



*Working together to  
improve capacity for peace  
support operations in Africa*

# African Peace Support Trainers Association

ANNUAL  
REPORT  
2013





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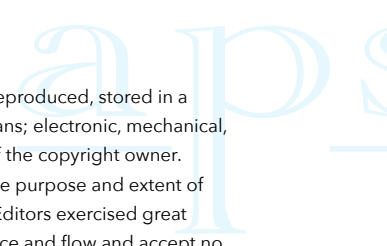
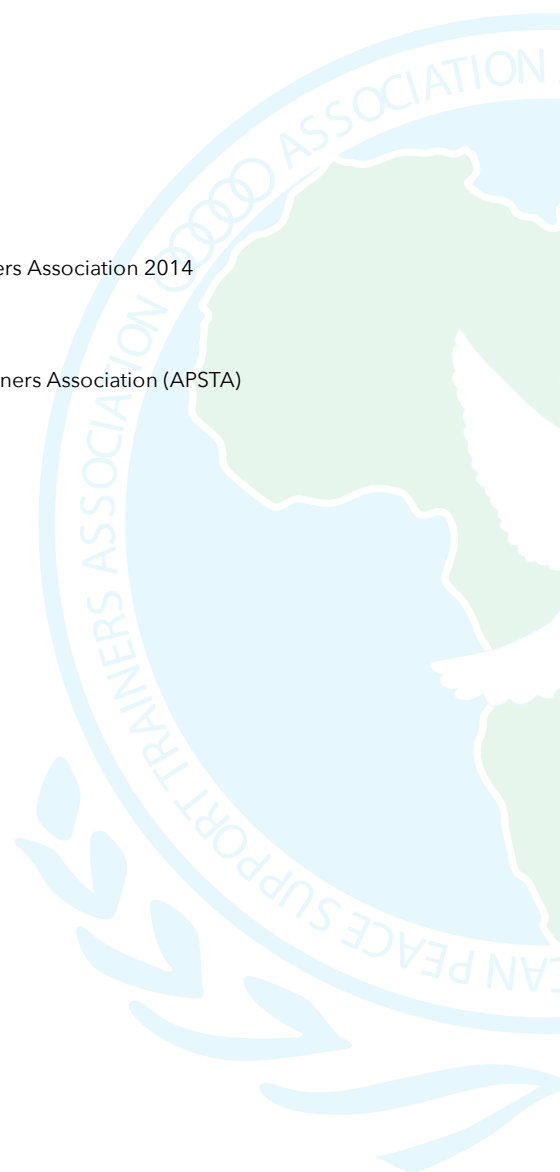
ANNUAL REPORT 2013



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# Table of Contents

Table of APSTA Office Holders	III
Messages from the Presidencies	01
Messages from the Patrons	02
Message from MANCO	03
From the Desk of the ED	04
Broad Purpose of the Report	05
What this Report Broadly Covers	05
An Overview of the Association	05
Down a Memory Lane of Key Events	07
Governing the Association	08
<i>Reviewing the Strategic Plan of the Association</i>	08
<i>Revising Policies and Procedures</i>	08
<i>Status of the Secretariat in Kenya</i>	08
<i>Structuring and Staffing the Secretariat</i>	08
<i>Welcoming New Members</i>	08
<i>Revising the Guidelines for Members</i>	08
<i>Enhancing our ICT Infrastructure</i>	09
Outline of Program Work in 2013	09
<i>Scoping the Training Needs of the ASF</i>	09
<i>Harmonizing Civilian Peacekeepers Training</i>	10
<i>Setting and Implementing Research Agendas</i>	10
Proposing Work Plans for 2014	11
<i>2014 Proposed Work and Funding</i>	11
<i>Appointing New Auditors and Lawyers</i>	11
<i>2014 Conference and AGM</i>	11
Collaborating & Networking	12
<i>6th Annual AU ASF Training Workshop</i>	12
<i>Facilitating the AU Gender Manual TOTs</i>	12
<i>Collaborating with the AU PSC</i>	12
<i>Collaborating with the UN</i>	12
<i>Projected Collaboration with Pearson Center</i>	12
<i>Partners Participation in APSTA Events</i>	13
<i>Miscellaneous Engagements by APSTA</i>	13
<i>Reviewing Existing Partner MoUs</i>	13
Financing and Administering APSTA	14
<i>The Overview</i>	14
<i>Reporting Financial Matters of 2013</i>	14
<i>Presenting the 2013 Audit Report</i>	14
<i>The 2014 Funding/Budget</i>	14
<i>Making a Token Contribution</i>	14
Surmountable Challenges	15
Looking into the Future	15
Acknowledgments	16

## Table of APSTA Office Holders Presidents, Secretaries & Executive Secretaries/Directors

Srl	Interim Chair*/President	Focal Points	Region	Period	Secretariat/ Executive Secretary
	Gen Julius W Karangi* Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2001-2002	ACCORD Kwezi Mngqibisa
	Gen Julius W Karangi Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2002-2003	ACCORD Ms. Nicky Hitchcock
	Gen Julius W Karangi Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2003-2004	ACCORD Lt Col Sam Siyaya (Rtd)
	Brig Gen Charles Mankatah Comdt, KAIPTC	-	West Africa	2004-2005	ISS Col Festus B Aboagye (Rtd)
	Maj Gen John K Attipoe Comdt, KAIPTC	-	West Africa	2005-2006	ISS Col Festus B Aboagye (Rtd)
	R/Adm AAM Isa Comdt, NDNC	Brig Gen Alfred Ilogho Brig Gen Lawrence Ngubane	West Africa	2006-2008	ISS Col Festus B Aboagye (Rtd)
	Mr. Vasu Gounden Founder/ Executive Director, ACCORD	Ms. Yvonne Kasumba	Southern Africa	2008-2009	ISS Col Festus B Aboagye (Rtd)/ Dr. Tadesse Debaye
	Brig Gen Robert Kibochi Comdt, IPSTC	-	Eastern Africa	2009-2010	ISS Brig Gen Marcel Chirwa (Rtd)
	Amb. Soad Shalaby Director, CCCPA	-	North Africa	2010-2011	Independent Brig Gen Marcel Chirwa (Rtd)
	Gen S Sidibe Director, EMPABB	Prof Modibo Goita	West Africa	2011-2012	Independent Brig Gen Marcel Chirwa (Rtd)
	Brig Gen Christopher Chellah Comdt, SADC RPTC	-	Southern Africa	2012-2013	Independent Brig Gen Marcel Chirwa (Rtd)/ Col Festus B Aboagye (Rtd)
	R/Adm Nndidi Patrick Agholor Comdt, NDCN	Dr. Istifanus Zabadi Ms. Julie Sanda Ms. Aishatu Yanet	West Africa	2013-2014	Independent Col Festus B Aboagye (Rtd)

# Messages from the Presidencies

Dear Members, Partners and Friends of APSTA



▲ Brig Gen C Chellah

▲ R/Adm NP Agholor

In accordance with the traditions and practices of the Association, the Presidency of APSTA changed during the 11th Annual (Conference and) General Meeting that was held in Addis Ababa, Ethiopia, from 25-27 September 2013.

Brigadier Christopher Chellah, Commandant, SADC Regional Peacekeeping Training Center (RPTC), who assumed the presidency at the 10th Annual General Meeting (AGM) in Harare, Zimbabwe, from 5-6 September 2012, handed over the position to Rear Admiral Ndidi Patrick Agholor DSS psc fdc (+) MSc ACIS, Commandant of the National Defense College, Nigeria (NDCN).

In actual fact, the Eastern Africa region was expected to take up the presidency after the SADC region's term. However, this was not possible owing to the inability of the Institute for Peace and Security Studies (IPSS, Addis Ababa, Ethiopia) to hold the position, coupled with the permanent committee membership of the International Peace Support Training Center (IPSTC, Nairobi, Kenya) and the non-voting status of two other members from the region pursuant to the decision of the 10th AGM.

After a year in office, Brigadier Christopher Chellah, the outgoing President, among other points, exhorted the Association to be mindful of the enormous challenges facing APSTA in working to support the AU in its efforts at building sustainable peace and security within the continent. This is a challenge that APSTA should endeavor to achieve to reflect the successful implementation of our mandate and the demands of the Memorandum of Understanding (MoU) with the AU Commission (AUC).

One significant achievement during the presidency of the SADC RPTC was the continued growth in the membership of the Association to 18 active members. The latest was the Malawi Peace Support Operations Training Center (MPSOTC), in addition to pending applications from three other institutions. In spite of this growth in numbers, the outgoing President emphasized the duty of the entire membership of the Association to continue to nurture and support each other, bearing in mind the old adage that a chain is as strong as its weakest point. Thus, it helps if all members aspired to the same goals and standards.

Last but not least, the outgoing Presidency recalled the decision made at the 10th AGM (Harare, Zimbabwe, 5-6 September 2012) to extensively review APSTA's Strategic Plan (2010-2013). That work undertaken during the presidency is outlined further in this report.

In his concluding remarks, Brigadier Chellah noted that the SADC RPTC takes pride in being part of the steady transformation and continued evolution of the Association. The General and his Center remain grateful for the support and cooperation from the membership of the Association and convey their well wishes to APSTA.

With these remarks, Brigadier Chellah warmly welcomes Rear Admiral Agholor as the Association's President for the period 2013-2014.

In taking over the mantle of office, Rear Admiral Agholor, proudly recalls that the NDCN first served as APSTA President from 2006-2008, a period during which the Association made significant strides in formalizing its relationship with the AUC through the establishment of the AU-APSTA MoU.

The first presidency of the NDCN also saw the establishment of the APSTA Framework Paper adopted at its 5th AGM (Accra, 28 August 2006), culminating in the conduct of the ASF Training Support Coordination Workshop between AU (PSOD) and APSTA (Addis Ababa, April 2007). These issues that are further elaborated in the Report laid the basis for further collaboration with the AUC.

Finally, it was during the NDCN's first presidency that the idea and position of an APSTA Honorary Patron was instituted. In light of this, the then Commandant of the NDCN and President of the Association, Rear Admiral AAM Isa, used his good offices to facilitate the appointment of His Excellency, General AA Abubakar, GCFR, CSG, former Head of State of the federal Republic of Nigeria, as the Association's first Patron from 2005-2013.

It is in these contexts that Rear Admiral Agholor concurs Brigadier Chellah on the tremendous strides the Association has made during the intervening years. ▶

- ◀ Notwithstanding, Rear Admiral Agholor also is aware of the challenges facing the Association in expanding its membership numerically, geographically and multi-dimensionally, as well as deepening the degree and quality of networking among its members, to be able to provide substantive support to the increasing needs of the AUC.

Thus, during its presidency, Rear Admiral Agholor and the NDCN pledge themselves to support new initiatives in repositioning the Association to achieve its vision, mission and objectives, especially those relating to support to the AUC. ■

## Messages from the Patrons



▲ H.E. Gen AA Abubakar



▲ Amb S Shalaby

General AA Abubakar, GCFR, CSN, Former Head of State of the Federal Republic of Nigeria, as alluded to already, served as APSTA Patron from 2005-2013. He was informed in August 2013 that, in accordance with the provisions of the relevant governance documents, the time had come for him to hand over to a new Patron. H.E. graciously acknowledged the letter and conveyed the following message of appreciation and well wishes.

*'Dear President, Members of the Management Committee, the Executive Director, Member Institutions, Partners and Friends of APSTA,*

*Please allow me to thank you for the courtesy and the appreciation contained in the letter.*

*It was indeed a pleasure and a privilege to serve as the Patron of this great Pan-African Organization, which has not only gained formal recognition by the African Union, but International Organizations in search of Peace.*

*I am glad APSTA is waxing stronger day-by-day making a contribution towards capacity building in Peace Support Operations.*

*I congratulate you [NDCN] on assuming the Presidency of APSTA and wish you all success in your tenure.*

*Please extend my appreciation and thanks to the staff of the APSTA Secretariat and all members for giving me the honor of being APSTA Honorary Patron for the years 2005-2013.*

*Please accept my personal warm regards.'*

The Association seizes this opportunity to once again express APSTA's appreciation and gratitude to H.E. General AA Abubakar for the dedicated service and support towards the expansion and consolidation of the Association, especially in its engagement with the AU.

Meanwhile, with these resonating words from the outgoing Patron, the Association, through the facilitation of the Cairo Regional Center for Training on Conflict Resolution and Peacebuilding in Africa (CCCPA), on 18 September 2013, extended an invitation to Ambassador Soad Shalaby to serve as its second Honorary Patron. Ambassador Shalaby was formerly the Director of the CCCPA, and is currently an International Cooperation Advisor to the National Council for Women of Egypt.

During her introduction at the 11th APSTA AGM (September 2013), and in her acceptance speech, Ambassador Shalaby reiterated her commitment towards the objectives and work of the Association.

She pointed out that her exposure during her previous tenure as Director of CCCPA for more than four years, when the CCCPA hosted the 9th APSTA AGM (Cairo, Egypt, 26-27 October 2011) and also served as APSTA's president from 2010-2011, helped her gain a lot of experience and increased her contacts in the fields of peace and security in Africa and internationally.

She witnessed the delinking of the APSTA Secretariat from the Institute for Security Studies (ISS), and its relocation to Nairobi, Kenya in 2010-2011. The revitalization and independence plans of the APSTA Secretariat were achieved during her presidency.

At that time, the future of the Association was not clear and sustainability required patience, persistence and prudence, for all members to work together to draft the new constitution and adopt the Strategic Plan (2010-2013).

While admitting that the positive changes that have taken place during the last few years should make all members of the Association satisfied, she equally pointed out that APSTA's relationship with the AU, among others, must be strengthened, and its contacts with donors should be on the basis of partnership, in addition to the necessity of its relations with the International Association of Peacekeeping training Centers (IAPTC). ▶



- ◀ Ambassador Shalaby also called on the Association to promote its relationships with the Regional Economic Communities/Mechanisms (RECs/RMs) that stand to gain in sharing the experiences of its members in Peace Support Operations (PSO) lessons learned. She sees strength in APSTA the more institutions join the Association, as there are a lot of African capacities that still need to be discovered and utilized.

She recapitulates that APSTA's aim will continue to be to serve Africa, build, enrich and empower the human capacities of all Africans in the field of peace and security.

With these ideas in mind, Ambassador Shalaby feels it a great honor to be invited to become APSTA's Honorary Patron, following the term of H.E. General Abubakar, and as an opportunity to be returning to where she belongs, within the APSTA family.

She staunchly believes that the Association will flourish through its international, continental and regional connections, besides becoming closer and stronger in the relationships among its members.

The Association warmly welcomes Ambassador Shalaby back to the fold. It remains convinced that it made the right choice in inviting her to serve as its second Patron and hopes that she would be able to build on the successes of her predecessor. ■

## Message from MANCO

The governance structures of APSTA comprise the Management Committee (MANCO)–formerly the Executive Committee (EXCOM)–that exercises routine oversight of the work of the Secretariat, and the AGM of its members.

This mechanism was instituted in 2010/2011, pursuant to the establishment of the Independent Secretariat, to ensure effective decision-making and supervision of the work of the Secretariat and the Association.

In accordance with its decisions the 11th APSTA AGM (Addis Ababa, September 2013), approved the membership of the Management Committee (MANCO) as follows:



▲ 6th MANCO Meeting, Abuja, February 2014

- National Defense College of Nigeria (NDCN) - President 2013-2014 (West).
- SADC RPTC, Zimbabwe - Member, immediate past President (South).
- EMPABB, Mali - Permanent Member on linguistic grounds.
- CCCPA, Egypt - Permanent Member on geographical grounds (North).
- IPSTC, Kenya - Permanent Member in accordance with Kenyan NGO law requiring one national institution as a member (East).

As part of its functions, MANCO held two meetings. These meetings essentially served to emphasize the need for objectivity on the part of the members of the Committee in considering and deciding on issues brought before them, in the overall interest of the Association. The President and the Committee committed themselves jointly to taking difficult decisions in the Association's interest.

The first of these meetings was the 4th MANCO Meeting hosted by the SADC-RPTC in Harare, Zimbabwe, from 25-26 February 2013. Four of the five members and a total of six participants attended it, with two in-attendance. Apologies were received from Ambassador Ehab Badawy, then Director of the CCCPA.

The Institute for Peace and Security Studies (IPSS) in Addis Ababa, Ethiopia, hosted the 5th MANCO Meeting from 16-17 June 2013. Once again, four out of its five members and a total of six participants attended it, with five in-attendance. Professor Henrietta Mensa-Bonsu, Director of the Legon Center for International Affairs and Diplomacy (LECIAD), conveyed apologies.

These meetings and their outcomes informed the agenda of the 11th AGM, which was also hosted by the IPSS in Addis Ababa, Ethiopia, from 25-27 September 2013.

In accordance with the decision of the 10th AGM (Harare, Zimbabwe, 5-6 September 2012), the 11th AGM featured a new format comprising a conference (25-26 September) and a closed meeting of APSTA ▶



▲ 11th AGM, Addis Ababa, September 2013

members on 27 September 2013. This format realigns the event with that of the International Association of Peacekeeping Training Centers (IAPTC), of which APSTA is the African Chapter. In view of this alignment, the Association decided to re-designate the event as the 'APSTA Conference and Annual General Meeting'.

About 66 delegates, partners and guests attended the Conference, while the closed Members' AGM was attended by 40 delegates, drawn from 13 (72%) of the 18 active member institutions. These attendance levels excluded three prospective members from Southern, Eastern and Central Africa (more details later). The full report on the Conference will be published separately later.

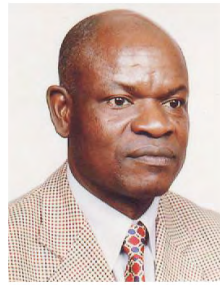
Overall, the three successful meetings of the governance structures were significant milestones in the present and future existence of the Association, contributing to a new sense of urgency and belonging among members of the Association, and with our partners.

MANCO acknowledges the tremendous efforts and a new sense of achievement deployed by the ED and the Staff of the Secretariat in promoting the work of the Association. It is convinced that these efforts would help to strengthen the Association and reposition it in collaborating with the AUC, partners and stakeholders

## From the Desk of the ED

This report recapitulates and expands on the work of the Executive/Management Committee Meetings from in Zimbabwe in February 2013, and in Ethiopia in June 2013, as well as the 11th AGM also in Addis Ababa, Ethiopia, from 25-27 September 2013, in addition to other engagements by the Secretariat.

In mid-2013, Colonel Festus Aboagye (Retired) was appointed as the new Executive Director (ED). He replaced Brigadier General Marcel Chirwa (Retired), the then Executive Secretary (ES), who was appointed as



▲ Brig Gen M Chirwa (Rtd)



▲ Col FB Aboagye (Rtd)

the Deputy High Commissioner of his country, Malawi, to Kenya. He is currently the High Commissioner of Malawi to Kenya.

Once again, the Association proudly congratulates Brigadier Chirwa on his appointment to this high office and wishes him well.

The change in the Secretariat's executive appointment came at a time of further transition within the Association, especially in seeing through the work of the review of the Association's Strategic Plan, and the establishment and implementation of a new Plan.

During 2013, the Secretariat, in close conjunction with the respective Presidents and MANCO, endeavored to deploy extensive efforts to galvanize and maintain confidence and trust in the Association's potential as a key implementing partner to the AU and other stakeholders and its membership.

There is empirical evidence of steady improvement in the trust and confidence that the AU, RECs/RMs, Partners and other stakeholders repose in APSTA, and for which the AU/EU, for instance, have been encouraged to continue its funding support.

During the year 2013, the Association was, to a large extent, able to undertake significant programs and initiatives, including membership expansion geographically and multi-dimensionally, refocusing on research, improving knowledge management within the Association, enhancing networking among member institutions and with stakeholders, and improving the effectiveness of the APSTA Website (work in progress) as a platform for sharing information and improving the visibility of the Association.

In spite of these modest, positive indicators, however, the Association could do better, and indeed needs to do more to ensure continuing and sustainable stakeholderships and partnerships. In this way, it would also be able to achieve its mandate of contributing towards the realization of the objectives and programs of the African Peace and Security Architecture (APSA). ■

## Broad Purpose of the Report

The purpose of this report is to inform APSTA member institutions and stakeholders on developments and issues around the work of the Secretariat and the Association as a whole during the year 2013.

The report is further aiming at promoting better understanding of the developments and issues, thereby promoting appreciation of the Association's efforts at achieving its vision, mission and objectives, in order also to enhance effective collaboration in those regards.

## What this Report Broadly Covers

The 2013 Annual Report covers various areas of engagement of the Association. These engagements largely arose from policy windows of opportunity for APSTA to continue to contribute towards the efforts of the AU and RECs/RMs. They were founded on the fact that APSTA remains one of the few Pan-African networks that bring together key institutions whose business is to build capacity for effective PSOs through training, research and policy implementation support.

APSTA's areas of engagement cut across the main objective areas of the Association as elaborated later under the section on the Overview of the Association.

In outline, the report covers pertinent issues and developments around the Association, such as:

- Institutional governance, including the meetings of the Management Committee and the Annual General Meeting
- Program activities and work plan
- Collaboration and networking
- Finance and administration
- Key Challenges

## An Overview of the Association

### Vision, Mission and Objectives

The African Peace Support Trainers Association (APSTA) was founded in 2001 and launched in 2002 as the African Chapter of the International Association of Peacekeeping Training Centers (IAPTC), with the sole aim of deepening the debate on peacekeeping training.

APSTA is a voluntary association of individuals, centers, and institutions working in Africa in peacekeeping capacity building, whose core activity or function is the delivery of practical training.

APSTA's vision is: An independent Pan-African Association that promotes and harmonizes training for PSO towards a peaceful and stable Africa.

Its mission is that: APSTA exists to facilitate the development of African capacity for peace and security through coordination, advocacy, harmonization

and standardization of training among its member institutions.

During 2013, the objectives of APSTA remained to:

- Facilitate the ability of peace support training centers to dialogue with each other as a matter of routine.
- Facilitate meetings and the exchange of information and best practices.
- Facilitate efforts to harmonize the doctrine, Standard Operating Procedures (SOPs), training, etc., of the various members.
- Serve as a depository that offers advisory services to the African Union (the Commission and the Peace and Security Council) on peace support operations issues.
- Act as a sounding board for the AU Commission on peace support operations.

## Heads of MANCO Institutions 2013-2014

**Rear Admiral Ndidi Patrick Agholor**  
DSS psc fdc (+) MSc ACIS, Commandant NDCN  
President 2013-2014

**Brigadier Christopher Chellah**  
Commandant SADC RPTC  
Immediate past President, Member

**General Mahamane Touré**  
Commandant EMPABB  
Member

**Ambassador Mahmoud Farghal**  
(Acting wef June 2013) /  
**Mr. Ashraf Swelam** (wef December 2013)  
Director CCCPA  
Permanent Member

**Brigadier Robert Kabage**  
Director IPSTC  
Permanent Member

## Our Core Functions

Standardization, coordination and certification of peacekeeping training in Africa

Development of lessons learned to provide input for the refinement of the AU PSO doctrine and training policy improvement of on-going AU missions

Exchange of information, best practices and research for the enhancement of the quality and efficiency of peacekeeping institutions

## 18 Active Member Institutions 2013-2014

African Center for the Constructive Resolution of Disputes (ACCORD, South Africa)

African Civilian Response Capacity for Peace Support Operations (AFDEM, Zimbabwe)

Cairo Regional Center for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA, Egypt)

Ecole de Maintien de la Paix Alioune Blondin Beye (EMPABB)

Environmental Aid (EAN, Nigeria)

Ethiopian International Peacekeeping Training Center (EIPKTC)

Impact for Change and Development (IMPACT, Nigeria)

Institute for Peace and Conflict Studies (IPCS, Tanzania)

Institute for Peace and Security Studies (IPSS, Ethiopia)

Institute for Security Studies (ISS, South Africa)

International Peace Support Training Center (IPSTC, Kenya)

Kofi Annan International Peacekeeping Training Center (KAIPKTC, Ghana)

Legon Center for International Affairs and Diplomacy (LECIAD, Ghana)

National Defense College of Nigeria (NDCN)

Nigeria Army Peacekeeping Training Center (NAPKC)

Peace Missions Training Center (PMTTC, South Africa)

Peace Support Operations Training Center (PSOTC, Malawi)

SADC Regional Peacekeeping Training Center (RPTC, Zimbabwe)

## 3 Applicant Member Institutions 2013-2014

Africa Institute of South Africa (AISA)

L'Ecole Internationale des Forces de Sécurité (EIFORCES), Cameroun

Rwanda Peace Academy (RPA)



▲ Strategic Plan Workshop, November 2013  
[See Page 8]

# Down Memory Lane of Key Events

APSTA's previous areas of engagements have included, but were not limited to the following:

- **APSTA Framework Paper adopted by the 5th APSTA AGM (Accra, 28 August 2006).** The paper outlined an ASF Training Support and Coordination Workshop, to familiarize APSTA members with prior ASF training related work, and develop a work plan in support of the ASF's training needs for the twelve (12) to twenty four (24) months period.
- **The ASF Training Support Coordination between AU (PSOD) and APSTA, (Addis Ababa, April 2007).** The two-fold objective was to familiarize member institutions with ASF training related work. This included the report of the ASF Training & Evaluation Workshop, and the training needs analysis that had been undertaken in West Africa. It also included the development of a work plan in support of the ASF's training needs for the next 12-24 months. The outcomes document emphasized the need and importance of harmonizing training delivered by member institutions in order to meet the minimum requirements of the AU, predicated on an equally important need for improved collaboration among APSTA member institutions, to share and exchange relevant information and ideas, and minimize duplication in capacity-building efforts.
- **The AU-APSTA MoU of October 2008.** The binding legal framework provides for broad collaboration between the AUC (PSD) and the APSTA, in relation to ASF training support and coordination, and seeks to establish clear channels for AU PSOD to mobilize resources, including funding, in support of APSTA's involvement and participation in ASF capacity building training.
- **Harmonization of ASF (POC) Training in Africa and the Role of APSTA (Dar-es-Salaam, April 2011).** The workshop was a collaboration between the Austrian Study Center for Peace and Conflict Resolution (ASPR), the Scuola Superiore Sant'Anna (SSSA) and APSTA, and was supported by the Austrian Development Cooperation (ADA) and the Italian Ministry of Foreign Affairs. It was hosted by the IPCS (Tanzania), and attended by 21 participants drawn from the collaborating institutions. Its main aim was to build consensus within APSTA on the harmonization of POC training curricula. It presented an avenue

for APSTA members to deliberate and reach agreement on coordinated approaches and setting benchmarks and standards for the curricula and delivery methodology of training courses. The workshop also served as an occasion for stocktaking on work already done in this area, in light of the APSTA Strategic Plan (2010-2013), for framing a common position and preparing a concrete work-plan to implement actions leading to the achievement of Strategic Objectives of APSTA.

In 2008, for instance, APSTA facilitated the ASF Police Dimension Workshop (Algiers, Algeria, 18-20 October 2008), involving 46 international participants, including AU PSOD Staff. The workshop helped to establish the AU ASF Police Dimension Policy Framework Guidelines. This has been the basis for further work towards the operationalization of the Police component of the ASF.

Similarly, in 2009, APSTA facilitated the ASF AU Police (AUPOL) Workshop that resulted in the development of the AU ASF Formed Police Units (FPU) Policy Framework Guidelines elaborating the generic Concept of ASF AUPOL FPU's. It subsequently assisted with the revision of the relevant sections of the ASF Doctrine Chapter (Chapter 8) to reflect AU Police content and perspectives.

In late 2012, the AUC (PSD), in collaboration with the RECs/RMs, invited APSTA as its implementing partner to conduct an ASF Training Needs Assessment (TNA), as articulated in the ASF Road-map III<sup>1</sup>. The TNA's overall objective was to identify the multidimensional training needs (military, police and civilian), of ASF personnel, based on doctrine and existing policies, and to develop guidelines for the delivery of courses by African Training Centers (ATCs) at the strategic and operational levels for the ASF.

The invitation to APSTA to conduct the ASF TNA is concrete evidence of the Association's potential in constructively, collaboratively supporting the AUC in efforts towards the achievement of peace and stability within the continent.

In order to build on these experiences, the Association stands ready to undertake similar studies and assessments. This may call for the AU-APSTA MoU, especially with regards to the EU Support to Training Institutions (2012), to be sustained within the medium to long term, to make the work of the Association and the Secretariat more predictable. It may also be necessary for this agreement to be expanded to provide for more capacity at the Secretariat and more program outputs and activities to be rolled out by the Association. ■

<sup>1</sup> The TNA was endorsed by the Specialized Technical Committee on Defense, Security and Safety (STCDSS) of the AU, at its 5th Ordinary Meeting held in Addis Ababa, Ethiopia, on 26 October 2011.



# Governing the Association

## Reviewing the Strategic Plan of the Association

The 10th AGM (Harare, Zimbabwe, 5-6 September 2012) decided on the review of the APSTA Strategic Plan 2010-2013. The main aim of the decision was to realign the plan with more current realities.

The review was conducted by Dr. iur Mehari Maru, who presented the Review Report to the 5th MANCO Meeting (Addis Ababa, 17-18 June 2013). The report underscored a number of issues necessary for the Association to consider: relocating the Secretariat back to Addis Ababa, undertaking the revision of AU-APSTA MoU (2008) as priority, and defining a closer and comprehensive partnership, on specific areas of cooperation with AU Organs and AUC Departments.

In the Communiqué<sup>2</sup> issued at the end of the meeting, the Committee took special note of the findings and recommendations made in the report, and recognized the need for APSTA to deploy urgent measures to reposition the Association as an effective partner of the AU. The 11th AGM also endorsed the report and the follow-up actions recommended by MANCO.

Upon MANCO's advice, the Secretariat consulted with KAIPTC/GIZ (Accra) on the next steps in developing a new draft strategic plan that could be launched in conjunction with the AUC.

The new APSTA Strategic Plan 2014-2019 that was developed by Ms. Doris Murimi is under consideration by MANCO and members, for presentation to the 12th Conference and AGM (September 2014) for approval.

*"...instructive experiences during the few years of such existence have shown the need to review the structure and staffing of the APSTA Secretariat, while bearing in mind the principle of being frugal."*

While work on the implementation of some of the recommendations contained in the Review Report continues, MANCO and the Association express their appreciation and gratitude to the Kofi Annan International Peacekeeping Training Center (KAIPTC) and the GIZ (Accra) for the tremendous efforts in facilitating and funding the entire process of reviewing and drafting the new plan.

## Revising Policies and Procedures

Since its establishment in May 2012, the Policies and Procedures Manual was outdated. There was need therefore to review, revise and update the Policy, taking into account recent developments around the work of the Secretariat, and to strengthen the Association's

safeguards, without prejudice to the welfare of the Secretariat's employees.

The new Revised APSTA Policies and Procedures Manual was approved by MANCO at its 6th Meeting (Abuja, Nigeria, 27-28 February 2014). The revised Policies and Procedures Manual is expected to help streamline administrative, financial and other matters of the Secretariat and the Association, and ensure that its provisions are consistent with the rules and regulations of the AU as the Association's major funder, and the best practices of the UN and other international partners and organizations.

## Status of the Secretariat in Kenya

The APSTA Secretariat is registered with the Kenya NGO Coordination Board as an International Organization, working both internationally and locally.

## Structuring and Staffing the Secretariat

During 2013, the Secretariat recruited one Programs Coordinator, and one Administrative Assistant, bringing the total staffing level to four professional posts, in addition to the Executive Director, and two support staff posts. These were in addition to the appointment of the new ED as already mentioned. The structure and staffing levels of the independent Secretariat has all along been informed by the principle of a tighter structure.

However, instructive experiences during the few years of such existence have shown the need to review the structure and staffing of the APSTA Secretariat, while bearing in mind the principle of being frugal.

The Secretariat, where possible, may fall on the AU/EU Short Term Expert facility to address some of its capacity issues in specific matters.

## Welcoming New Members

Following the submission of applications, three prospective members were invited to the 11th AGM (Addis Ababa, Ethiopia, 25-27 September 2013) to make presentations on their respective institutions (see paragraph 55). The applications will remain under consideration until the 2014 Conference and AGM where MANCO would submit its recommendations to the AGM for appropriate decisions.

## Revising the Guidelines for Members

Membership expansion, in terms of numbers, geography and multidimensionality, is a strategic objective of the Association.

In consideration of recent developments within and without the Association, the Secretariat was tasked to undertake the review of the guidelines and procedures for new membership. The revised guidelines will seek to streamline the procedure and approval of applications by new members, and obligations towards payment of annual membership contributions. ►

<sup>2</sup> The Communiqué can be found at: <[http://www.apsta-africa.org/documentation/manco/Communique\\_5th%20Management%20Committee%20Meeting\\_Addis%20Ababa\\_June%202013.pdf](http://www.apsta-africa.org/documentation/manco/Communique_5th%20Management%20Committee%20Meeting_Addis%20Ababa_June%202013.pdf)>.

- ◀ In fulfillment of that task, the Secretariat circulated a new Draft Revised Guidelines for Prospective APSTA Members for consideration by Member Institutions, after its partial endorsement by the 6th MANCO Meeting. It is anticipated that the final document will be tabled at the 2014 Conference and AGM for adoption.

#### Enhancing our ICT Infrastructure

The Secretariat has undertaken a number of small, but significant initiatives to improve the integrity of its ICT infrastructure. These include external hosting and backup, providing additional facility for pulling back emails in the event of glitches.

Arrangements are currently underway to install a 'call accounting software', to provide for a call management system that makes individual account billing possible, in accordance with the provisions of the Policy and Procedures Manual, while efforts are made to install a fax line to enhance the means of communication.

Additional initiatives were deployed to build an APSTA Contacts and Emailing File, currently standing at over 1,100 contacts. Although a small figure, it is a good start. Coupled with periodic e-alerts, the Secretariat is now able to disseminate information to a wider range of stakeholders and audiences, including AU, RECs/RMs, Partners and member institutions.

The APSTA Website remains a crucial component of its Communications Strategy. With this in mind, efforts were made during the year to make the Website a

bit more active through the uploading of information relating to the Association's events and reports, as well as the establishment of Pages for:

- The ASF TNA
- The APSTA Staff Directory
- The Database of Senior African AU/UN Mission Managers and Leaders (APSTA-SAMM)
- The 11th Conference and AGM

Thus, among other factors, the APSTA Website has achieved a modest maximums of:

- Highest hit of 12,028 (4 February 2014)
- Average daily of 1,918, monthly total of 53,710

Once again, although low in comparison with other institutions, these figures are significant for the Association considering that the Website previously did not appear to attract comparable levels of visits and hits.

Ultimately, though, the APSTA Website needs a total overhaul to achieve more functionality and interactivity, including the establishment of a 'Community of Practice' page for specific research and training themes and topics, and enhancement of the Members Pages. Efforts are underway for redesign, updating and upgrading of the Website, upon MANCO's approval of the same. It is hoped that the new Website would enhance the usability of the Website for training, education and learning. ■

## Outline of Program Work in 2013

The APSTA Secretariat coordinated four substantive activities during the year. These were the ASF Training Needs Assessment (TNA) study, the Civilian Peacekeepers Foundation Course Harmonization Workshop, and two APSTA Researchers Colloquiums. These activities formed part of the philosophical approach for APSTA to deliver substantive products that address some of the needs of the AU and the ASF.

#### Scoping the Training Needs of the ASF

Within the framework of AU-APSTA collaboration, APSTA was invited by the AU PSOD in 2012 to map out training needs that would contribute to the operationalization of the ASF. The TNA expert team was drawn from the Institute for Security Studies (ISS), South Africa; the International Peace Support Training Center (IPSTC), Kenya; the Legon Center for International Affairs and Diplomacy (LECIAD), Ghana;

the Kofi Annan International Peacekeeping Training Center (KAIPTC), Ghana; and the Nigerian Army Peacekeeping Center (NAPKC).

The work plan of the ASF TNA study revolved around visits and consultations with various RECs/RMs, Centers of Excellence/Training Institutions (CoEs/TIs), and selected field missions, preceded by desk study and review of a range of ASF and other AU policy tools, in order to identify key gaps in ASF-related training. As part of its work plan, the TNA team visited the

*"These visits enabled the team to acquaint itself with the operational requirements of the African Standby Force (ASF), and the collection of data from the interlocutors."*

IPSTC facilities at the Peace and Security Research Department (PSRD), the Peace and Conflict Studies School (PCSS) and the Humanitarian and Peace Support School (HPSS), at Karen and Embakasi. It also undertook a field visit to the AU Mission in Somalia (AMISOM). ▶



▲ **Civilian Peacekeepers Foundation Training Harmonization Workshop, December 2013**

These were followed by other visits and consultations with the SADC Regional Peace keeping Training Center (RPTC), Zimbabwe, and the SADC Secretariat, Botswana; the ECOWAS Standby Force, Nigeria, and the National Defense College, Nigeria; the KAIPTC and LECIAD, Ghana. The TNA team also undertook a field mission to the ECCAS. Owing to administrative reasons, the team was unable to visit the Northern African region.

In addition to these institutions, the team also consulted with Officials at the AUC, and other individuals in the countries it visited.

These visits enabled the team to acquaint itself with the operational requirements of the African Standby Force (ASF), and the collection of data from the interlocutors.

The final report was submitted to the AU Commission in January 2014. It is anticipated that extracts from the report will be submitted by the AU PSOD through appropriate channels to the next meeting of the Specialized Technical Committee on Defense, Safety and Security (STCDSS) in May 2014.



▲ **Malawi Research Colloquium, March 2013**

### **Harmonizing Civilian Peacekeepers Training**

The first concrete workshop to harmonize ASF training was conducted at the IPSTC, Karen, from 2-5 December 2013. It was co-organized and funded jointly by the GIZ Nairobi/EASFCOM and the APSTA Secretariat.

The workshop sought to harmonize training relating to the Civilian Peacekeepers Foundation course. Thirty-two participants drawn from the AU, RECs/RMs and APSTA member institutions attended the event.

The revised, harmonized package formed the main draft outcome document and has been circulated to

relevant stakeholders. The document will be reviewed again upon receipt of AU policy guidelines relating to implementation of the recommendations on the ASF TNA study.

The full report on the workshop is on the APSTA Website at: <http://www.apsta-africa.org/documentation/training/Outline%20Concept%20Web.pdf>.

### **Setting and Implementing Research Agendas**

A combined Training and Research Colloquium was hosted by the Peace Support Operations Training Center (PSOTC) of the Malawi Defense Force, in Lilongwe, Malawi, from 11-13 March 2013. It was attended by 16 Researchers drawn from: ACCORD (South Africa), BPST-EA (Addis Ababa), EAN (Nigeria), IMPACT (Nigeria), IPCS (Tanzania), IPSTC (Kenya), KAIPTC (Ghana), LECIAD (Ghana), NAPKC (Nigeria), NDCN (Nigeria), PSOTC (Malawi), SADC RPTC (Harare), AU PSOD Representatives, the GIZ/KAIPTC (Ghana), which funded the event, and a Consultant. The purpose of the Colloquium was to outline a framework seeking to align the outputs of APSTA members in the areas of PSO training and research, towards the requirements for the operationalization of the ASF. Twenty-three participants attended the meeting. The relevant report is available on the APSTA Website at: <http://www.apsta-africa.org/index.php/en/events/77-apsta-africa/73>.



▲ **Kenya Research Colloquium, December 2013**

Subsequently, the Secretariat organized and hosted the APSTA Research Colloquium in Nairobi, from 9-10 December 2014. It was attended by 10 Researchers drawn from: AISA (South Africa), IMPACT (Nigeria), IPSS (Ethiopia), IPSTC (Kenya), KAIPTC (Ghana), LECIAD (Ghana), and the NDC (Nigeria), besides the ED and the Programs Coordinator. The colloquium provided a forum for deliberation on short to medium term thematic research agendas and projects. More specifically, the Researchers discussed three main research issues involving the principle and practice of subsidiarity as regards the APSA/ASF, case studies of selected African conflicts, and Protection of Civilians (POC) case studies. The report on the colloquium is on APSTA Website at: <http://www.apsta-africa.org/documentation/research/Colloquium%20Report.pdf>. It is anticipated that the relevant Subsidiarity Non Paper and Policy Brief, as well as POC Scenarios and Conflict Case Studies Documents will be published during 2014. ■



# Proposing Work Plans for 2014

## 2014 Proposed Work and Funding

The AU/EU funding support to APSTA constitutes the main source of funding. In accordance with the provisions of the relevant AU-APSTA Agreement (August 2012), the funding is to ensure that:

- The capacity of the Secretariat was sustained and enhanced.
- The APSTA (Secretariat) has contributed to development of the training pillars of the ASF; as well as the full range of training at all levels cutting across military, police and civilian spectrums; and excellence in the conduct of training was promoted and maintained.
- Trainees skills are developed, and trainees are prepared for peace support operations.
- The capacity for PSO decision makers and enablers are enhanced at the tactical, operational and strategic levels.

The proposed annual work plan for 2014 was initially based on broader generic narrative proposals (2014-2016) that captured a range of thematic issues and activities forming the framework of the Association's work plan for the short to medium term, and for multi donors.

Initially, the scaled-down generic proposals sought to focus on four specific thematic activities, namely:

- Protection of Civilians (PoC) development and harmonization Experts round-table
- Best practices methodologies workshop
- Carana development and harmonization trainers workshop
- Integrated Mission Planning Process (IMPP) trainers workshop.

The APSTA Proposals 2014 seek to position the Association as an implementing partner of the AU, RECs/RMs and other stakeholders, for capacity building and the realization of the objectives of the APSA/ASF. In the final analysis, the 2014 work plan reflects activities agreed and funded by the AU PSOD, to achieve the following:

- Enhance the capacity of APSTA to undertake work that contributes to the achievement of the APSA/ASF, as well as provide support to AUC structures within the framework of the AU-APSTA MoU (2008).
- Improve the capacity of the Secretariat to carry out its coordination and liaison functions, and its ability to network, which are crucial for the

implementation of the strategic objectives of the Association.

- Enable the governance structures to dialogue and undertake their constitutional management functions.

*“Trainees skills are developed, and trainees are prepared for peace support operations.”*

The work plan for 2014 is at: (<http://www.apsta-africa.org/index.php/en/events/77-apsta-africa/73>).

## Appointing New Auditors and Lawyers

With prior approval by the 6th MANCO Meeting, the Secretariat is in the process of identifying and appointing new external auditors, with international and regional standing and reach, to help the Secretariat in conducting its business and practices more efficiently and effectively, as well as adding greater credibility to its audit reports.

Similar arrangements will be made for the appointment of a legal advisory firm for the Association.

Further, pursuant to MANCO's approval, the Secretariat will identify a reputable firm of international standing to rationalize and optimize its staffing job descriptions and remuneration scales, in all departments, namely Programs Coordination, Knowledge Management, ICT Support/Maintenance, and Administration and Finance. This is to help achieve greater effectiveness and efficiency.

## 2014 Conference and AGM

The 12th APSTA Conference and AGM will be hosted by the NDCN in Abuja, Nigeria, from 8-10 September 2014. The timing for the event aimed to avoid conflicting with the timing of the UN General Assembly in September, and the AU AMANI AFRICA II scheduled to be conducted in Lesotho, in October 2014.

In accordance with tradition, the event will be hosted by the NDCN. The theme, topics and details of speakers will be circulated later. APSTA readership may obtain further information on the APSTA Website at: <http://www.apsta-africa.org/index.php/en/12thapstaagm>. ■

# Collaborating & Networking

The Secretariat continued to pursue efforts towards closer collaboration with the AUC, notably the Head of the AU PSOD, the Director AU PSD and Head of the PSD Finance Section, as well as the Capability Development Officer. The latter served as the Focal point in the collaboration.

It also undertook a number of consultations and collaborative work with the AUC, including participating in a number of AU-led events, as explained below. Given the new appointment, the ED renewed contacts with a wide range of partners, including Canada (in Nairobi and Addis Ababa), GIZ (Nairobi/EASFOM and Germany) and the EU Delegation (Addis Ababa), among a few others, as a matter of necessity.

The aim of these consultations and collaborations was 2-fold:

- First to gain deeper insights into the needs of the AUC and partner perspectives on aspects pertaining to peace and security, underlined by the operationalization of the APSA/ASF; and
- Second, to acquaint the AUC and partners with developments and issues around the work of the Association, and give it a sense of the Association's commitment to regain lost ground.

On occasions, APSTA also announced Partners' training events on its Website. It had always done this, but in more recent times, it had given primacy to its own events

## 6th Annual AU ASF Training Workshop

At the invitation of AU PSOD, APSTA attended the 6th ASF Annual Training Implementation Workshop (Pretoria, South Africa, 5-7 June 2013). The ED, along with a section of the ASF TNA Study Team (Dr. Muruiri J Kimani, Programs Coordinator; Dr. Linda Darkwa, LECIAD; and the late Mr. Tsegaye Baffa, ISS), represented the Association. The APSTA groups briefed the Workshop on developments around APSTA and its work, and provided an update on the progress of the TNA Study.

## Facilitating the AU Gender Manual TOTs

Upon invitation from the AU Women, Gender and Development Directorate (AU WGDD), the Secretariat coordinated nominations from member institutions to participate in the 5th TOT on the AU Gender Training Manual for AU PSO (Durban, 2-7 July 2013).

The AU WGDD's thus continued to use and involve APSTA Centers of Excellence in the manual development process, providing opportunities for APSTA to make inputs into the final documents.

The WGDD has shared copies of the TOT Manual, Reader and a Policy Brief with APSTA, while waiting for finalization of the draft code of conduct focusing on Gender Based Violence (GBV).

The relevant documents have been made available on the APSTA Intranet ([http://www.apsta-africa.org/intranet/free\\_downloads.html](http://www.apsta-africa.org/intranet/free_downloads.html)) for reference by members.

## Collaborating with the AU PSC

The APSTA Secretariat initiated consultations with the AU PSC Secretariat on the possibility of establishing collaboration and engaging Council on specific African peace and security issues. The consultations are ongoing in this regard.

The consultations are being reviewed by APSTA's governance structures for further guidance.

## Collaborating with the UN

The Secretariat initiated contacts with the UN Integrated Training Services (ITS) and with the UN Office for the AU (UNOAU), for collaboration in capacitating APSTA experts in best practices documentation. It was also intended to expand the UN-APSTA collaboration to include collaboration with the Police Division of the UN DPKO.

However, the process of collaboration slowed down as a result of delays in the implementation of process workshops in which the UN was to be involved. The closure of the Pearson Center, which was expected to be involved in the development of additional Carana Tools, in October 2013, and the AU decision to lead on the conduct of the best practices workshop, were contributory factors.

The processes will hopefully be reactivated as and when there are new opportunities for collaboration over substantive work in these domains.

## Projected Collaboration with Pearson Center

The envisaged collaboration with the Pearson Center, particularly over the Carana Tools Development ▶

- ◀ Project, was under-implemented in the aftermath of the closure of the Center in October 2013.

### Partners Participation in APSTA Events

During the year, the Secretariat invited the attendance of a number of external partners in its 11th AGM (Addis Ababa, 25-27 September 2013). These included 22 participants drawn from 13 Partner Institutions such as the EU Delegation, British High Commission, Danish Embassy, French Embassy, International Committee of the Red Cross (ICRC), International Stability Operations Association (ISOA), the Royal Norwegian Embassy/ Training for Peace (TfP), and UN Integrated Training Service (ITS)/DPKO and the UN Office for the AU (UNOAU). Others were the British Peace Support Team (BPST) East Africa, the Center of Excellence for Stability Police Units (CoESPU), Europe's New Training Initiative for Civilian Crisis Management (ENTRi)/Center for International Peace Operations (ZIF) and the Peace Operations Training Institute (POTI).

### Miscellaneous Engagements by APSTA

Staff of the APSTA Secretariat participated in other miscellaneous activities, including the following:

- **Attending the AFDEM Strategic Planning Workshop.** AFDEM invited APSTA to participate in its Strategic Planning Workshop in Durban, South Africa, from 20-21 June 2013. The aim of the workshop was to reinforce AFDEM's 5-year strategic and operational vision. Other participants were drawn from KAIPTC, ACCORD, ISS, NUPI, UN, AU and the International Civilian Capacities (NORDEM, CANADEM and ZIF).
- **Attending the EU Support to ECCAS Workshop.** The Secretariat participated in the Workshop on EU Support to ECCAS Training Institutions for Project and Finance Officers (Yaoundé, Cameroun, 22-24 July 2013). The workshop provided an opportunity for the newly appointed ED to be up to speed with AU PSD financial management issues. The presentation on APSTA also helped to inform ECCAS TCEs about the Association. This in part has obviously influenced the application for membership by the EIFORCES (Cameroon).
- **Meeting the AUPG.** The AU Partners Group (AUPG) invited the ED to attend its meeting in Addis Ababa, on 18 October 2013, to brief the Partners about the progress of work of the Association. The invitation was at the behest of Colonel Jacques Deman (EU Delegation to the AU), the Group's president for that month. The platform was used to update partners about recent developments and issues around the

Association, and improve the understanding of partners in that regard.

- **Attending the 19th IAPTC Conference.** The ED attended the 19TH IAPTC Conference hosted by BIPSOT (Bangladesh, 28-31 October 2013). In addition, nine member institutions of APSTA also attended the Conference. These were: the NDCN, SADC RPTC, ACCORD (outgoing chair of the Civilian Sub-Committee), AFDEM, CCCPA, EIPKTC, KAIPTC (which offered to serve as chair of the Police Sub-Committee) and the RPA (which also offered to serve as chair of the Pedagogy Sub-Committee). Further details on the APSTA participation is at: <http://www.apsta-africa.org/documentation/events/APSTA%20at%2019th%20IAPTC%20Conference.pdf>.
- **Participating in IPSTC Research Symposia.** On 28 February and 17 October 2013, the Programs Coordinator participated in the Research Agenda Workshop and Research Symposium of the IPSTC in Karen, Nairobi, Kenya.
- **GAFSCS IPSO Course. From 24 June to 5 July 2013,** the ED directed and facilitated the 2-week IPSO Course to the Ghana Armed Forces Command and Staff College (GAFSCS). This was agreed upon prior agreement to his appointment.
- **Facilitating the 8th IPSTC RSML.** The ED delivered a presentation on Stabilization and Peacemaking at the IPSTC's 8th Regional Senior Mission Leaders (RSML) Course in Karen, Nairobi, Kenya, on 23 October 2013.
- **Facilitating the KAIPTC Parliamentarians APSA Workshop.** At the invitation of KAIPTC, the ED participated in a workshop on The African Peace and Security Architecture: Perspectives on Parliamentary Roles, at Elmina, Ghana, from 16-17 December 2014. His presentation was on the topic: The African Standby Force as an Integral Structure of the APSA: Perspectives on Issues for Parliamentary Oversight.

### Reviewing Existing Partner MoUs

The Association has existing memoranda of understanding with the ENTRi (since 2011), and the POTI (since 2012) on collaboration. ENTRi/ZIF, for instance shared some of its training, learning and other materials with the Association. In order to fully exploit collaboration with these partners, the Association plans to propose revisions to these MoUs. ■

# Financing and Administering APSTA

## The Overview

The Canadian Government and UK (FCO) provided funding support to APSTA in 2011, for the establishment of the new Secretariat in Kenya, and the procurement of office equipment and infrastructure. The UK support for staff salaries and facilitation of governance meetings ended in October 2012, while the Canadian support for setting up the Secretariat in Nairobi office ended in January 2013.

In view of these funding exigencies, the AU initiated its funding support to the APSTA from the EU Funding Support to African Training Institutions in September 2012, on the basis of the AU-APSTA funding agreement in August 2012.

## Reporting Financial Matters of 2013

The main source of funding for the year 2013 was from the AU/EU Capacity Building Support to African Training Institutions, up to a total budget of EUR 544,000, disbursed in three installments<sup>3</sup> as follows:

- 1st tranche: EUR 271,995, September 2012
- 2nd tranche: EUR 163,000, July 2013
- 3rd tranche: EUR 81,800, October 2013

This AU/EU funding support was in addition to a separate budget for the ASF TNA project amounting to EUR 112,595. Of this amount, only EUR 82,727 was disbursed by 31 December 2013, leaving an underfunding of EUR 29,868.

The cumulative APSTA funding for 2013 therefore stood at EUR 656,595, out of which EUR 599,522 was received.

With a year-end balance of about EUR 61,245, the cumulative annual expenditure amounted to about 90% of the total committed budget of EUR 599,522. The breakdown of expenditures for committed funds covers the following areas:

- Activities: 26 % approx
- Governance: 9 % approx
- Administrative: 55 % approx
- Forex Loss: 1 % approx

The skewed ratio of the governance and administrative overheads, in comparison with activities, is a concern. For instance, without the ASF TNA project funds, the

ratio of the activities expenditure would have been about 14% of the main AU/EU funding.

Increased funding for future program activities will therefore help to redress this imbalance.

## Presenting the 2013 Audit Report

The Audit Report of the Secretariat finances and internal control systems, largely covered the AU-EU, AU ASF TNA and the Members Contributions funds for the year 2013.

The Report did not find any serious malpractices in the administration, management and financial controls of the funds.

The revised APSTA Policies and Procedures Manual (2014) addresses the few weaknesses in the accounting and control mechanisms that the Report recommended for attention.

## The 2014 Funding/Budget

As part of the outcomes of the AU Financial Review Meeting (Addis Ababa, 25-26 November 2013), the indicative ceiling for the APSTA budget for 2014 of EUR 576,330, reflecting a marginal increase of about 6% over the 2013 funding level.

In practice though, the total funding to APSTA from the EU Support to ATCs will amount to EUR 1,120,330, including the Forex loss and audit deduction, for the period September 2012 to 31 December 2014.

## Making a Token Contribution

At the 10th APSTA AGM (Harare, 5-6 September 2012), the Association instituted an annual membership contribution of US\$ 5,000 per member. The internally generated funds were to be used to enhance the work of the Secretariat. Although small in comparison with the full funding required for the work of the Secretariat, the decision was a demonstration of the Association's commitment towards its common course.

In general, a large number of member institutions demonstrated commitment to the payment of the contributions. The Association realized about 89% of the estimated funding contributions, among others, to support the organization and conduct of the 5th MANCO Meeting and the 11th AGM, as well as to defray costs relating to the repatriation of the former ES, bank charges, consultancy for the new Policy and Procedures Manual, and the 2013 audit fees, among others.

The Association intends to levy the contribution as a token effort towards the work of the Secretariat. ■

<sup>3</sup> APSTA realized a Forex loss of EUR 5,587, in addition to a 5% retention of funds by the AU PSD Finance for audit purposes.

## Surmountable Challenges

In the Generic Proposals referred to already, some risks that may affect the ability of the Secretariat to carry out its functions were outlined. The external risks included uncertainties over Partner/ Donor policies relating to funding support, underscored by the risk of donor-dependence, coupled with the degree of collaboration with the AUC which, sometimes, may choose to undertake certain capacity building training and education initiatives, rather than invite the Association to undertake such events on its behalf.

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Aside of the external risks, the Secretariat has been drawing the attention of its governance structures to the internal risks that pose the greatest challenge to its integrity. These internal risks revolve around the lack of full commitment towards the Association's objectives and work, and slow responses to requests for information and action.

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Lack of action to redress these issues is not a choice. Thus, the Secretariat, working jointly with MANCO and the AGM, will endeavor to address these issues through pragmatic initiatives.

03

## Looking into the Future

APSTA is at a crossroads, especially following the review of the Strategic Plan 2010-2013. The Association needs to take a direction that would ensure its future integrity.

In general, the Association recognizes the imperative to remain 'open for business' with all partners and stakeholders that share in its vision, mission and objectives, and can add value to its work.

APSTA should and will endeavor to be as resourceful as possible in the conduct of its business, and urges its members to show greater commitment and provide mutual support where necessary and possible.

In modest terms, full funding for 2013, including funds for the ASF TNA Study, and the renewal of the AU-EU funding support for the work of the Secretariat and the Association for 2014, as well as the levying and payment of membership subscriptions, are evidence of the outcomes and impact of collaboration. The

participation of the RECs/RMs in the ASF TNA Study and their attendance of the Civilian Peacekeepers Foundation Course Harmonization Workshop, are further evidence of improving collaboration with the AU System as a whole.

Going forward, the Secretariat will be establishing a number of strategies to enhance visibility of the Pan-African Association, build trust among primary stakeholders, partners and donors, and support the implementation of its plans and programs. Such initiatives will also help to reinforce the foundations for resource and funding mobilization for the delivery of quality outputs.

The Association hopes to do more and do better in the ensuing years, and fervently hopes that its partners and stakeholders will provide it with opportunities to achieve its mandate in the relevant areas of its engagement with them.

# Acknowledgments

APSTA owes its continued existence and work to the sense of key partners and stakeholders who see great value in the Association's potential to support efforts at building peace and security within the continent.

The routine work of the Association and the Secretariat were made possible by the generous funding and in-kind support from the AUC, the EU (Brussels and Addis Ababa), the Canadian missions in Kenya and Ethiopia, and GIZ (Accra and Nairobi) and the BPST-EA. It is also profoundly grateful to the RECs/RMs and all other partners and stakeholders, for the continued support and collaboration that helped to promote the work of the Association.

On behalf of the entire membership of the Association, the Secretariat expresses appreciation to the governance structures and Patrons of APSTA, for their guidance and support during the year.

The Secretariat is not unaware of the tremendous support from countries, namely Ethiopia, Ghana, Kenya, Malawi and Zimbabwe that welcomed APSTA to within their borders to conduct its operations.

The Secretariat equally appreciates the Association's own members, namely the ACCORD, IMPACT, IPCS, IPSS, ISS, IPSTC, KAIPTC, LECIAD, MPSOTC, NAPKC, NDCN and the SADC RPTC, as well as AISA, that willingly and successfully hosted its events and/or keenly played an active role in the Association's work.

Thanks to their efforts and sacrifices, and coupled with support from its consultants and Staff of the Secretariat, the Association was able to realize modest achievements during 2013.

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*'An ASF Training Conference should continue to be held annually in order to harmonize training across the continent and for all components. This conference should include the participation of the RECs/RMs and centers of excellence, as well as the African Peace Support Trainers Association (APSTA), in order for the AU PSOD and RECs/RMs to clearly outline the training needs of the ASF.'*

**ASF Roadmap III (2011)**



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