with state-of-the-art technology to drive efficiency and innovative services to its clients. In addition, the Centre needs to improve the generation of internal revenue, using its facilities (especially during the trimester breaks), and instituting more cost-saving and value-for-money processes in the management of its finances and operations.
- iv. Steadily, the Centre is taking steps to improve its strategic human resource management system to be able to hire, motivate, and retain the high cadre of staff needed to develop and deliver innovative products and services to maintain the high professional reputation of the Centre.
- v. The Centre has a functional Governing Board made up of National Institutions and representations from other Governments (A list of members of the Board is Annexed to this Strategic Plan). It is therefore recommended that the Executive Committee ensures the urgent completion and approval of the Centre's Constitution to enable the document to come into full force. Among other benefits, the roles and responsibilities of the Development Partners (DPs) would be clearer.
- vi. The Centre has established a fully-fledged Women, Youth, Peace and Security Department, and needs to operationalise and leverage the huge potential in this sector.

These insights from the evaluation of the current strategic plan constitute essential considerations for the formulation of the new strategic plan for the period 2024-2028. Other considerations for the next strategic plan formulation process are the emerging realities at the nexus of governance, peace, security, and human development in the ECOWAS region and Africa as a whole, as well as insights from an analysis of the Centre's strengths, weaknesses, opportunities, and threats.

2. SITUATION ANALYSIS

Current and Emerging Realities in the Peace and Security Sector

In December 2023, the UN Security Council adopted Resolution 2719 in which it was agreed for African-led peace support operations to have access to UN assessed contributions. This resolution emphasised the strong role African regional organisations play in ensuring peace and security in Africa. This Resolution additionally underscored the New Agenda for Peace document in which the Secretary General identified strong partners in peace operations, particularly those with African Regional Organisations. Thus, the strategic focus which KAIPTC has placed on ECOWAS, AU and UN situates the Centre within this UN mandate, as it provides services in research, training, capacity support and policy development.

The ECOWAS region, Great Lakes region, the Horn of Africa, and other parts of Africa continue to experience increasing fragility and escalations in human insecurity especially in the areas of violent extremism, terrorism, trans-national organised crime and criminality, kidnapping, humanitarian crises and displacements, communal conflicts, and sexual and gender-based violence; with women and children making up the highest proportion of victims. There are growing concerns that the instability in the Sahel region threatens to spread to the Gulf of Guinea, beyond the growing incidence of maritime insecurity and piracy in the gulf. In many other regions of Africa, such as Sudan, South Sudan, Central Africa Republic, Congo, Somalia, Ethiopia, and Mozambique various forms of conflict remain rife, acquiring new dimensions, and appearing to remain unmanageable.

In recent times, the ECOWAS region especially has been experiencing reversals and backsliding in democratic governance as evidenced in military take-overs in Mali, Guinea, Burkina Faso, and Niger, compounded by unpopular constitutional amendments for term elongation that are accompanied by growing and increasing dissatisfaction of citizens. The devastating effects of climate change as well as various socio-economic impacts directly or indirectly linked to the outbreak of the COVID-19 pandemic, and the Russian-Ukraine and Israeli-Hamas wars continue to pose far-reaching challenges to human security in the West African region and other parts of Africa.

The youth bulge, growing youth unemployment, combined with the limited involvement, participation and inclusion of youth in governance and development related issues, as well as the persistent inequalities and exclusion of segments of populations from the development agenda, and continued distancing of citizens from the governments of the region, have contributed to the steep backsliding of democratic governance, and the emergence of a new generation of conflict in the form of leaderless street protests in many ECOWAS member states. The spike in youth involvement in violent extremism, vigilantism, illegal migration, and transnational organised crime speaks to the effect of the growing gap between the youth and political leadership and the governance process. At the same time, the large percentage of the youth in the continent's demographics present opportunities that are waiting to be harnessed for promoting good governance, peace and security.

Gender-based violence (GBV) represents a critical peace and security threat in Africa. In Eastern and Southern Africa, 42% of women experience physical or sexual violence in their lifetimes. The impact extends far beyond individual survivors, with implications for the productivity and well-being of families and communities, often across generations. It impedes women's participation in education and the labour market and is costing economies up to

4% of GDP¹. Gender Based violence remains an acute problem also in West Africa after 30 years of activism against it. Worsened by pandemics like Ebola, Covid-19 and conflicts with reported increase in cases of GBV – with loss of lives, injuries, anxiety, emotional distress, and more. Women and girls are raped in times of peace and war by their partners, family members, and soldiers who are meant to protect them. Women’s access to property like land and management of inheritance is still an issue. There is a rise in femicide, forced, early and child marriages, female genital mutilation (FGM), domestic abuse, discriminations against girls still existing in education. There is increased economic insecurity due to mass unemployment which has increased women’s vulnerability to violence in their homes. Lack of quality data, disaggregated by gender, race, age and other relevant characteristics, has hindered efforts to respond to the needs of those hardest hit by the compounding crises.²

In addition, new and unconventional security issues are on the rise. Over the next five years, African societies will be more seriously affected by corruption and undemocratic governance as well as technology-related security including concerns, such as cybersecurity and other threats from the use/abuse of Artificial Intelligence (AI).

The effects of climate change, as well as the growing struggle for natural resources, and green energy could pose new security threats along with massive movements of people, illegal migration, and global pandemics. Climate change and its multiple effects present a “threat multiplier” for armed conflict, destruction of productive infrastructure and economic resources, and displacement of vulnerable populations. The impact of climate change in West Africa is getting worse with more frequent flooding and coastal erosion in the coastal areas, and longer spells of drought in the Sahel regions. Changes in rainfall volumes and patterns are seriously affecting both pastoral and crop agriculture and food security in a region that is dependent almost exclusively on rain-fed agriculture. Floods, landslides, and sea erosion are destroying urban infrastructure, roads, and bridges, as well as farms and farmlands, displacing both urban and rural populations, and posing a more severe human security threat by destroying productive assets, livelihoods, and human lives, and forced migration across international borders. In ECOWAS and Africa as a whole, the capacity to address climate security needs to be systematically strengthened.

Another aspect of this grim reality is that even though participatory and analytical processes, such as the Country Risk and Vulnerability Assessments (CRVAs) have been undertaken in all 15 ECOWAS member states and a few other AU member countries to provide consolidated evidence and recommendations on the immediate and structural causes of conflict these insights have not been adequately translated into programming at the Continental, regional and national levels. As such, responses to conflicts and human security threats remain at the policy, political and diplomatic arenas to address triggers of conflict, and less so in the form of medium- to long-term systematic programming that address the proximate and structural causes of human instability, anchored in poor governance. Governance monitoring processes such as the African Peer Review Mechanism (APRM) and the Mo Ibrahim Governance Index have been used to augment an appreciation of the structural and proximate causes of human insecurity in ECOWAS and Africa. Yet insights from these processes are not systematically deployed into the development of programmes to address the structural causes of conflict.

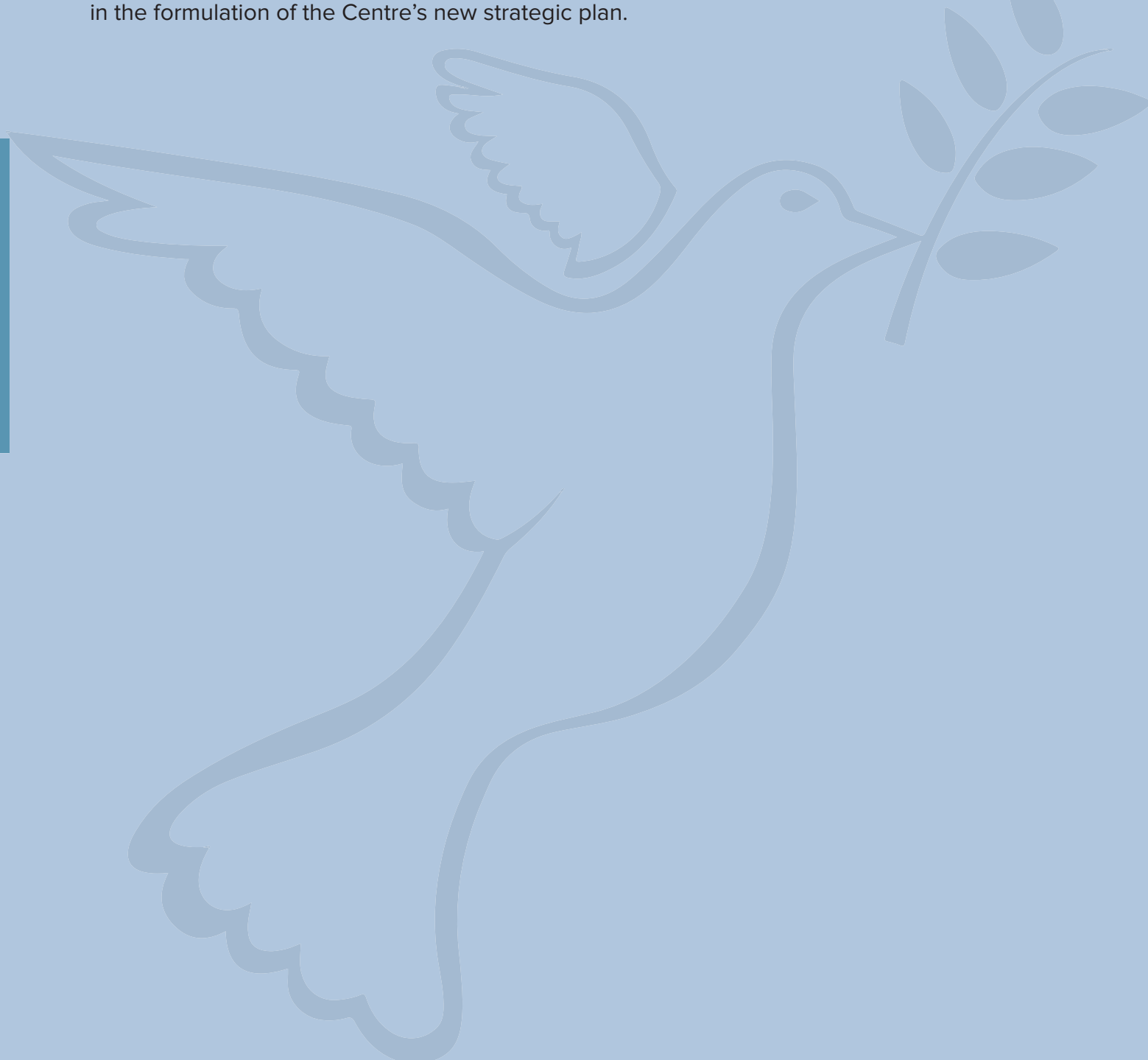
Overall, ECOWAS and AU seem to be better known for conflict resolution and management,

¹<https://www.worldbank.org/en/events/2023/11/30/standing-up-against-gender-based-violence-gbv-in-africa-afe-1123>, cited on 23 January 2024

²<https://westafrica.oxfam.org/en/latest/blogs/16-days-activism-30-years-mobilization-against-gender-based-violence>, cited on 23 January 2024

rather than conflict prevention and promotion of good governance. These response challenges are compounded by insufficient mechanisms to operationalise the principles of subsidiarity and comparative advantage between AU and RECs when it comes to addressing conflict and human security threats. At the same time, mechanisms for harnessing the huge potential of civil society and the private sector in structural conflict prevention and management of conflict remain underdeveloped.

An appreciation of these realities at the nexus of governance, peace and security and human development in ECOWAS and Africa, together with an assessment of the SWOT and other analyses of Centre's internal capacity (Annex 1) have served to inform the choice of priorities in the formulation of the Centre's new strategic plan.



3. THEORY OF CHANGE AND BUSINESS MODEL

3.1. Theory of Change

Emerging from the analyses of the Centre's external operating environment and its internal realities, the leadership of the Centre has made strategic choices that will enhance the Centre's effectiveness in realising its vision and mission, while minimising its vulnerability. These choices define the theory of change that will guide the Centre's priorities and ways of doing business in the next five years from 2024 to 2028.

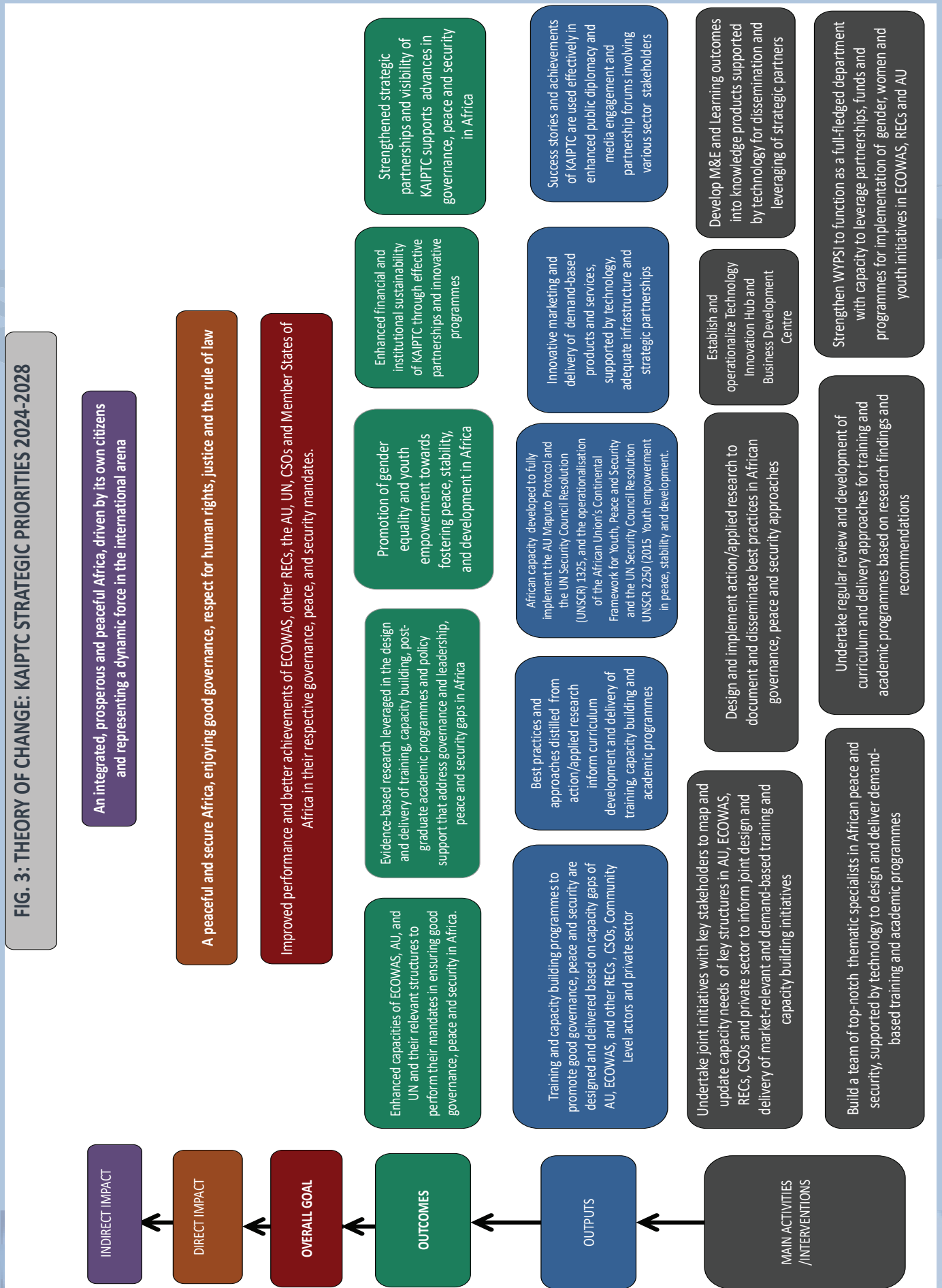
The key elements of KAIPTC's theory of change as presented in Annex 2, posits that the Centre intends to make significant contributions to the promotion of good governance, peace and security in Africa through sustained capacity strengthening of the main actors and structures in the peace and security sector; namely, ECOWAS, RECs, AU, UN and CSOs. Towards this end, the Centre seeks to be more market-oriented and client-facing (demand-driven), and leverage more internal revenue, thereby minimise its over-dependence on partner funds. This strategic focus includes setting up and operationalising a technology and innovation hub to support e-learning, and a proposed Business Development and Consultancy Unit of the Centre.

Moreover, the theory of change submits that the Centre can make significant contributions to strengthen the capacity of key actors in the peace and security sector of ECOWAS and AU by pursuing the following strategic pathways:

- i. Undertake action/applied research to identify and codify best practices in African good governance, peace and security initiatives; and leverage the results in the form practical and scalable methodologies in Africa peace and security interventions to inform the design and delivery of training, capacity building, post-graduate academic programmes and policy advocacy for the purpose of addressing prevailing capacity gaps in African peace and security interventions.
- ii. Develop African capacity to fully implement the AU Maputo Protocol and the UN Security Council Resolution (UNSCR) 1325, and the operationalisation of the African Union's Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015) to foster empowered and strategic participation of the Youth and enhance social inclusion in the pursuit of peace, stability and development in ECOWAS and Africa
- iii. Pursue innovative marketing and delivery of demand-based products and services, supported by technology, capable human resource, adequate infrastructure, and strategic partnerships. This entails operationalising a Technology and Innovation Hub with the requisite human capital and up-to-date technology capacity deployed to meet the needs of the Centre's clients in areas such as e-learning or distance education, consultancy services, and simulation of peace and security training.
- iv. Transform and package KAIPTC's success stories and achievements in the form of knowledge products and bespoke services for public diplomacy, media engagement and partnership forums to reach the various sector stakeholders in the peace and security sector, including the private sector, Foundations, climate-security actors, and lobby groups. This calls for a strengthened capacity of the Centre to regularly undertake M&E, Lesson Learning, and Impact Assessment, and to translate the results into knowledge products and marketable services.

v. Enhance the financial and institutional sustainability of KAIPTC through effective revenue generation, cost reduction and other financial management initiatives, and leveraging of strategic partnerships and innovative programmes.

Fig 4: KAIPTC THEORY OF CHANGE 2024-2028



- The Indirect Impact in the Theory of Change is not meant to be measured. It is only for planning purposes. The Indirect Impact refers to the grand scheme of aspirations beyond the remit of the Centre to which the plan hopes to make some form of contribution. It is in the far away horizon of where the Centre's efforts are pointing and not a target or a destination to be reached. That is why it does not feature in the Results Matrix or Logical Framework Analysis in the strategy.

3.2. Intervention Logic

Stemming from the Theory of Change, the Centre has outlined its intervention logic for the period 2024-2028 as presented in this section. The highlights of these decisions are that the current vision and mission statements of the Centre remain valid over the next five years.

3.2.1. Vision:

KAIPTC remains the leading and preferred international Centre for training, education, research and policy advocacy that are focused on ensuring a peaceful and secure Africa.

3.2.2. Mission:

KAIPTC provides globally recognised and bespoke capacity for all actors on African peace and security through training, education, research, and policy dialogues to foster peace and stability in Africa.

3.2.3. Overall Goal for the period 2024-2028

The overall goal or ultimate outcome which the Centre seeks to achieve during the period 2024 -2028 is to contribute significantly towards Improved performance and better achievements of ECOWAS, other RECs, the AU, UN, CSOs and Member States of Africa in their respective governance, peace, and security mandates.

3.2.4. STRATEGIC PRIORITIES AND INTERVENTION PATHWAYS 2024-2028

The Centre has identified five strategic priorities and corresponding pathways (or focal areas of action) that it will pursue towards achieving its overall goal in the period 2024-2028. Table 4 summarises these strategic priorities and the pathways.



Table 4: Strategic Objectives and Corresponding Pathways

SRL	STRATEGIC OBJECTIVE	PATHWAYS / FOCAL AREAS OF ACTION
STRATEGIC OBJECTIVE 1		
1	To enhance the capacities of ECOWAS, AU, and UN and their relevant structures to perform their mandates in ensuring good governance, peace and security in Africa.	<ol style="list-style-type: none"> 1. Develop local, national, and regional capacities on African peace and security through training and education. 2. Translate MoUs into funded research, training, and capacity building programmes 3. Design and deliver training and capacity building programmes based on jointly identified capacity gaps of AU, ECOWAS, other RECs, and relevant UN structures involved in promoting African peace and security 4. Design and deliver targeted training and capacity building programmes for Private sector, CSOs and Community level actors in governance, peace and security 5. Bridge the gap between research, policy and practice on African peace and security through policy advocacy to improve societies and communities
STRATEGIC OBJECTIVE 2		
2.	To leverage on evidence-based research to design and deliver training, capacity building, post-graduate academic programmes and policy support that address governance and leadership, peace and security gaps in Africa	<ol style="list-style-type: none"> 1. Ensure the sustainability of the Centre’s Post-Graduate academic programmes and other knowledge generation initiatives in governance, leadership, peace, and security 2. Undertake action/applied research on African peace and security initiatives to determine best practices for upscaling 3. Institutionalise research-based curriculum development and delivery of training, capacity building and academic programmes 4. Conduct research-informed training, academic and professional short courses that respond to current and emerging peace and human security concerns related to climate security, Artificial Intelligence, natural resource governance, transnational organised crime, structural conflict prevention, etc.

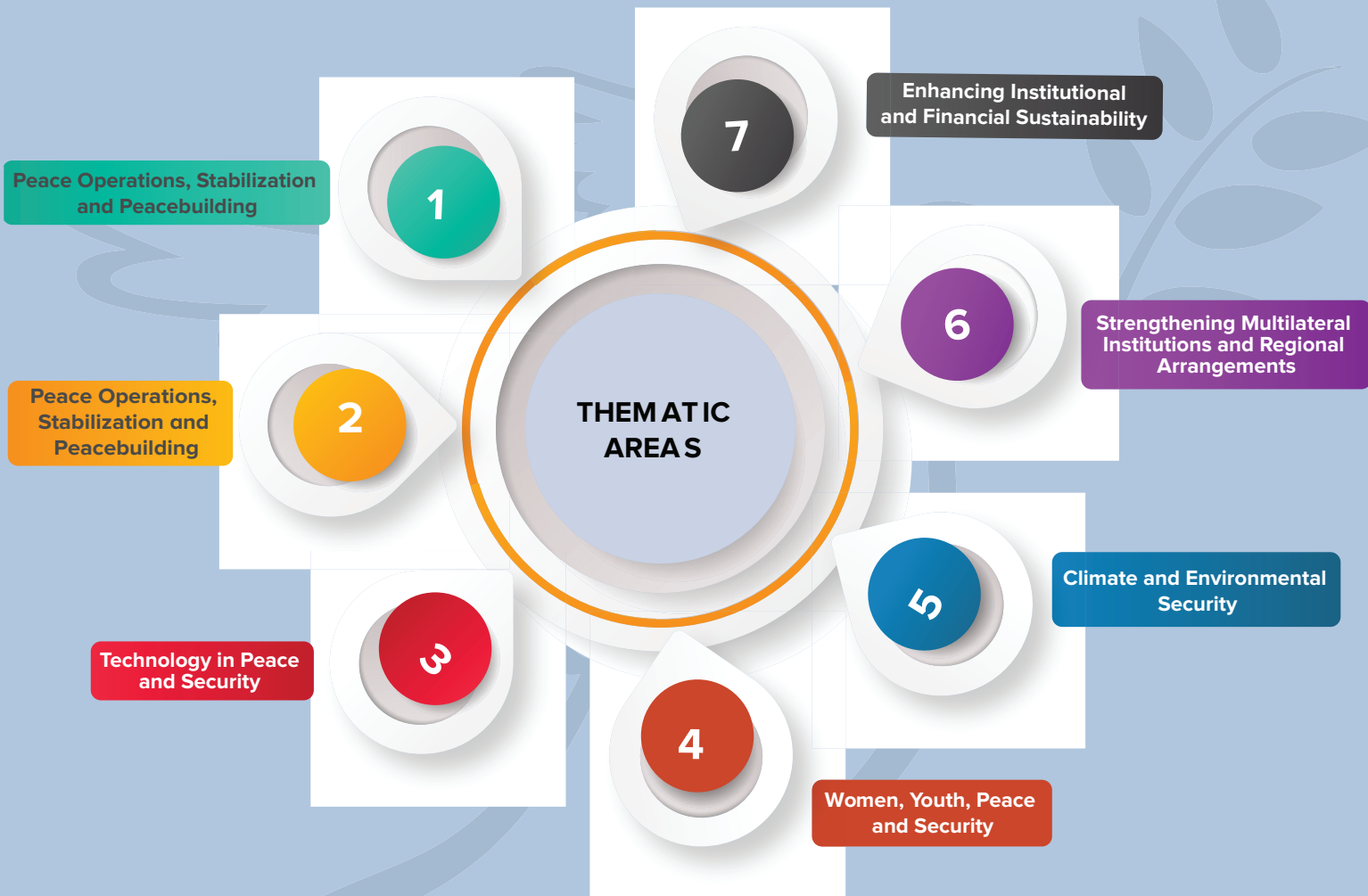
STRATEGIC OBJECTIVE 3		
3.	To enhance gender equity and social inclusion with a focus on women and youth in fostering peace, stability, and development in Africa.	<ul style="list-style-type: none"> Build African capacity to fully implement the AU Protocol on the African Charter on the rights of women in Africa (Maputo Protocol) and the UN Security Council Resolution (UNSCR) 1325 (2000) and follow up Resolutions on the Women, Peace and Security Agenda.
		<ul style="list-style-type: none"> Support the operationalisation of the African Union’s Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015)³.
STRATEGIC OBJECTIVE 4		
4.	To enhance the financial and institutional sustainability of KAIPTC through effective partnerships and innovative programmes	1. Enhance KAIPTC’s financial sustainability to grow/nurture a viable institution for peace and security in Africa
		2. Build and maintain a requisite package of infrastructure and facilities to support the purposes of the Centre
		3. Build a productive, innovative, and incentivised human resource to drive the Centre’s agenda and mission
		4. Ensure an efficient and responsive governance system that sustains the institution to serve and promote continental peace and security.
		5. Harmonise and consolidate the gains from KAIPTC’s peace and security initiatives to improve monitoring, evaluation, learning and visibility
		6. Develop a robust M&E system and corresponding capacity to track and report on the Centre’s impact, and thereby inform decision-making and adaptive management
		7. Ensure that the Centre takes advantage of its rich alumni and also provide internship opportunities
		8. Create innovation and technology hubs to promote the Centre’s operational efficiency
		9. Create innovative marketable products in the KAIPTC’s innovation and technology hubs to generate funds

STRATEGIC OBJECTIVE 5

5.	To strengthen strategic partnerships and networking for visibility to advance peace and security in Africa	<ol style="list-style-type: none">1. Strengthen strategic partnerships, networking, and collaboration to leverage funds, programmes, and visibility2. Organise collaborative forums, conferences, and side events that bring together international organisations, African governments, regional bodies, and civil society organizations, etc. to advance policy and discourse on African peace and security3. Explore exchange programs, secondment opportunities, internships, technical assistance to enhance the capacities of Staff4. Foster partnerships with non-state actors including civil society organizations, community leaders, women's groups, and youth organizations, who play a crucial role in promoting peace and security at the grassroots level5. Deploy insights and knowledge products from the Centre's M&E and impact assessment to promote visibility and partnership6. Improve communication and visibility to advance peace and security in Africa and for resource mobilization7. Enhance public diplomacy and media engagement to promote success stories and achievements.
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³The UN and AU agenda on Youth speak about participation, protection, prevention, partnerships, disengagement, and reintegration of Youth among other things. Thus, the emphasis is more about including the Youth in the whole process of governance, conflict prevention, and promotion of peace and security in ways that empower them.

MAJOR THEMATIC AREAS



3.2.5 THEMATIC AREAS FOR KAIPTC's INTERVENTIONS

These seven thematic areas refers to the distinct categories and specific areas of focus that KAIPTC direct its specific attention to for the next five years. These will strongly augment the five Strategic Objectives and most interventions for the next strategic period will be around these thematic areas to enable KAIPTC achieve its mission and vision.

Serious attention will be paid to these areas in the review and development of existing and curriculum, training and capacity development activities, pedagogy, research and academic programmes, policy dialogues and advocacy, policy development and implementation as well as our governance processes. Specifically, these thematic areas will permeate all areas of the KAIPTC's interventions.

For us at KAIPTC, the thematic areas will guide us and play a vital role in interdisciplinary arrangements of our programmes. They will provide a framework for integrating multiple disciplines and combining knowledge across different thematic areas to identify gaps in the peace and security landscape, investigate these gaps and creatively propose interventions to address complex problems and multifaceted issues, contributing to conflict prevention and peace and security on the continent.

1. Peace Operations, Stabilization and Peacebuilding

- Conflict resolution
- Peacekeeping
- Protection of Civilians (POC)
- Mediation
- Negotiation
- Counter terrorism
- Border security
- Intelligence
- Peace Enforcement
- Joint Campaign Planning
- Multi-dimensional Peace Support Operations

2. Governance, Leadership and Conflict Prevention

- Democratic governance
- Preventing Violent Extremism (PVE)
- Preventing and Countering Violent Extremism and Terrorism (PCVET)
- Rule of law
- Leadership
- Security sector governance
- Elections
- Election security
- International Relations and Diplomacy
- Election management
- Transnational Organised Crime (TNOC)
- Political participation
- Transitional Justice
- Peace Infrastructures

- Media and Security

3. Technology in Peace and Security

- Cyber security
- Artificial intelligence
- AI ethics
- Cyber warfare
- Technology and Innovation
- Peacekeeping technologies
- Social Media
- Misinformation
- Disinformation

4. Women, Youth, Peace and Security

- Gender Policies and strategy, advocacy and implementation.
- Women Peace and security leadership.
- Youth Engagement and Empowerment
- Inclusion
- Peace support operations
- Addressing sexual and gender-based violence through prevention and response
- Conflict prevention and resolution
- Sustainable development
- Capacity building in gender mainstreaming, WYPS, youth engagement, leadership and communication, monitoring and evaluation and the inclusion of gender sensitive / WYPS indicators in organizational M&E frameworks.
- Human rights, social justice and human development

5. Climate and Environmental Security

- Maritime security
- Ocean governance
- Natural resources
- Green sustainability
- Climate security
- Green Peacekeeping
- Migration
- Farmer herder conflicts

6. Strengthening Multilateral Institutions and Regional Arrangements

- Regional institutions (AU, ECOWAS, SADC, IGAD, ECAS, EU, Accra Initiative, etc)
- Regional cooperation
- Regional mechanisms/frameworks
- Regional PSOs
- Global Governance (UN, NATO, etc)

7. Enhancing Institutional and Financial Sustainability

- Institutional sustainability
- Financial sustainability
- Risk Management
- Project Management

3.3. Critical Success Factors

These critical success factors are the main forces outside the control of the Centre, and which need to be managed to enhance the successful implementation of the KAIPTC strategic plan:

3.3.1. Leveraging Funds and Partnerships for Applied Research on Good Practices in African Peace and Security Initiatives.

This is a critical success factor because of the probability of “partner hijack” – a phenomenon that may make it more attractive for the Centre to focus its research on donor-funded and donor-initiated issues that may be more academic in nature, and less directed at documenting and disseminating best practices in African initiatives in the promotion of good governance, peace and security. The Centre needs to focus on action research, because the methodology and results from action/applied research will enable the involvement of communities and various stakeholders in the distillation and co-creation of approaches, capacities, relationships and other factors that produce real-time and sustainable results in initiatives such as preventive diplomacy, mediation, conciliation, and the implementation of peace agreements, SSR/DDR, and post-conflict reconstruction and development. The identified good/successful practices can then be scaled up and implemented in Africa’s prevailing conflict systems, such as the Sahel, Horn of Africa, Sudan, South Sudan, Congo and Central Africa

3.3.2. Support from MoD/GAF to Enable the Centre to Function as a Pan African Centre

As the Centre remains a unit of the MoD/GAF, the temptation to continue appointing and re-posting military personnel to and from the Centre even when they are not best fit for purpose, and to reinforce its military identity over its multi-dimensional and multi-faceted functions could continue to be a risk to the effective functioning of the Centre. This stance does not always augur well for the unique international and donor partnership dynamics the Centre requires in executing its mandate. Therefore, the leadership of the Centre needs to renegotiate with MoD/GAF to ensure that senior military personnel who are posted to leadership and management positions in the Centre stay for a minimum of three (3) years, and go through a systematic and dedicated orientation and on boarding process to enable them cultivate and institutionalise the participatory, dialogical, agile, and client-friendly and resonant leadership culture the Centre requires.

3.3.3. Academic Freedom of the Centre as an Evidence-based Research-led Training Centre

The current situation where the academic freedom of the Centre is not compromised is commendable. This must continue to be encouraged to ensure that the Centre maintains its position as an evidence-based, research-led training Centre. The market value of the Centre has to do with its known independence in sharing research findings on governance, peace and security issues in the ECOWAS region.

3.3.4. Collaboration with MOD/GAF and the Ministry of Finance

The Centre should continue to engage and strengthen its collaboration with the MOD/GAF and the Ministry of Finance to leverage a percentage of fund accruing to the government from peacekeeping initiatives undertaken by GAF and Ghana Police as a regular and ring-fenced fund to build the capacity of KAIPTC to deliver training, education and policy

advocacy on peace and security. Efforts in this direction that were initiated some years back need to be revamped to secure this regular funding source for the Centre, as it has the relevance of encouraging donors to join the GoG to sustain the financial base of the Centre to perform its mandate.

3.3.5. Ability to Attract and Retain the Requisite Human Capacity

The Centre needs to have adequate and stable human resource capacity in research, training, and leadership to remain agile in adopting its collaborative, dialogical demand-driven and market-oriented approach to working with its clients. This calls for MoD and GAF to decouple the Centre's employment conditions from those of the Ministry and GAF, enabling the Centre to offer market-competitive employment conditions to the unique human resources needed to make the centre effective.

3.3.6. Delivery of Capacity Building Programmes in Climate Security, Artificial Intelligence and New Human Security Threats

The sustainability and continued market relevance of the Centre in the turbulent years ahead will depend on its ability to design and offer training and capacity building programmes at the nexus of natural resource governance, climate security, migration, structural conflict prevention and Artificial Intelligence. The development and delivery of these courses and programmes may require of the Centre to re-tool its human resource, technology, policy architecture, and support infrastructure. The investments required for this may have to be leveraged from the capital market, based on a sound business case and evidence of an attractive return on investment.

3.3.7. Enhanced Ability to Assess and Communicate the Impact of the Centre

It has become abundantly evident over the years that KAIPTC requires external support to develop and operationalise a system and the capacity for regular assessment and dissemination of its impact. The significance of assessing and communicating the Centre's impact to donors, partners and stakeholders is well-known. What remains is the institutionalisation of technology, expertise, and system (including a SoP) to regularly measure and report on outcomes and impact from the implementation of the strategic plan, and to deploy insights and knowledge products from the impact assessment for marketing and visibility enhancement of the Centre.

3.3.8. Resources to Strengthen the Capacity of WYPSI and To Mainstream Gender


The Centre needs to invest energies and efforts in leveraging resources (financial, human, technology and partnerships) to strength WYPSI in ways that enable the department to lead the Centre in exploring the huge potential in capacity building and policy advocacy in the Women Youth Peace and Security (WYPS) sector.

Another aspect is working to enhance gender mainstreaming capacity of WYPSI as a Department. The organisation of trainings and initiatives including the monitoring of the implementation of National Action Plans (NAPs) on WYPS in Africa is a comparative strength of KAIPTC.

4. RESULTS MATRIX OR LOGICAL FRAMEWORK

The Centre has delineated five strategic objectives and the corresponding outcomes, outputs and activities that will be implemented in the next five years. Outcome and output indicators have also been defined for each of the five strategic objectives. In addition, the main activities and micro-projects that need to be implemented to ensure the delivery of each output have been earmarked. These have been mapped out into a Results Framework or Logical Framework – the actual strategic plan - for the period 2024 - 2028.

4.1. RESULTS FRAMEWORK: 2024-2028

		STRATEGIC PLAN: 2024 – 2028 RESULTS FRAMEWORK		PREPARED ON 24 December 2023	
RESULTS	INDICATORS / MILESTONES	ACTIVITIES	MEANS OF VERIFICATION	SUCCESS FACTOR	
Vision: KAIPTC remains the leading and preferred international Centre for training, education, research, and policy advocacy that are focused on ensuring a peaceful and secure Africa					
Mission: KAIPTC provides globally recognised and bespoke capacity for all actors on African peace and security through training, education, research, and policy dialogues to foster peace and stability in Africa					
Ultimate Outcome: Improved performance and better achievement of UN, AU, ECOWAS, other RECs, CSOs and Member States in their respective peace and security mandates in Africa					
Intermediate Outcome 1: Enhanced capacities and state of readiness of UN, AU and ECOWAS structures, CSOs, and member states to implement well-coordinated interventions/missions in governance, peace and security across West Africa and the African Continent					
Immediate Outcome 1: Strengthened capacities of ECOWAS, AU, and UN and their relevant structures (including CSOs and Private sector) to perform their mandates in ensuring good governance, peace, and security in Africa	<ul style="list-style-type: none"> Number of effective preventive diplomacy, mediation and conciliation initiatives that result in the prevention and/or de-escalation of crises/conflict in ECOWAS and AU Member States Number of initiatives taken to reduce peacekeeping related offences, in particular sexual abuse and exploitation of women, children and other vulnerable groups and steady improvements in adherence to approved UN/AU standards 				

<p>Output 1.1: Training and capacity building programmes that address jointly identified capacity gaps in ECOWAS, AU, UN and CSOs related to preventive diplomacy, mediation, conflict management, mission planning, and post-conflict reconstruction and development.</p>	<ul style="list-style-type: none"> • Number of needs-based training courses, seminars, advocacy programmes, on operationalisation of AGA-APSA, ASF, ESF and other regional standby forces, human rights and transitional justice, etc that are offered by KAIPTC and jointly sponsored by ECOWAS, AU, Member States and key Partners • Number of initiatives introduced/implemented to enhance timeliness and effectiveness of preventive diplomacy, mediation, conciliation, peacebuilding and peacekeeping missions in ECOWAS and AU • Improvements in the timeliness of deployment of peacekeepers, and better alignment of their mandates with the specific conflict situations on the ground • Number of technical support provided to ECOWAS and AU to revise and integrate gender perspectives into policy documents and operational manuals that guide the operationalisation of ASF, ESF and other Regional Standby Forces • Number of plans generated by Planning Elements that take gender equality and youth integration into account 	<p>1.1.1. Undertake action research and other collaborative research with AU and ECOWAS structures on the subsidiarity principle, related policy and capacity gaps (including gender considerations) in operationalisation of AGA-APSA synergies, ASF and ESF and publish results focused on capacity gaps at least every two years from 2025 onwards</p> <p>1.1.2. Collaborate with AU & ECOWAS to share research results and engage key stakeholders in policy dialogues to implement research results, including the development and implementation of needs-based training courses from 2025 onwards</p> <p>1.1.3. Collaborate with AU & ECOWAS (Planning Element) to improve planning and management of rosters for deployment from 2025 onwards</p> <p>1.1.4. Collaborate actively with key stakeholders to design and deliver corresponding/needs-based training and capacity building programmes for ECOWAS, AU and UN structures</p> <p>1.1.5. Collaborate with ECOWAS, AU and UN Structures to review policies, standards and plans to enhance gender equality and integration of Youth</p>	<p>Reports on training programmes</p> <p>Reports on policy dialogues / seminars</p> <p>M&E reports</p> <p>Annual report of the Centre describing programmes implemented</p>	
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<p>Output 1.2: Targeted training and capacity building programmes for Private sector, CSOs and Community level actors in governance, peace and security designed and delivered</p>	<ul style="list-style-type: none"> • Number of training and capacity building programmes delivered to Private Sector actors, CSOs and community level actors in peace and security based on jointly identified capacity gaps • Number of big businesses, industries, mining companies, CSOs and community level structures trained and capacitated to implement peace and security initiatives 	<p>1.2.1. Collaborate with Private Sector actors, CSOs and Community level structures to identify capacity gaps in implementation of peace and security initiatives</p> <p>1.2.2. Design and implement needs-based training courses for private sector stakeholders, CSOs and community level structures</p> <p>1.2.3. Evaluate and facilitate lesson learning processes, involving key actors/stakeholder</p>	<p>Reports on training and capacity building programmes</p> <p>Annual reports</p>	
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<p>Output 1.3: Research-based policy advocacy programmes and peace forums implemented to bridge the gap between research, policy and practice on African peace and security at regional, national and sub-national levels</p>	<ul style="list-style-type: none"> • Number of research-based advocacy programmes implemented by KAIPTC at regional and national levels • Number of policy review recommendations that are published and disseminated to relevant stakeholders in ECOWAS, AU and UN and Member States for improved peace and security processes 	<p>1.3.1. Undertake necessary research, including policy gaps and needs assessment jointly with AU and ECOWAS, and use research results to design/ re-design advocacy programmes that address identified capacity gaps and skills in the operationalisation of AGA-APSA, peaceful transitions of governments, and youth participation in governance</p> <p>1.3.2. Organise bi-annual roundtables and other forms of stakeholder engagements with ECOWAS and AU to jointly identify the policy and capacity gaps, and training needs militating against effectiveness of AGA-APSA, ASF, ESF, and implementation of peace agreements and post-conflict reconstruction initiatives</p> <p>1.3.1. Undertake necessary research, including policy gaps and needs assessment jointly with AU and ECOWAS, and use research results to design/re-design advocacy programmes that address identified capacity gaps and skills in the operationalisation of AGA-APSA, peaceful transitions of governments, and youth participation in governance</p> <p>1.3.2. Organise bi-annual roundtables and other forms of stakeholder engagements with ECOWAS and AU to jointly identify the policy and capacity gaps, and training needs militating against effectiveness of AGA-APSA, ASF, ESF, and implementation of peace agreements and post-conflict reconstruction initiatives</p> <p>1.3.3. Collaborate with identified stakeholders and partners to evaluate and learn lessons to improve policy advocacy in ECOWAS, AU and UN</p>	<p>Annual Reports</p> <p>Reports on advocacy and roundtables</p>	
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<p>Output 1.4: Multilateral and bilateral agreements to finance research, policy reviews, institutional capacity building and training of ECOWAS and AU structures and personnel are in place and effectively implemented.</p>	<ul style="list-style-type: none"> • Bi-annual roundtables/ stakeholder consultations with UN, AU and ECOWAS result in: <ul style="list-style-type: none"> o X number of jointly designed and funded research programmes for KAIPTC o Y number of training/ capacity building programmes conducted in KAIPTC o Z number of policy advocacy initiatives and policy reviews in UN, AU and ECOWAS • Q number of multilateral and bilateral financial agreements support research and training in KAIPTC annually from 2025 onwards 	<p>1.4.1. Engage AU, ECOWAS and Development Partners with research and training proposals to leverage cooperation agreements in form of funded programmes and Technical Cooperation.</p> <p>1.4.2. Translate existing MoUs with AU, ECOWAS and UN structures into funded research, training, and advocacy programmes to address identified capacity gaps in Regional structures and member states</p> <p>1.4.3. Collaborate with other TCEs, research universities and research networks/coalitions in ECOWAS and other RECS to leverage joint research, programme design and implementation.</p>		
RESULTS	INDICATORS / MILESTONES	ACTIVITIES	MEANS OF VERIFICATION	SUCCESS FACTOR
<p>Intermediate outcome 2: Evidenced-based research leveraged to design and deliver training, capacity building, post-graduate academic programmes and policy support that address governance and leadership, peace and security gaps in Africa.</p>				
<p>Immediate Outcome 2: KAIPTC's research, training, post-graduate academic programmes and professional short courses receive higher patronage from ECOWAS, AU and UN structures.</p>	<ul style="list-style-type: none"> • Number of applied/action research funded by ECOWAS, AU and UN to distil good/ successful practices in African peace and security initiatives such as preventive diplomacy, mediation, conciliation, PCRDR, implementation of peace agreements, counter-terrorism, SSR/DDR, etc • % net increase in enrolment and annual intake of delegates in training courses, professional short courses, and post-graduate programmes • % net increase in overall inflows of funds from training, professional short courses and post-graduate programmes • % net increase in enrolment for e-learning courses • % net increase in revenue from e-learning courses 			

<p>Output 2.1: Best practices in African governance, peace and security initiatives distilled through action/applied research with ECOWAS, AU, UN and other partners</p>	<ul style="list-style-type: none"> • Best practices in Mediation, Preventive Diplomacy, Conflict Management, Implementation of Peace Agreements, and DDR/SSR, Post-Conflict Reconstruction and Development in ECOWAS and Africa are studied and documented. • Publications, reports, and knowledge products on African best /successful practices in governance, peace and security used by TCEs, and other stakeholders to design policy and programmes 	<p>2.1.1. Collaborate with ECOWAS, AU, UN structures and Partners to design and undertake action research on African governance, peace and security practices that have been successful.</p> <p>2.1.2. Identify key stakeholders to publish and disseminate action research findings and recommendations on best practices in African peace and security initiatives</p> <p>2.1.3. Organise strategic learning forums to share and learn on the identified best practices and to disseminate them for upscaling</p>	<p>Research reports Reports on roundtables and policy forums</p>	
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<p>Output 2.2: Institutionalised research-based curriculum development and delivery of training, capacity building and academic programmes</p>	<ul style="list-style-type: none"> • Number of curricula for training courses that are revised/updated based on findings and recommendations from KAIPTC field research • Number of post-graduate programmes designed and delivered in line with field research findings • Teaching approaches and delivery methodologies in KAIPTC that have been revised/ updated based on research findings • Number of citations of research conducted by KAIPTC • Number of downloads of research outputs • Number of hits to KAIPTC website pertaining to research • Number of professional short courses designed /revised and delivered based on research findings 	<p>2.2.2. Design and deliver professional short courses based on recent findings of field research on best practices in African governance, peace and security</p> <p>2.2.3. Collaborate with ECOWAS, AU, UN and Partners to deliver tailor-made short courses for practitioners in governance, peace and security (mediation, preventive diplomacy, peacekeeping, transitional justice, PCRDR, etc)</p>		
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<p>Output 2.3: Bespoke professional short courses, including courses on peace and security implications of advances in Artificial Intelligence, climate change, natural resource governance, and Youth bulge, delivered to selected and relevant stakeholders</p>	<ul style="list-style-type: none"> • Number of tailor-made professional short courses delivered in collaboration with ECOWAS, AU and UN structures • Number of tailor-made professional short courses addressing policy and operational gaps in African peace and security that are delivered to field and policy level practitioners in ECOWAS, AU and UN structures • Number of new/updated courses designed and delivered to address security challenges at the nexus of Artificial Intelligence, Climate Change, Natural Resource Governance and Human Security and Development in ECOWAS and Africa 	<p>.3.1. Undertake a market survey of demand for tailor-made professional short courses in governance, peace and security for various stakeholders at regional, national and community level including private sector</p> <p>.3.2. Collaborate with relevant stakeholders to design and deliver bespoke professional short courses, including e-learning programmes</p> <p>.3.3. Evaluate and learn lessons on potentials for expanding professional short courses in at the interface of AI, climate change and natural resource governance and human security</p> <p>.3.4. Publish insights and disseminate results to key stakeholders</p>		
<p>Output 2.4: Enhanced sustainability of the Centre's Post-Graduate academic programmes and other knowledge generation initiatives in governance, leadership, peace and security</p>	<ul style="list-style-type: none"> • % net increase in enrolment and annual intake of delegates in training courses, professional short courses, and post-graduate programmes • % net increase in overall inflows of funds from post-graduate programmes and professional short courses • Steady annual increase in the number of desk-to-desk collaborative research programmes between KAIPTC and ECOWAS/AU • Number of sponsored students disaggregated by gender from ECOWAS, AU and UN structures to the post-graduate programmes • Increases in net revenue generation from academic programmes • Steady increase in numbers and percentage of women in post-graduate programmes 	<p>2.4.1. Advertise/market the Centre's post-graduate and professional short courses to key stakeholders more vigorously and professionally</p> <p>2.4.2. Revise regularly (at least, every two years) the Centre's prices and costing system and reflect them in the revised fees for post-graduate programmes and short courses</p> <p>2.4.3. Organise promotional programmes to showcase and attract students and delegates from ECOWAS, AU, and member states to attend the Centre's post-graduate programmes and professional short courses.</p> <p>2.4.4. Create and implement joint proposals and projects with AU and ECOWAS</p> <p>2.4.5. Conduct alumni and employer perception surveys (disaggregated by gender) on the quality of KAIPTC's academic programmes</p> <p>2.4.6. Revise academic fees regularly to remain attractive and viable</p>		

<p>Output 2.5: Production of more quality/ cutting-edge research outputs that inform policy making and programming at AU, ECOWAS and member states</p>	<ul style="list-style-type: none"> • Increase in client-/partner-sponsored participation in regional and international policy conferences and dialogues • Number of technical assistance initiatives / packages KAIPTC has provided to stakeholders • Number of citations of research conducted by KAIPTC • Number of downloads of research outputs • Number of hits to KAIPTC website pertaining to research 	<p>2.5.1. Increase the intake of sponsored students from ECOWAS, AU and UN who can influence policy</p> <p>2.5.2. Put in place a system to monitor citations and utilization of KAIPTC research outputs</p> <p>2.5.3. Engage policy makers in ECOWAS, AU and UN structures to review policy implications of KAIPTC research findings and recommendations.</p> <p>2.5.4. Deliberately engage with publishers and journals to enhance reviews and validation of KAIPTC field research results.</p>		
RESULTS	INDICATORS / MILESTONES	ACTIVITIES	MEANS OF VERIFICATION	SUCCESS FACTOR
<p>Intermediate outcome 3: Enhanced contributions of KAIPTC to: a.) the operationalization of the African Union’s Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250 (2015); and b.) African capacity to fully implement the AU Protocol to the African Charter on the rights of women in Africa (Maputo Protocol) and the UN Security Council Resolution (UNSCR) 1325 and follow up resolutions on women, peace, and security in the context of Africa;⁴ and c.) to enhance gender equity and social inclusion with a focus on women and youth in fostering peace, stability, and development in Africa.</p>				
<p>Immediate Outcome 3: Member States of ECOWAS and AU actively implementing tenets of the Maputo Protocol, UNSCR1325 and other supporting Resolutions as well as the African Union’s Continental Framework for Youth, Peace and Security and the UN Security Council Resolution UNSCR 2250, and related UN Gender Equality and Social inclusion Peace and Security considerations</p>	<ul style="list-style-type: none"> • Percentage increase of women in leadership positions in PSO in ECOWAS and AU from 2025 onwards • Number of reported cases of GBV in selected countries that are investigated and prosecuted. • Number of National Action Plans on WPS (UNSCR 1325 and Maputo Protocol) produced, implemented and/or reviewed. • Number of National Action Plans in YPS developed with KAIPTC support. • Number of youth-inclusive programmes in peace and security implemented in Member States 			

<p>Output 3.1: Training and capacity building programmes enhance knowledge, skills, awareness, attitude, motivation of member states to implement the principles of Maputo Protocol and UNSCR 1325 AU CRF-YPS and UNSCR 2250</p>	<ul style="list-style-type: none"> • Number of training and capacity building programmes implemented with Member States • Number of Member States introduced to community-based initiatives to prevent and respond GBV • Number of community personnel trained in GBV. • Number of youth in peacebuilding trainings undertaken 	<p>3.1.1. Expand on the KAIPTC's Inspiring African Women Leadership Programme</p> <p>3.1.2. Broaden the KAIPTC Scholarships on women to include youth in peace and security for member states.</p> <p>3.1.3. Design and implement awareness creation programmes in member states on National Actions Plans on Youth Peace and Security.</p> <p>3.1.4. Collaborate with relevant stakeholders to enhance prevention and response mechanisms on gender-based violence in ECOWAS and AU member states</p>		
<p>Output 3.2: Policy dialogues and conferences deploy research findings to enhance policy reviews and compliance of ECOWAS and AU member countries to the principles of UNSCR 1325 and other supporting resolutions</p>	<ul style="list-style-type: none"> • Increase in the number of Member States that WYPSI and its partners sensitize on WPS National Action Plans. • Number of engagements undertaken to review and implement national action plans on WPS and YPS. • Number of engagements undertaken in identified countries on youth involvement in conflict prevention and peacebuilding initiatives 	<p>3.2.1. Undertake assessments of National Action Plans of selected Member States on WPS and YPS in collaboration with relevant stakeholders (e. g. WANEP and ECOSOC)</p> <p>3.2.2. Engage with key stakeholders on WPS and YPS in seminars, workshops, etc. to leverage programmes, and implement initiatives.</p> <p>3.2.3. Design and implement training in gender-based violence for ECOWAS, AU structures and Member States</p> <p>3.2.4. Undertake assessment of youth inclusion in conflict prevention and peacebuilding in Member States, and design/ implement programmes to address the findings</p>		

<p>Output 3.3: Gender mainstreaming and social inclusion in tandem with UN, AU and ECOWAS gender mainstreaming agenda and includes the SDGs. This will also take care of growing interest and focus on disability issues.</p>	<ul style="list-style-type: none"> •Enhanced gender equity and social inclusion in ECOWAS, AU, and other RECs, with a focus on women and youth in fostering peace, stability, and development in Africa. •X number of selected ECOWAS Member States meet SDG indicators in gender mainstreaming and social inclusion. •Y number of ECOWAS Member States have improved their policies, budget allocation, and programme implementation on disability support and the needs of People Living with Disability 	<p>3.3.1. Review existing gender mainstreaming and social inclusion policies and agenda in ECOWAS, AU and UN with reference to SDG indicators.</p> <p>3.3.2. Develop curricula and training methodologies with partners and deliver the programmes to bridge capacity gaps in gender mainstreaming and social inclusion.</p> <p>3.3.3. Review existing disability policies and agenda of ECOWAS, AU and UN with respect to SDG indicators.</p> <p>3.3.4. Develop curricula and training programmes in collaboration with partners to address existing capacity gaps in disability mainstreaming.</p>		
<p>Output 3.4: Enhance the capacity of WYPSI to function as a full-fledged department of the Centre</p>	<ul style="list-style-type: none"> • WYPSI has full complement of staff and resources to function as a Continental Institute on Women, Youth, Peace, and Security • Number of partnerships and cooperation programmes established to elevate the visibility of WYPSI as a major actor in the women, youth, peace, and security ecosystem. 	<p>3.4.1. Recruit/engage more experts in women, youth peace and security to lead the transformation of WYPSI into a fully-fledged department.</p> <p>3.4.2. Engage the ECOWAS, AU, UN and other relevant partners to resource the Institute to play its mandated role.</p> <p>3.4.3. Organise seminars and conferences to profile the Institute and leverage international partnerships and programmes</p>		
<p>RESULTS</p>	<p>INDICATORS / MILESTONES</p>	<p>ACTIVITIES</p>	<p>MEANS OF VERIFICATION</p>	<p>SUCCESS FACTOR</p>

Intermediate outcome 4: The financial and institutional sustainability of KAIPTC is enhanced through effective partnerships and innovative programmes.

<p>Immediate Outcome 4: Efficient, effective, and responsive governance and financial management system enhances the Centre's viability and visibility.</p>	<ul style="list-style-type: none"> • % annual net increases in overall inflows of: core funds, project-related or targeted funds, and IGF from 2025 • % increase in funding from Government of Ghana from 2025 onwards • % increase in funding from AU, ECOWAS, member states and new donors • % net annual improvement in implementation of the Centre's strategic plan and budget • % net improvement in the Centre's visibility and ranking among African TCEs • % net improvement of core funding and IGF over earmarked funds 			
<p>Output 4.1: Governing Board and Partners Forum strengthened and effectively performing their professional roles of providing policy direction and overseeing the performance of the Commandant and Executive Committee of the Centre, as well as supporting fund raising and visibility of the Centre</p>	<ul style="list-style-type: none"> • Governing Board revamped, oriented on its ToR, and functions more robustly in providing strategic and policy direction and oversight on performance of the Centre from 2025 onwards • Executive Committee functions effectively as project management team implementing and reviewing the success of the strategic plan and budget • KAIPTC Constitution finalised and made operational 	<p>4.1.1. Revise composition and revamp the Governing Board to strengthen presence of Government of Ghana, ECOWAS and AU, and orient the Board on their ToR to ensure they function as oversight body on policy, strategy and overall performance of the Centre</p> <p>4.1.2. Engage Governing Board in resource mobilisation (financial and human resource) and visibility promotion for the Centre</p> <p>4.1.3. Strengthen Board and Partners Forum to provide technical review of Centre's performance and support revenue and human resource mobilisation for the Centre</p> <p>4.1.4. Reconfigure the modus operandi of Executive Committee to function as a project management team that implements the strategic plan and review success and make necessary adjustments regularly</p>		

<p>Output 4.2: Management decision making, coordination, and supervision systems in KAIPTC ensure effective implementation and regular review of strategic plan</p>	<ul style="list-style-type: none"> • All departmental annual work plans and budgets are generated from strategic plan from 2024 onwards. • Executive Committee functions as project management team to oversee the implement and review of departmental work plans and budgets based on objectives and indicators in the strategic plan. • Quarterly approval of departmental action plans and budget before actions begins 	<p>4.2.1. Revise / review management decision making, supervision style, and role of Executive Committee, and build capacity of leadership and management structures of the Centre to support implementation of SoPs linked to performance and excellence in achieving the objectives of the strategic plan and budget.</p> <p>4.2.2. Coordinate and use diplomatic and other high profile visits to the Centre for fund raising, marketing and visibility of the Centre</p> <p>4.2.3. Design and implement periodic teambuilding and multi-cultural/inter-cultural competence workshops to improve the work culture in the Centre, including gender policy of the Centre</p> <p>4.2.4. Finalise SoPs for all critical functions and key work processes in the Centre, communicate them to all staff, and train all crucial personnel in how to adhere to the SoPs, and institutionalise enforcement mechanisms</p> <p>4.2.5. Coordinate annual departmental work plans and budget with key objectives and priority performance and impact indicators in the strategic plan</p>		
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<p>Output 4.3: Financial Management and Resource Mobilisation Strategy increases revenue and cut costs</p>	<ul style="list-style-type: none"> • % annual net increase in overall inflows of project-related or targeted funds, and IGF from 2025 • % increase in funding from Government of Ghana • % increase in funding from AU, ECOWAS, member states and new donors • Cost-cutting measures generates net revenue annually from 2024 onwards • Number of engagements undertaken to leverage revenue from AU, ECOWAS, member states and new donors/partners (Broader and more diversified revenue sources) • Number of engagements undertaken with key ministries and national stakeholders to leverage more funds from the Government of Ghana • Strengthened ERP and financial management system reports on student fees, other IGFs, earmarked and core funds, etc. • Financial and audit reports of KAIPTC meet the expectations/ standards of donors and partners 	<p>4.3.1. Engage the services of professionals to develop financing and resource mobilisation strategy, based on a business case of the Centre, and undertake vigorous implementation of the strategy</p> <p>4.3.2. Build capacity of Executive Committee and key officers in all department in fundraising and marketing</p> <p>4.3.3. Engage members of Governing Board in fundraising for the Centre</p> <p>4.3.4. Engage with Ministry of Finance, Ministry of Interior, Ministry of Foreign Affairs, and Presidency, using a business case, to leverage more Govt. of Ghana funding for the Centre</p> <p>4.3.5. Undertake regular review and improvement of the resource mobilisation strategy</p> <p>4.3.6. Strengthen capacity, efficiency and transparency in accounting and financial reporting to acceptable international standards</p> <p>4.3.7. Executive committee is to ensure the use of annual audit and M&E recommendations to revise departmental plans and budgets, as well as financial management and budgetary policies of the Centre</p>	<p>Auditors reports</p>	
<p>Output 4.4: Strategic Human Resource Management System (covering staff rationalisation, career development, performance management, SoPs, and improved remuneration systems) developed, and implemented in consideration of gender equality</p>	<ul style="list-style-type: none"> • Strategy for human resource management detailing the HR needs of the Centre and how they will be met in line with objectives in the strategic plan is developed and implemented from 2025 onwards • SoPs reviewed, communicated and used as part of performance appraisal of personnel • Staff development, contract terms, and remuneration system that are in tandem with the new business model of the Centre are in place and rolled out from 2025 onwards • Internship programme and engagement of university professors and researchers on sabbatical institutionalised and effectively monitored and evaluated to give value for money to the Centre 	<p>4.4.1. Build capacity of HR Unit to develop and implement strategic HRM systems that address staffing, staff rationalisation, career development, performance management and remuneration that align with and promote the achievement of the Centre's objectives in the strategic plan and the gender policy</p> <p>4.4.2. Recruit/engage renowned professors on sabbatical and post-graduate interns, including Francophones to augment staffing in FAAR and Training departments</p> <p>4.4.3. Recruit more Francophone/ French-speaking professionals to enhance the international image of the Centre</p> <p>4.4.4. Renegotiate the posting/ secondment of liaison officers and Course Directors to the Centre, ensuring they meet the qualifications and have the experience to perform the job descriptions determined in the Centre's operating documents</p>		

<p>Output 4.5: Key and strategic infrastructure, facilities and technology development and updated</p>	<ul style="list-style-type: none"> • Infrastructure development plan with budget and financing plan available by end of 2024 and revised annually • Key infrastructure/facilities and technology upgraded and/or developed, including ICT, relevant software and equipment, and buildings • “Language Unit” developed and promoting the use of French in teaching, training, research and communication in the Centre • Language Unit providing services in translation, interpretation at low costs (closely servicing FAAR and Training Departments) • Technology and innovation hub operationalised and supporting e-learning, consultancy, research, training, and post-graduate academic programmes from 2025 onwards • KAIPTC becomes eco-friendly and sustainable (less waste) 	<p>4.5.1. Build and/or renovate key infrastructure and facilities for research and training:</p> <ul style="list-style-type: none"> o The 6 Floor Academic Block with 900 person capacity. o WYPSI Department Block o The Alumni and Inventory Block o Vertical Expansion of the Accommodation Block to make it a 105 room accommodation block. o Expansion of the Mess Facility: o Construction of a 100 room accommodation and Classroom blocks on an Annex Campus for Under-graduate programs. <p>4.5.2. Set up and operationalise Technology and Innovation Centre</p> <p>4.5.3. Upgrade ICT infrastructure, software and human capacity to support the Centre adequately</p> <p>4.5.4. Develop the “French Unit” and staff it for translation and delivery of courses in French language</p> <p>4.5.5. Upgrade the entrance of the Centre to enhance security and image/visibility of the centre</p>		
<p>Output 4.6: Enhanced M&E, Impact Assessment and Strategic Learning capacity at the Centre supports adaptive management, evidence-based decision-making, and promotes visibility of the Centre</p>	<ul style="list-style-type: none"> • M&E reports regularly inform leadership of KAIPTC on rate of plan implementation and budget tracking, providing options for improvement and re-prioritisation. • Research results, training and capacity building outcomes and consolidated gains from KAIPTC’s peace and security initiatives are converted into knowledge products for publication, dissemination, and visibility among key stakeholders of the Centre • Regular Impact Assessment results are deployed as Knowledge Products for dissemination and visibility of the Centre 	<p>4.6.1. Digitise, equip, and strengthen human capacity in M&E and Learning</p> <p>4.6.2. Institutionalise a synchronised and digitalised M&E system that is jointly used by FAAR, TED, and PPMED for tracking plan implementation, outputs and outcomes.</p> <p>4.6.3. Undertake mid-year and annual M&E to report on plan implementation, delivery of planned outputs and outcomes as inputs for EXECOM decision-making.</p> <p>4.6.4. Undertake impact Assessment of the Centre (Outcome achievements and stakeholder perspectives) every 2-3 years</p> <p>4.6.5. Develop findings of impact assessments into knowledge products for dissemination, marketing and visibility promotion</p>		
<p>RESULTS</p>	<p>INDICATORS / MILESTONES</p>	<p>ACTIVITIES</p>	<p>MEANS OF VERIFICATION</p>	<p>SUCCESS FACTOR</p>

<p>Immediate Outcome 5: KAIPTC's visibility, outreach, and impact in advancing peace and security are enhanced through strategic partnerships with AU, RECs, Member States, CSOs, women's organisations, Think Tanks and Private Sector stakeholders, including gender and social inclusion, women and youth organizations</p>	<ul style="list-style-type: none"> • % annual increase in KAIPTC's visibility rating among African TCEs and peace & security institutes starting from 2024 as benchmark • % annual increase in funding and programmes from partners from 2024 onwards • % increase in civil society participation in peace and security initiatives and missions with KAIPTC, ECOWAS, AU and UN • Increase in strategic networking activities with other TCEs and Research Universities 			
<p>Output 5.1: Joint research, policy discourse and advocacy, training & capacity building programmes, and seminars designed and implemented with regional CSOs, women's organisations, and Think Tanks</p>	<ul style="list-style-type: none"> • Increased engagement/participation of CSOs in the implementation of peace and security mandates in ECOWAS and Africa • X number of research, policy advocacy/dialogues and capacity-building programmes conducted for/with identified CSOs and Think Tanks • Number of capacity need assessments conducted for CSOs including women's organisations in West Africa over a five-year period • Number of capacity building activities conducted for selected civil society organisations and Think Tanks to design and implement peace and security programmes 	<p>5.1.1. Undertake mapping, and capacity needs assessment of relevant CSOs, women's organisations and Think Tanks in West Africa and Africa that KAIPTC would like to partner with, and jointly design and implement relevant programmes to advance peace and security in Africa</p> <p>5.1.2. Implement sensitisation, awareness creation, training and capacity building programmes for civil society stakeholders</p> <p>5.1.3. Undertake impact assessment of KAIPTC's collaboration with CSOs, Think Tanks</p>		

<p>Output 5.2: Stakeholder engagements with private sector (business, industry, mines, foundations and philanthropy) results in innovative programmes to advance peace and security in member states of ECOWAS and AU</p>	<ul style="list-style-type: none"> • X number of peace and security programmes jointly implemented with private sector stakeholders 	<p>5.2.1. Identify relevant private sector stakeholders (business, industry, mining, etc.) and jointly design social enterprise and other programmes to advance peace and security in Africa</p> <p>5.2.2. Implement sensitisation, awareness creation, training and capacity building programmes for private sector stakeholders</p> <p>5.2.3. Implement joint programmes (including social enterprise initiatives) with private sector stakeholders</p> <p>5.2.4. Undertake impact assessment of KAIPTC's collaboration with private sector stakeholders</p>		
<p>Output 5.3: Collaborative forums, conferences, and side events at UN and AU gatherings that bring together international organizations, African governments, regional bodies and civil society organizations, etc. on thematic issues raised by KAIPTC</p>	<p>6. Y number of KAIPTC-led conferences, collaborative forums and roundtables that focus on visibility and partnerships for KAIPTC per annum from 2024 onwards</p> <p>7. Number of side events successfully held by KAIPTC at AU and UN international gatherings from 2024 onwards</p> <p>8. Participation in International/ African studies association and other Academic fora</p>	<p>5.3.1. Develop and implement strategic partnership strategy to augment KAIPTC's revenue mobilisation/fund raising strategy</p> <p>5.3.2. Actively leverage international support to secure strategic partners in technology and innovation for the Centre's Technology and Innovation Hub and development in the application of Artificial Intelligence for peace and security</p> <p>5.3.3. Actively leverage strategic partnership with African Research Universities Alliance (ARUA) as a Centre of Excellence in research and training</p> <p>5.3.4. Leverage collaboration with "sabbatical professors" and researchers in ARUA to implement specific programmes</p> <p>5.3.5. Design and implement internship and attachment programmes with research universities and other international networks in the peace and security sector</p>		

5. PLAN IMPLEMENTATION ARRANGEMENTS

5.1. Benchmarking of Outcome and Output Indicators for Effective M&E

As a matter of urgency and significance, the Centre will ensure that all outcome and output indicators in the strategic plan are benchmarked by the end of June 2024, based on the results of a series of baseline studies to be undertaken in the first half of 2024. This initiative will enable the Centre to quantify the outcome and output indicators in the strategic plan, making it easier and more realistic to measure and evaluate achievements.

The benchmarking initiative will be a collaborative exercise involving the M&E Unit, TED and FAAR as well as WYPSI to ensure a gender sensitive M&E process and will begin by establishing from available reports and M&E records of the Centre. An expected outcome of this collaborative initiative in the Centre will be the development and approval of a standard operating procedure (SoP) for regular M&E, Impact Assessment and Strategic Learning processes in the Centre, and how to engage partners and stakeholders in the dissemination of M&E and Impact Assessment results.

5.2. Implement Process to Share Result of Impact Assessment for Policy Review

KAIPTC is currently developing a policy and revising procedures to guide improvements in its M&E and its impact assessment capacity and system. It is envisaged that the policy will be finalised and operationalised by the end of 2024 to enable the Centre undertake regular M&E, Impact Assessment and lesson learning activities, and to share the results with key policy stakeholders in the peace and security sector. The essence of this initiative is to enhance the tracking and reporting of the objectives and targets specified in the strategic plan, and establish the impact of the Centre in the context of current and emerging realities in the peace and security sector.

Another significance of this impact assessment and lesson learning process is to deploy results from the field to influence policy in ECOWAS, AU and UN regarding what works and what needs to be further interrogated by way of approaches, methodologies and practices in capacity building and in actual peace and security initiatives in Africa

5.3. Ensure Civilian Anchor for Training Courses to Augment Military Officers

A persistent challenge in KAIPTC is the posting/deployment of Mod/GAF military officers as course directors to the centre. Besides the challenge of ensure they are fit for purpose, these officers get reposted and or transferred at rather short notice, sometimes before they have grasped the full essence and culture of the job in KAIPTC. The impact on plan implementation is obvious. The Centre is, therefore, considering appointing civilian (contract or full-time staff) to serve as the anchor for each course to ensure sustained delivery and institutional memory of each course. The role of the civilian anchor staff for each course will include liaison with FAAR and stakeholder relationship processes for the review of curricula and delivery methodologies based on research findings.

5.4. Operationalise the Business Development and Consultancy Unit

It will be crucial to set up the proposed Business Development and Consultancy Unit to serve as a resource mobilisation and product innovation centre of KAIPTC. The motivation for implementing this initiative best exists in those personnel who have the capacity and gravitas

in the market and with technical cooperation partners of the Centre. As quickly as possible the mechanics and structures for operationalising the BDU and consultancy unit will be finalised, based on examples from GIMPA, the University of Ghana and the University of Cape Coast.

5.5. Strategic Human Resource Development Framework for KAIPTC

There are ongoing efforts to formulate and operationalise a strategic human resource development framework for the Centre. This initiative will not only attend to the set of human capital required for the delivery of the outputs in the Centre's strategic plan, but also address market-oriented remuneration system, staff development and retention policy and the leveraging of exchange and exposure programmes with partner institutions for the knowledge acquisition and skills transfer.

The strategic human resource development framework will also include mechanisms for ensure systematic and smooth transitioning of knowledge transfer for staff in terms of exit strategies and onboarding.

5.6. Market or Business Orientation of the Executive Management Committee (EXECOM) in Managing the Centre

A successful implementation of the KAIPTC Strategic Plan 2024-2028 will require that the EXECOM adopts a market-oriented of business-oriented culture, where the focus is on increasing revenue generation and reducing operational and other costs. This calls upon the EXECOM to function as a project management team to track the implementation of the plan and use field-based and market-relevant evidence to direct the realisation of the outputs and outcomes in the strategic plan, with a specific focus on net revenue generation and impact on key stakeholders of the Centre. As part of this effort, EXECOM will approve and review departmental action plans and budgets on a quarterly basis to enable more structured implementation and review of the strategic plan.

Considering this, the EXECOM will initiate the development of a business case for the infrastructure development and revamping of the technology for innovation and efficiency as outlined in the strategy, and approach relevant funders/investors with project proposals steeped in the principle of return on investment. This is possible within the semi-autonomous status of the Centre as a Pan African Institute and a Training Centre of Excellence.

5.7. Leverage Potentials for Programming and Funding in Climate Security

A key aspect of the Centre's strategy is to take advantage of the current and growing potential to develop programmes and leverage funding through climate security initiatives. In this regard, the Centre will ensure it acquires the necessary capacity to develop and roll out training courses and policy advocacy programmes in climate security in partnership with relevant partners in ECOWAS, AU and UN.

5.8. Digital Infrastructure and Capacity for Digitalisation of the Centre

Currently the Centre has initiated a programme with one of its strategic partners to improve the digital infrastructure of the Centre to support research, M&E, Impact Assessment, and operations in general. It is envisaged that the capacity for digitalisation of the Centre will remain a priority

in the next five years to ensure the Centre becomes more efficient and impactful in the pursuit of its mandate. The potential to deploy social media for marketing, visibility and even crowd sourcing will be pursued as part of this agenda.

5.9. Build and Utilise Alumni Network and Cooperation with other TCEs

The strategic plan recommends the leveraging of the Centre's network of alumni and the other TCEs to expand its programming, revenue/resource mobilisation, lesson learning/sharing and visibility initiatives. Supported by technology, these processes have great potential to elevate the image of the Centre and offer it access to funding and visibility platforms.

6. CONCLUSIONS

The 2024-2028 strategic plan of KAIPTC focuses on five strategic objectives that position the Centre at the nexus and forefront of research, training, education and policy advocacy in African peace and security. The strategy enables the Centre to address capacity needs of ECOWAS, AU and UN structures and Member States to manage the emerging realities of technology, climate security, natural resource governance, and the youth bulge as they relate to the new generation of transnational crime, conflict, and human security threats perpetrated by state and stateless entities in Africa.

An interesting angle to the strategic plan is the drive towards a more market- or business-orientation in the pursuit of its objectives, especially as relates to the generation of revenue and reduction of operational cost, supported by a Business Development Unit/Consultancy Unit and the use of technology. The 2024-2028 strategic plan clearly indicates how the Centre will improve its M&E and Impact Assessment systems to be able to report and disseminate its achievement to its key stakeholders.

ANNEX 1: SWOT ANALYSIS AND INTERNAL SCAN

1. ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

A SWOT analysis of the Centre provides additional basis for delineating the strategic priorities worth considering in formulating the new strategic plan.

The Strengths of the Centre include:

- a. Its international reputation as a Centre of Excellence in peacekeeping training, research, and policy advocacy in peace and security. KAIPTC is recognised as top peace and security Training Centre of Excellence in Africa, with a good track record in ECOWAS, AU, and UN
- b. The unique leveraging of research results to improve curriculum design and the delivery approaches in training courses and academic programmes.
- c. KAIPTC has many courses geared towards elections, which is not available anywhere else in Africa.
- d. The Centre uses a more demand-driven approach as compared to a supply-driven approach to develop tailor-made courses.
 - o Capacity Needs Assessment (CNA) are conducted to develop targeted training materials and targeted approach to training in line with the needs of clients and partners.
 - o Develop new courses which are relevant for the region
 - o Deepen and strengthen relationships with the AU and ECOWAS
 - o Useful training methodology – onsite, offsite, online, and tailor-made
- e. Capacity for knowledge generation of Faculty of Academic Affairs and Research (FAAR) is a great advantage
- f. An incredible and enviable convening power - e.g. Kofi Annan Peace Forum (KAPS). The Forum brings together prominent individuals and institutions in the Peace and security space, etc.
- g. The Women, Peace and Security (WPS) interventions are consistent with the African Charter (Maputo Protocol) and UNSCR 1235
- h. Commitment to building internal capacity to attend to demands related to the operationalisation of YPS protocols of UN and AU
- i. Developing capacities of women with diverse backgrounds through trainings in leadership in peace and security
- j. Building capacities in mainstreaming in peace and security programming (WYPSI, TED and FAAR)
- k. A strong relationship and cooperation with development partners
- l. A vibrant Governing Board and continuous interest of stakeholders
- m. The quality of Research and Training at the Centre that has attracted more interest from ECOWAS and AU, and resulted in the institutionalization of roundtable meetings with ECOWAS and AU
- n. High quality and well-maintained infrastructure
 - o. A strong and unique administration and support system anchored on staff and resources of MOD/GAF
- p. The legal status of the Centre as a Unit of the Ghana Armed Forces but semi-autonomous in operations provides sustained support on financial, political, governance level from Ministry of Defence/Government of Ghana

The Centre's weaknesses have to do with:

- a. Lack of a robust mechanism for tracking its impact and using its knowledge products and services to enhance its visibility.

- b. Absence of clear marketing strategy to commercialise or leverage resources from the Centre's products and services.
- c. The challenge with coordination of interventions in departments, resulting in similar activities being implemented by different units of the Centre.
- d. High dependency on donor funding with limited Internally Generated Funds (IGF)
- e. Lack of clear motivation and processes to operationalize the Business Development Unit (BDU) and Consultancy Services Unit to enable it to create social enterprises and other initiatives for resource mobilization.
- f. The reposting of the training department MOD staff (especially, Course Directors and Director Training) after a short period of stay which affects continuity; and the lack of adequate professional staff in the Training Department who can teach on courses and undertake research relevant for training.
- g. Staff attrition continues to be a major problem to the Centre, with the contract staff who in many respects are the heartbeat of the Centre, increasingly becoming dissatisfied with lack of professional progression, career development, and competitive compensation scheme. It is important therefore for the Centre to improve its strategic human resource management system to be able to hire, motivate, and retain the high cadre of staff needed to develop and deliver innovative products and services to maintain the high professional reputation of the Centre.
- h. The absence of a strategic Human Resource Management System to map human resource planning, training, and talent development, as well as compensation and reward management against/in line with the Centre's objectives and strategic priorities.
- i. Relatively weak ICT support for research, academic work, and the library
- j. A leadership and management style that is not sufficiently decentralised, participatory and agile, contributing to (among other things) weak adaptive learning processes and implementation of strategic recommendations to keep the Centre ahead of the competition.
- k. Weak strategic response to networking opportunities, market competition, and the changing funding dynamics, making the Centre lose its edge and financial certainty.

The main opportunities the Centre could explore to become more effective include:

- a. Take advantage of existing MoUs to work more closely with the end users - AU, ECOWAS, UN, and their structures – to ensure that the Centre remains relevant.
- b. Streamline and better align its research contents and knowledge management system with the curriculum design and delivery methodologies in training courses and academic programmes based on best practices in conflict prevention and conflict management.
- c. Strengthen stakeholder consultations to develop and implement innovative programmes and services/products led and informed by the market.
- d. Improve the human resource system of the Centre to be able to hire timeously, motivate, and retain a high cadre of staff to deliver the products and services of the Centre.
- e. Improve communication and visibility of KAIPTC with development partners and other stakeholders using knowledge products of the Centre to ensure that the Centre continues to be a preferred partner.
- f. The Centre will continue to respond to the changing security dynamics of the ECOWAS, AU and UN.
- g. Changes in the peace and security arena calling for a diversification of training, research, education, advocacy, policy engagement that meet trending needs (climate security, natural resource governance, illegal migration, transnational organised crime, terrorism, governance and structural conflict prevention, pre-deployment, and post-deployment review, etc.)
- h. Improving the ICT system at the Centre to support research, e-learning, and communication and utilise technology to its advantage with the introduction of Artificial Intelligence (AI) and

issues of Cyber security

i. The increased awareness in ECOWAS, AU, EU and UN of the need for AGA-APSA synergies and streamlining of policies and operational guidelines for missions and engagements in peace and security in Africa.

j. The sustained interest of partners in addressing gender mainstreaming and women, peace and security issues, and the existence of WPSI in the Centre

k. The emerging and growing interest of the international community in youth empowerment and youth, peace, and security issues.

l. The increased concern on the youth bulge in Africa and including them in the peacebuilding processes.

m. Market exists for academic and policy-level training and education in peace and security.

n. Increasing need/requests from ECOWAS and AU member states for specific research and capacity building support in structural conflict prevention, peace and security

o. Opportunities to develop and roll out training and capacity support systems for communities, enterprises and businesses in conflict prone and post-conflict zones in Africa

p. Visibility of new WYPSI to position itself as a leader regionally and globally in WYPS planning, programming and implementing initiatives on WYPS

q. Potential to use the existing research and knowledge hub in mainstreaming gender equality and social inclusion in peace and security to build capacity of more grassroots organizations and CSOs

The main threats to the Centre are:

a. The growing competition and loss of opportunities for networking with other Training Centres in Africa who have also started undertaking research-based training

b. The dwindling of resource inflows as partners seek to directly support ECOWAS and AU structures, rather than training centres.

c. The short term of tenure for MoD/GAF personnel posted to leadership positions in the Centre, and who also get recalled or re-posted at short notices.

d. The growing francophone divide in the peace and security architecture of West Africa, and the slow pace at which the Centre is moving to build its capacity to serve its Francophone stakeholders, especially in the West Africa sub-region and in Africa as a whole.

e. The likelihood of the Centre losing its key staff to competitors, owing to the growing demand for peace and security professionals and the contract tenure/job insecurity of KAIPTC technical/professional staff

f. Unpredictable consequences of the presence of the private military structures, militia and mercenaries, as well as the Russia-Ukraine and Israeli-Hamas wars on the capacity needs of ECOWAS, AU and UN

g. Managing dis-information and misinformation in the governance, peace and security arena.

h. Unpredictable dynamics in the health and security (Infectious Diseases) sector

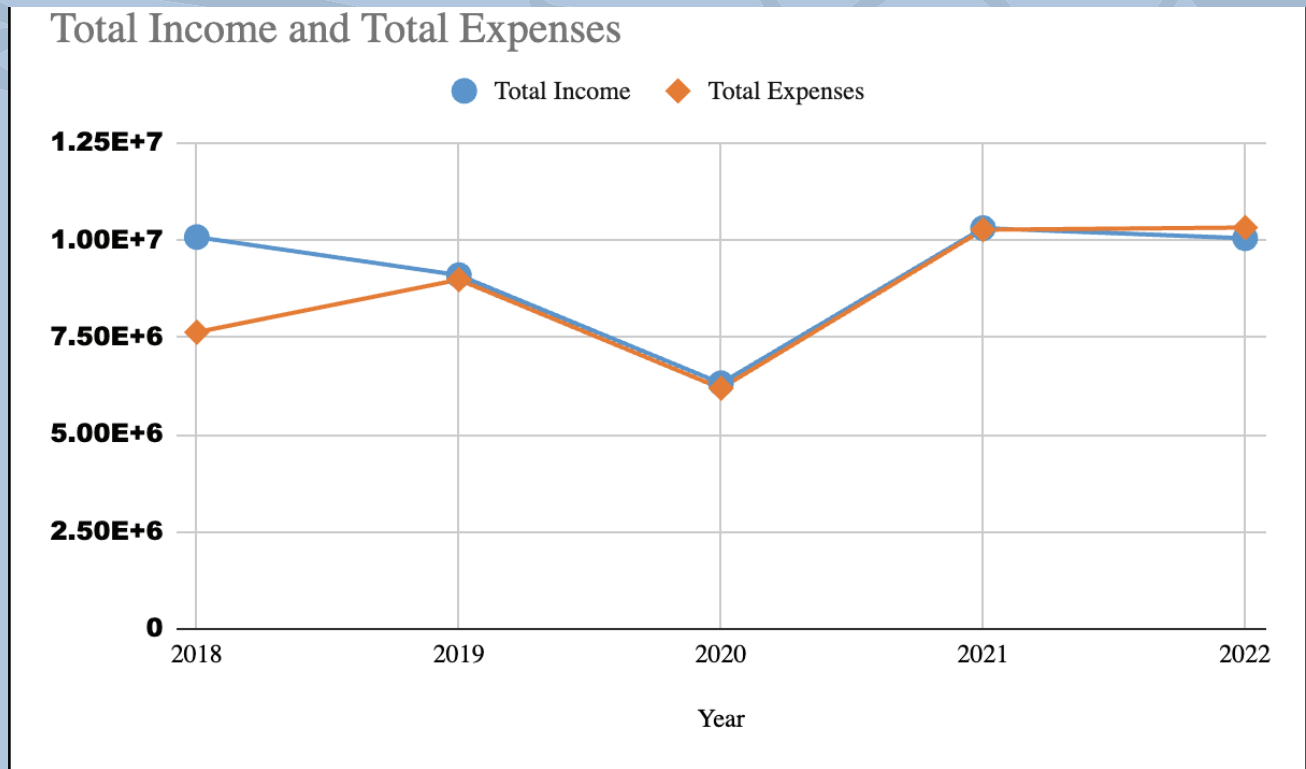
2. FINANCE AND FINANCIAL MANAGEMENT

As can be seen from Annex 2, over the period 2018 to 2022, about 80% of the annual income of the Centre came from partners, while the Government of Ghana contributed a meagre 5% to 8%; the Centre's internally generated funds accounted for the gap of between 12% and 17%. This heavy dependence on partner funds makes the Centre a bit vulnerable, considering the emerging global trends of competing demands for partner funds. More effort is needed as previously proposed to increase KAIPTC's budgetary allocation from MoD/GAF, and to explore more opportunities for internally generated funds, and to explore more opportunities for internally generated funds.

Annex 2 also shows that core funding as a percentage of total revenue to the Centre declined from 20% in 2018 to 10% in 2022; while earmarked funds increased from 57% in 2018 to 71% in 2022. This points to a shift in partner support for the pursuit of the long-term vision and mission of the Centre to a focus on prioritising short-term and earmarked programmes. There is obviously a need to bolster partner confidence to support the pursuit the Centre's mission and vision beyond earmarked funding of specific projects.

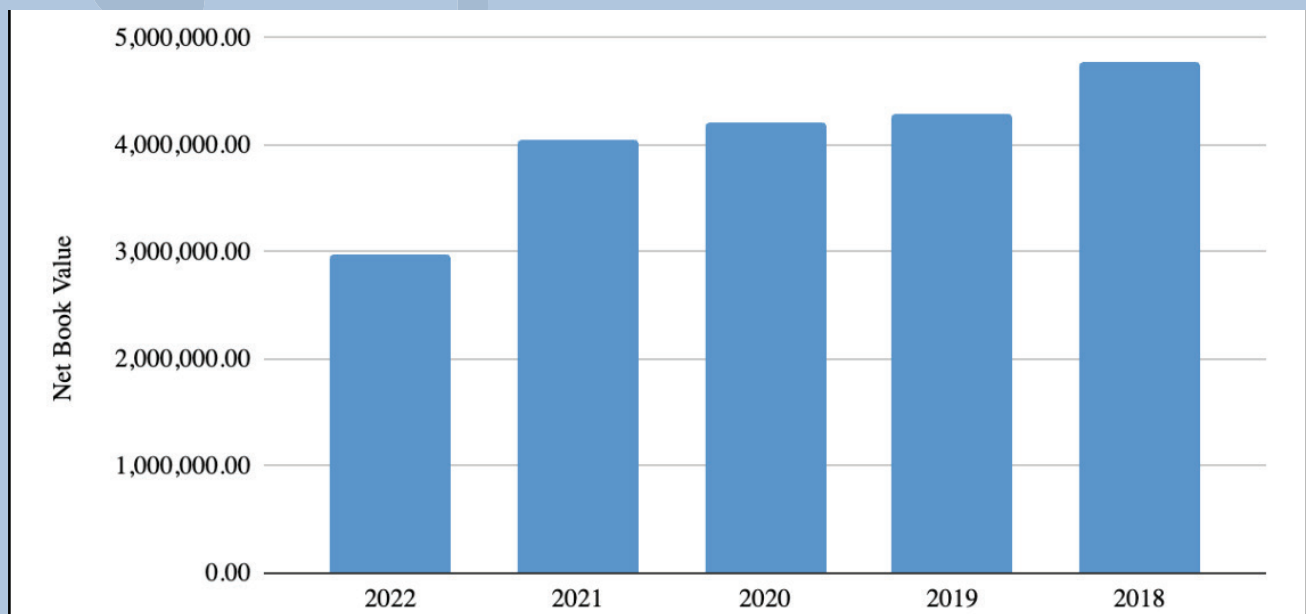
Another concern about the Centre’s finances and financial management is that since 2019, expenditures have been equal or more than incomes – in real terms. That is, if all the hidden costs are accounted for. This may also explain why planned infrastructure and facilities development have slowed down. Creative means need to be found to complete on-going infrastructure development, such as: the 6 Floor Academic Block with 900-person capacity;; expansion of the Mess Facility; and expansion of the residential/accommodation facilities.

Table 1: KAIPTC Income and Expenditure Patters: 2018-2022



As evidenced in Table 2 below, the net book value of the Centre has been declining steadily since 2018. Urgent attention is needed to address this unfortunate trend, especially in the areas of assets renewal, infrastructure development, and technology upgrade.

Table 2: KAIPTC Net Book Value 2018-2022



3. POTENTIALS FOR EXPANDING E-LEARNING

Currently KAIPTC has developed and delivers 10 online packages and two courses with support from partners. There are a few more in the pipeline. As seen from Tables 3 and 4 below these e-learning packages and courses have the potential to reach large numbers of participants. The Centre may need to be more deliberate to develop and offer e-learning courses to raise more income and expand its reach across Africa.

Table 3: List of ePackages and Courses

eCourse	Total enrolment	Male	Female
PICR	1232	895	337
ICIMIC	1903	1378	525
HRFO	27	18	9
DDRF	78	50	28
SSR	36	21	15
EOT	40	28	12
EMT	502	383	119
MHPSS	76	30	46
Totals	3894	2803 - 72%	1091 - 28%

Table 4: Number of Enrolments

Type	Course	Description
ePackage	1. KAIPTC Joining Instructions	Developed for participants coming to KAIPTC for training
Stand-alone eCourses	2. Peacekeeping and International Conflict Resolution (PICR) 3. Integrated Civil Military Coordination (ICIMIC) 4. Foundational course on Gender Peace and Security (FGPS)	Developed to be taken as full online courses

Blended Learning eCourses	<p>5. Human Rights for Field Officers (HRFO)</p> <p>6. Disarmament, Demobilisation and Reintegration Foundation (DDRF)</p> <p>7. Security Sector Reform (SSR)</p> <p>8. Election Observation Training (EOT)</p> <p>9. Election Management Training (EMT)</p> <p>10. Mental Health and Psycho-Social Support (MHPSS)</p>	<p>Developed to support the onsite training courses.</p> <p>However, these courses can be taken by participants without having to attend the onsite training</p>
eCourses developed for external partners	<p>4. Gender Advisors course</p> <p>5. Gender Focal Persons course</p>	<p>Develop for Gender Advisors and Focal Persons of the Ghana Armed Forces as part of the Canadian Elsie Initiative Project with the GAF</p>

4. HUMAN RESOURCE MANAGEMENT

Table 6 below is a November 2023 data on the Centre's staff strength and categorisation according to employment type. Local contract staff constitute 31.29% of the staff numbers, while personnel from MOD (military and civilian) and Ghana Police together amount to 53.2% of the staff numbers. It may be speculated that the high proportion of KAIPTC personnel with guaranteed salaries, employment conditions and job security associated with the MOD/GAF and Ghana Police accounts for the low motivation to operationalise the Business Development and Consultancy Unit of the Centre. The incentive for increasing internally generated funds seems low in the Centre.

Table 5: Staff Strength and Categorisation – November 2023

Category of Staff	Number	Percentage (%)
A. Established Posts		
1. MOD Military Staff Officers	13	4.19
2. MOD Other Ranks	23	7.42
3. MOD Civilian Staff	125	40.32
4. Contract (Foreign)	2	0.64
5. Contract (Local)	97	31.29
6. Ghana Police	4	1.29
7. Expatriate Military Staff Officers	6	1.93
Total	271	87.42
B. Non-Established Posts		
• Attachment	11	3.54
• National Service Personnel Extension	3	0.96

• National Service Persons	25	8.06
Total	39	12.56
C. Gender Distribution		
Female	126	40.65
Male	184	59.35
Total	310	100

Staff Turnover Rate and Reasons

Evidence on staff turnover rate in KAPITC is quite high, arising from the frequent reposting or transfer of MoD personnel, and resignations from contract staff in search of better conditions of employment and career growth opportunities. See Table 7 below. It is crucial for the Centre to explore possibilities to offer more attractive conditions of employment in tandem with what is prevalent the labour market for researchers, trainers and academics as a way to attract, retain and develop the critical human capital it needs to achieve its objectives.

Table 6: Staff Turnover Rate

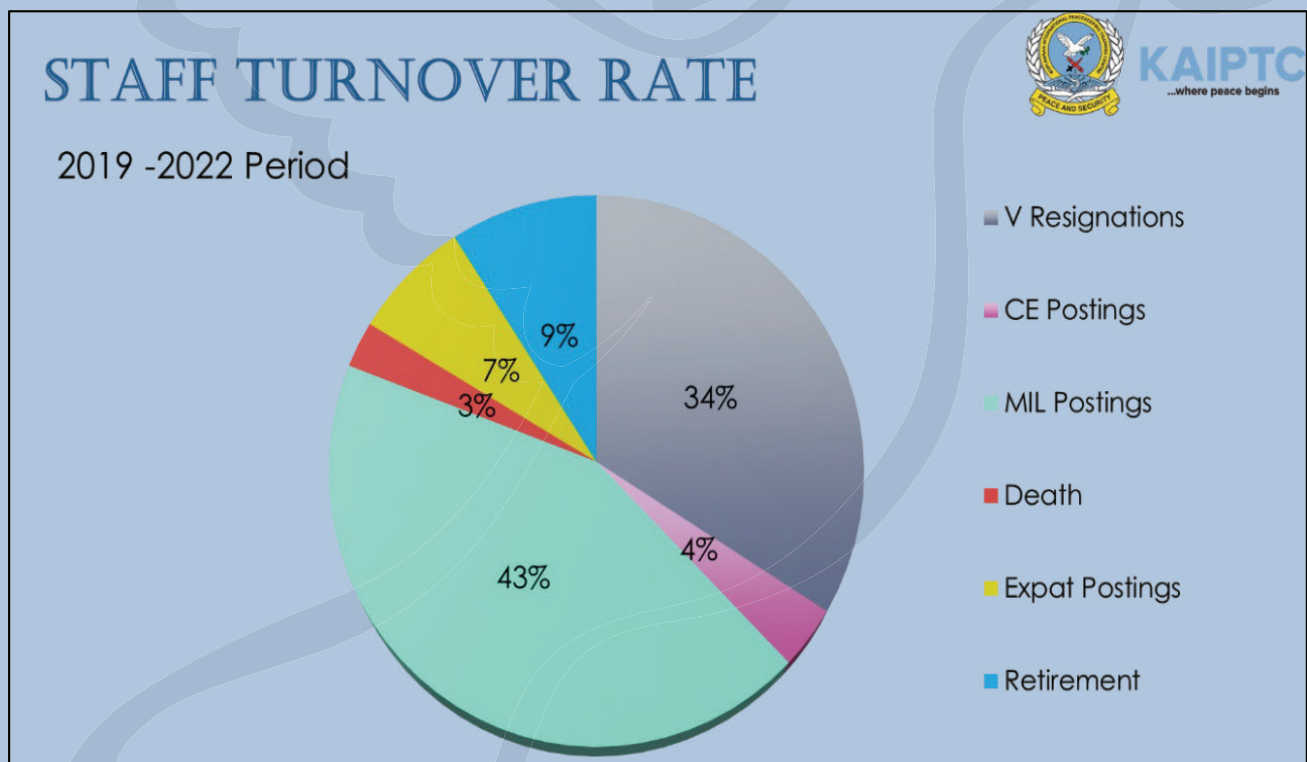
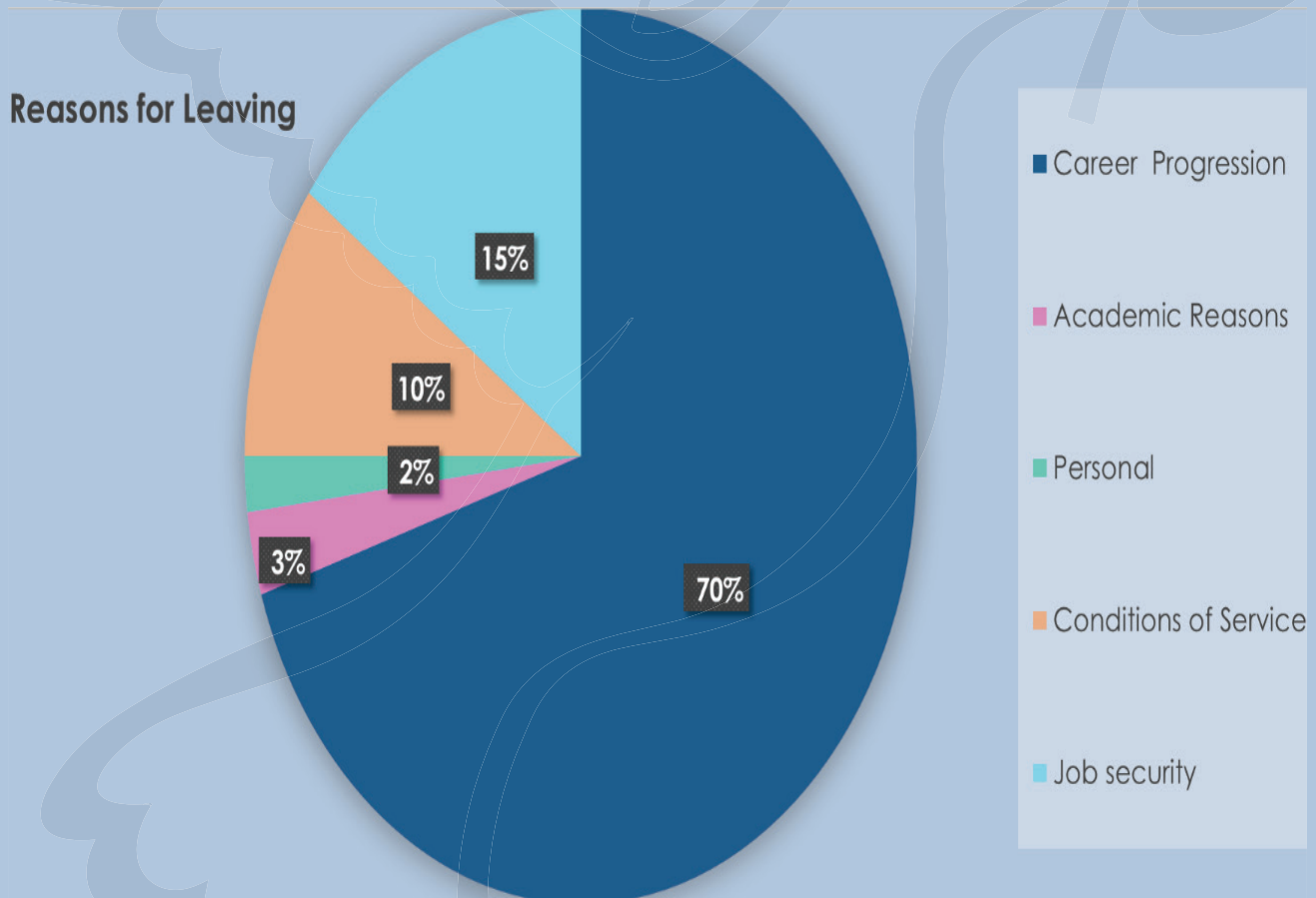


Table 7: Reasons for High Staff Turnover



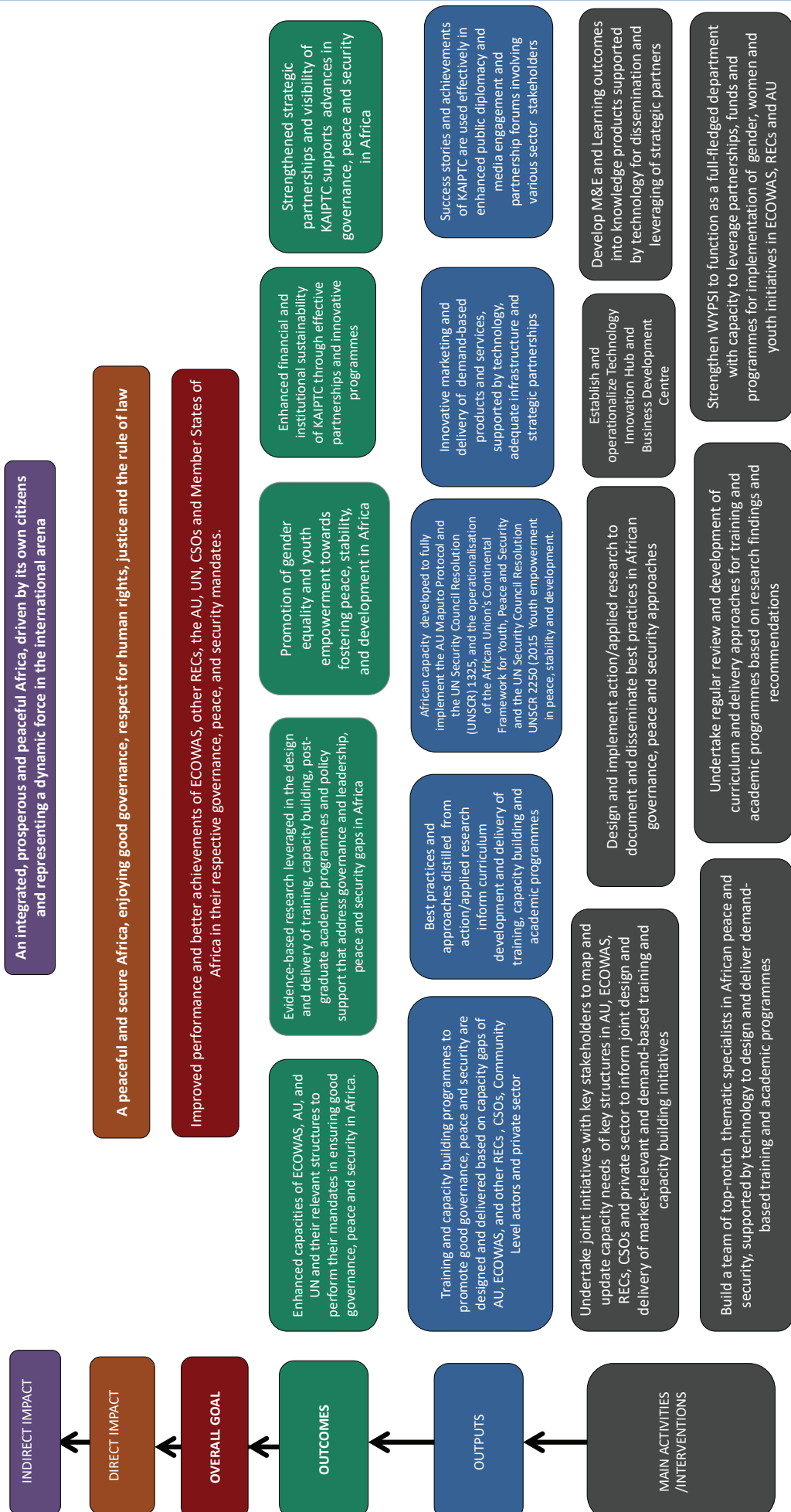
The reasons for leaving above does not capture MIL/CIV staff posted out of the Centre.

5. GOVERNING BOARD MEMBERS

SRL	DESIGNATION	POSITION
(a)	(b)	(c)
1	Minister of Defence (Ghana)	Chair Person
2	Minister of Foreign Affairs Member	Deputy Chair/ Member
3	The Chief Director, Ministry of Defence (Ghana)	Member/Secretary
4	The Chief of Defence Staff (Ghana)	Member
5	The Inspector General of Police (Ghana)	Member
6	The Commandant, KAIPTC	Member
7	President or Representative of ECOWAS Commission	Member
8	President or Representative of AU Commission	Member
9	UN Resident Coordinator / representative (Ghana Country Office)	Member
10	Representative of Civil Society – Centre for Democratic Development (CDD)	Member
11	Representative of Academia - Legon Centre for International Affairs and Diplomacy (LECIAD) Ghana	Member
12	Government of Austria	Member
13	Government of Canada	Member
14	Government of Denmark	Member
15	Government of France	Member
16	Government of Germany	Member
17	Government of Japan	Member
18	Government of Nigeria	Member
19	Government of Norway	Member
20	Government of Sweden	Member
21	Government of Switzerland	Member
22	Government of United Kingdom	Member
23	Government of United States of America	Member

ANNEX 2: KAIPTC THEORY OF CHANGE 2024-2028

FIG. 3: THEORY OF CHANGE: KAIPTC STRATEGIC PRIORITIES 2024-2028



ANNEX 3: FINANCIAL PERFORMANCE OF KAIPTC 2018 - 2022

KAIPTC INCOME VS EXPENDITURE FOR 2018 TO 2022						KAIPTC INCOME VS EXPENDITURE FOR 2018 TO 2022					
	USD						PERCENTAGES				
Income	2022	2021	2020	2019	2018	Income	2022	2021	2020	2019	2018
Core Funds	995,150.24	1,373,370.43	932,255.09	1,155,829.83	1,991,251.26	Core Funds	10%	13%	15%	13%	20%
Earmarked Funds	7,155,578.82	6,759,533.67	3,789,109.09	6,277,598.84	5,707,446.90	Earmarked Funds	71%	66%	60%	69%	57%
Total from Partners	8,150,729.06	8,132,904.09	4,721,364.18	7,433,428.66	7,698,698.16	Total from Partners	0.81	0.79	0.75	0.82	0.76
IGF /Private Events	1,454,346.80	1,737,841.38	1,089,341.79	1,124,765.42	1,770,754.83	IGF /Private Events	14%	17%	17%	12%	18%
Government of Ghana Support	453,105.81	447,940.41	511,117.53	549,233.50	618,844.44	Government of Ghana Support	5%	4%	8%	6%	6%
Total Income	10,058,181.67	10,318,685.89	6,321,823.50	9,107,427.59	10,088,297.42	Total Income	100%	100%	100%	100%	100%
Expenditure						Expenditure					
Direct Costs	4,837,353.01	5,044,174.90	2,054,848.77	3,759,973.28	4,301,251.70	Direct Costs	47%	49%	33%	42%	56%
Admin and General Expenses	1,615,888.58	1,671,941.93	861,740.15	1,847,351.67	1,529,096.05	Admin and General Expenses	16%	16%	14%	21%	20%
Staff Costs - Actual	1,239,676.05	1,567,921.61	1,410,742.10	1,379,910.05	1,645,706.21	Staff Costs - Actual	12%	15%	23%	15%	22%
Staff Costs - Notional	2,640,699.78	1,994,140.05	1,864,319.70	2,003,348.90	162,287.04	Staff Costs - Notional	26%	19%	30%	22%	2%
Total Expenses	10,333,617.43	10,278,178.49	6,191,650.72	8,990,583.91	7,638,341.00	Total Expenses	100%	100%	100%	100%	100%
FIXED ASSETS ACCUMULATION	2022	2021	2020	2019	2018						
Cost - Opening Balances	4,902,258.24	6,899,642.62	6,904,457.65	6,786,411.70	7,189,241.72						
Additions	350,625.18	144,784.45	241,510.16	339,124.34	625,949.10						
Less Depreciation	2,264,923.76	3,004,412.87	2,931,758.09	2,835,068.03	3,041,176.54						
Net Book Value	2,987,959.65	4,040,014.20	4,214,209.72	4,290,468.01	4,774,014.28						



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