



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

African Peace Support Trainers Association

ANNUAL
REPORT
2014



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operations in Africa*

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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 Ndidi Patrick Agholor Comdt, NDCN	Dr. Istifanus Zabadi Ms. Julie Sanda Ms. Aishatu Yanet	West Africa	2013-2014	Independent Col Festus B. Aboagye (Rtd)
	Ato Kidane Kiros, PhD Director, IPSS	Ms. Michelle Ntab Ndiaye	Eastern Africa	2014-2015	Independent Col Festus B. Aboagye (Rtd)

Rotation of APSTA Presidency 2014-2019

Srl	Year	Region / Member Institution
	2014-2015	Eastern Africa (IPSS)
	2015-2016	North Africa (CCCPA)
	2016-2017	Central Africa (EIFORCES)
	2017-2018	Southern Africa (region to confirm)
	2018-2019	West Africa (region to confirm)

Broad Purpose of the Report

The second year running of the Annual Report seeks to inform member institutions of the African Peace Support Trainers Association (APSTA), partners and stakeholders on developments and issues around the work of the Secretariat and the Association during the year 2014.

The aim is to further promote better understanding of the developments and issues, thereby enable the Association, in collaboration with its key partners, to realise the vision, mission and objectives of the Association towards peace and security in Africa.

What this Report Broadly Covers

The Annual Report 2014 covers various areas of engagement of the Association, largely arising from policy windows of opportunity for APSTA to continue to contribute towards the efforts of the

AU and RECs/RMs. They continue to be founded on the fact that APSTA remains the premier Pan-African organisation that brings together key institutions whose business is to build capacity for effective PSOs through training, research and policy implementation support.

The report outlines pertinent issues and developments such as:

- Messages from the governance structures
- Institutional governance, namely outcomes of the meetings of the Management Committee (MANCO) and the Annual Conference and General Meeting (AGM)
- Overview of the Association
- Programme activities and work plan
- Collaboration and networking
- Finance and administration
- Risks and challenges

Message from the Patron

Ambassador Soad Shalaby accepted the offer to serve as APSTA second Honorary Patron in 2013. She took over from HE Lieutenant General Abdulsalami Abubakar, former President of the Federal Republic of Nigeria.

Ambassador Shalaby started her remarks by expressing her delight at being invited to the 12th Conference and AGM, to meet old friends and make new APSTA friends, network, design joint activities and agree on future plans for 2015 and beyond.

She joined in thanking the Ethiopian Government, the AU Commission, the National Defense College, Nigeria (NDCN) and the Institute for Peace and Security Studies (IPSS), for welcoming, facilitating and hosting the 12th APSTA Conference and AGM.



Amb. S Shalaby

The APSTA Patron shared a few perspectives on the AU Agenda 2063 that was launched at the AU's Golden Jubilee anniversary, and articulated the seven aspirations of Africa within a global strategy aiming to optimise the use of African resources for the benefits of all Africans.

Ambassador Shalaby dwelt on the fourth Aspiration aiming to achieve a peaceful and a Secure Africa, and the slogan: *"Our dreams should continue to aspire...by 2020 all guns will be silent"* as well as the

hope that by 2063 *"Africa will have the capacity to secure peace and protect its citizens and Pan African interests through a common defense foreign and security policy"*.

She asked the rhetorical question *"so how can we as APSTA members contribute to this aspiration?"*

In answer to the Patron drew parallels between APSTA's mandate and the theme of the 12th APSTA Conference and AGM. She opined APSTA's philosophical approach to deliver substantive results that help to address the objectives of the African Peace and Security Architecture (APSA) and the African Standby Force (ASF).

She underscored the achievements the Association in being able to undertake several programmes 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 in improving the APSTA Website as a platform for information sharing and the visibility of the Association.

The Patron expressed her *"admiration and satisfaction for the incredible amount of work, dedication and efforts exerted by the ED and the APSTA team...they have achieved amazing progress and they need to be applauded for that"*.

Notwithstanding, Ambassador Shalaby called on the Association to do more to achieve its mandate, by undertaking more activities, and by ensuring sustainable stakeholderships and partnerships.

She also called on the Secretariat to undertake initiatives to enhance the visibility of the Pan-African Association, increase the number of its members, and establish links among primary stakeholders, partners and donors, to support the implementation of its plans and programmes.

She concluded her remarks with these words: *"I count on all our friends attending our conference today: UN, ICRC, La Francophonie (OIF), Save the Children International (SCI), Peace Operations Training Institute (POTI), GIZ, and AU partner groups to keep working together to ensure that Africa will become a safe and prosperous continent and that future generations will enjoy a better peaceful life. It is my wish that the activities of APSTA will form an integral part of the aspirations of the APSA"*.

The Association is grateful for her encouragement and support in growing the APSTA.

Messages from the Presidencies



R/Adm NP Agholor



Ato Kidane Kiros, PhD

Dear Members, Partners and Friends of APSTA,

In accordance with the traditions and practices of the Association, the rotational Presidency of APSTA once again changed during the 12th Annual (Conference and) General Meeting that was held in Addis Ababa, Ethiopia, from 8-10 December 2014.

Ato Kidane Kiros, PhD, Director of the IPSS in Addis Ababa, Ethiopia, assumed the reigns of the presidency. He took over from Rear Admiral Ndidi Patrick Aghorlor DSS psc fdc (+) MSc ACIS, Commandant of the National Defense College, Nigeria (NDCN), who served as President from 2013-2014, having been so acclaimed at the 11th AGM in Addis, Ethiopia, on 27 September 2013.

The presidency of the IPSS thus regularises the regional rotation system, as the region was unable to fill the position after the presidency of SADC RPTC from 2012-2013.

At the end of his successful term in office as President of APSTA, the Commandant of the NDCN, Rear Admiral NP Agholor, is better informed to share his perspectives on the 'State of the Association'.

He started by commending the IPSS for accepting to play host to the event at a very short notice, and thanking the government of the Federal Democratic Republic of Ethiopia for welcoming the Association to Addis Ababa.

He recalled the 5th AGM (Accra, August 2006) where the AU Commission pledged to support the establishment of key structures, institutional frameworks and training support for the ASF in partnership with APSTA, culminating in the

signing of an MoU at the NDCN (Abuja, Nigeria, 4 October 2008).

He also recalled the establishment of the APSTA (2002) as the African Chapter of the IAPTC, and noted that the Association is still being propelled by its vision as an independent Pan-African Association to promote and harmonise training for peace support operations towards a peaceful and stable Africa and the world.

He therefore saw the 12th Conference and AGM as taking that vision to the next level, reflected in the theme: *“Towards an African Training Architecture for Effective Protection, Peace and Security”*, which calls for frank and objective consideration of issues and developments around the association’s work.

The APSTA achieved significant milestones during the presidency of the NDCN in moving the Association forward, including reaching important decisions at the two Management Committee (MANCO) meetings (February and June 2014), and taking actions in the Association’s interest, such as facilitating the approval of a revised APSTA Policies and Procedure Manual to strengthen institutional safeguards; the admission of new members, especially from the ECCAS region; sustaining annual membership subscription dues; and facilitating the ASF TNA, as well as civilian/police training harmonisation; the expedited revision of the APSTA Constitution; and the development of a draft new Strategic Plan 2014-2019.

The outgoing President stated his pleasure to: *“... bequeath an Association that is stronger, more vibrant, financially stable, and activity laden, under the very able leadership of the Executive Director”*, whom he commended for showing accountability

and dedicated stewardship, especially in reviving the annual reports for the Association, among others.

With these words, the mantle of the Presidency passed from Rear Admiral Agholor to Ato Kidane, PhD. In his acceptance speech Ato Kidane stated as follows:

“Dear AGM Participants of APSTA,

It is indeed a great honour to the IPSS of Addis Ababa University (AAU) to be elected as the President of APSTA for the year 2015. We are incredibly honoured and humbled to be offered the presidency of APSTA. On behalf of IPSS, I would like to thank you for the trust you have bestowed in us. We are therefore glad to accept the Presidency of APSTA for the year of 2015. We believe in APSTA and would like to pledge ourselves to support and strengthen APSTA in undertaking its programmes during IPSS’s Presidency. We believe that the IPSS and other member institutions that will take the presidency in the future will help to build on the achievements of the Association.

Finally, I would like to thank you once again for the confidence you have shown us and we look forward to working closely with all the structures of APSTA, including the AGM MANCO, member institutions and the Secretariat, in the best interest of APSTA.

I thank you.”

The Association is hopeful Ato Kidane and the IPSS pledge themselves to support the work of the Association and sustain efforts in repositioning the Association to achieve its vision, mission and objectives as enunciated in the new Strategic Plan 2014-2019.

Message from MANCO

For our readers not conversant with the setup of the Association, the governance structures of APSTA comprise the Management Committee (MANCO) that exercises routine oversight of the work of the Secretariat, and the AGM of its members. The former 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.

Two factors informed the AGM to expand the composition of the MANCO from five members to seven, namely: the new membership of *Lécole Internationale des Forces de Sécurité (EIFORCES)*, Cameroun from the ECCAS region, and the demands of the Kenyan law for an odd number membership composition.

As part of the outcomes of its functions, the 12th AGM took these factors into consideration and approved

the membership of the MANCO as follows for the period 2014-2015:

- Institute for Peace and Security Studies (IPSS), Ethiopia – President 2014-2015 (East Africa)
- National Defense College of Nigeria (NDCN) – Member, immediate past President (ECOWAS)
- Mali Peacekeeping Training School Alioune Blondin BEYE (EMPABB), Mali – Permanent Member on linguistic grounds
- Cairo Centre for Conflict Resolution & Peacekeeping in Africa (CCCPA), Egypt – (NARC), Permanent Member on geographical grounds
- Malawi Peace Support Operations Training Centre (M-PSOTC) – Member (SADC)
- *Lécole Internationale des Forces de Sécurité (EIFORCES)*, Cameroun (ECCAS)
- IPSTC, Kenya – (EAC), Permanent Member in accordance with Kenyan law requiring one national institution as a member of the board of directors

During the period 2013-2014, MANCO successfully held two meetings to take key decisions and actions that helped to promote the wellbeing and growth of the Association. The President and the Committee continued to commit themselves jointly to taking difficult decisions in the Association's interest.

The first of the two meetings, both hosted by the NDCN in Abuja, Nigeria, was the 6th MANCO Meeting from 27-28 February 2014. Four of the five members and the Executive Director attended the meeting, with nine Staff of the NDCN in attendance.

The second, the 7th MANCO meeting, took place from 12-13 June 2014, once again attended by four out of its five members, the Executive Director and a total of 10 Staff of the NDCN in-attendance.

At both meetings, apologies were received from Brig Gen Christopher Chellah, Commandant SADC RPTC.

Expressing its satisfaction with the Secretariat's efforts in the execution of the Association's mandate and work plan, MANCO notes the tremendous improvements in the Association's engagement and networking with the AU, Regional Economic Communities/Mechanisms (RECs/RMs), partners and stakeholders.

The Committee undertook its role of providing guidance on the finalisation of the new Revised Strategic Plan 2014-2019, the Revised APSTA Constitution, the Revised Draft AU-APSTA MoU and the Revised Guidelines for Prospective Members, as well as the establishment of the Revised APSTA Policies and Procedures Manual (2014) and the harmonisation of ASF training, among others.

Further information on the work of the MANCO is provided in relevant sections of the Annual Report.



7th Meeting and Launch of Annual Report

From the Desk of the ED

2014 marked the second year in office of the new Executive Director (ED) since mid-2013.

The Secretariat took serious note of the need to continue to see through processes to strengthen and promote the wellbeing of the Association, including the establishment of a new Strategic Plan, the definition of realistic work plans and their effective implementation.

In 2014, the Secretariat continued to work in close conjunction with the respective Presidents, the MANCO and the general membership, to reactivate the Association, galvanise and maintain the confidence and trust of partners and stakeholders in the Association's potential as a key implementing partner to the AU and other stakeholders and its membership.

As reported in the 2013 report, there is continuing empirical evidence of steady improvement in the trust and confidence that the AU, RECs/RMs, Partners and other stakeholders repose in APSTA. The sustained and increased funding by the AU/



Col FB Aboagye (Rtd)

EU, for instance, is concrete evidence of this.

The Association succeeded, to a large extent, in undertaking substantive programmes and initiatives, including membership expansion geographically and multidimensionally with the membership of the EIFORCES from the ECCAS region, the modest refocusing on publications, improving knowledge management within the Association,

enhancing networking among member institutions and with old and new stakeholders, and improving the visibility of the Association.

In spite of these modest and positive indicators, the Association could do more and do better to ensure continuing and sustainable stakeholderships and partnerships. The Association owes itself the responsibility to redeem the immense potential that it possesses as the premier Pan-African organisation, to contribute towards the realisation of the objectives and programmes of the APSA.

This will require more efforts to bring closure to a number of pending processes and agendas.

Messages, Outcomes and Scenes from the 12th Conference and AGM

The opening ceremony was graced by HE Prof Andreas Eshete, Minister and Special Advisor to the PM of the Federal Democratic Republic of Ethiopia, as the Guest of Honour; by HE Ambassador Stanislas Nakaha, former Special Representative of the Chairperson of the AU Commission, and Head of AU Liaison Office in South Sudan; as the AU Chairperson's Representative; and by HE Dr. Mohamed Ibn Chambas, SRSG UN Office for West Africa (UNOWA), as the keynote speaker, as well as by Ambassador Soad Shalaby, the APSTA Patron, and by Maj Gen Sanusi Muazu, who deputised for the APSTA President.



Amb. (Dr.) Mohamed Ibn Chambas - keynote speaker

The 12th Conference and AGM took place in Addis Ababa, Ethiopia, from 8-10 December 2014 and not in Abuja, Nigeria, in September 2014, owing to administrative challenges that prevented the NDCN from hosting the event in accordance with practice. The theme for the conference was: *Towards an African Training Architecture for Effective Protection, Peace and Security.*

The Association is delighted that the AU Commission granted its request for the event to be held at the Commission's new headquarters building dubbed China Town.



Group photo: 12th Conference and AGM

In accordance with its new tradition, dating back to the 10th AGM (Harare, Zimbabwe, 5-6 September 2012), the 12th Conference and AGM featured a 2-day conference (8-9 December) and a closed meeting of APSTA members (10 December). This format realigns the event with that of the IAPTC, of which APSTA is the African Chapter.

All the guest speakers emphasised the importance of networking among the participating institutions and organisations. They expressed the commitment of their institutions in promoting sustainable peace in Africa. After the introductory speeches, Maj Gen Sanusi N. Muazu, acting on behalf of the APSTA President, welcomed all participants and declared the Conference and AGM opened.

About 70 delegates, four more than in 2013, attended the Conference, drawn from the AU Commission, Folke Bernadotte Academy (FBA), GIZ, ICRC, OIF, SCI, the UN DPKO, UNOAU, as well as the Nigeria National Police Force and APSTA member institutions. Overall 28 partners, up by six, participated in the 12th Conference and AGM. The closed Members' AGM was attended by 42 delegates, against 40 in 2013, drawn from 14 (78%) out of the 18 active member institutions. This included the EIFORCES and the

Rwanda Peace Academy (RPA), and one non-member from the Nigerian Police Force.

Once again, the highly successful 12th Conference and AGM, and the MANCO meetings, signified the effectiveness of the governance structures, reinforcing the Association's new sense of urgency, direction and purpose, including partnerships and in defining an African training architecture. They acknowledged the tremendous efforts and the sense of achievement by the ED and the Staff of the Secretariat in promoting the work of the Association.

Some of the key messages from the event were:

AU Commission:

...this dual reality, that is, the need to address the root causes of conflict, and at the same time build capacity to respond to conflicts, calls for continuing efforts by the AU to build capacity and prepare for interventions in accordance with the provisions of its Constitutive Act, namely Articles 4(h) and 4(j).

...(AUC) would like to continue the collaboration with APSTA, although there are challenges that need to be addressed, including the problem of donor-reliance...APSTA should aim to be able to fund itself.

Keynote Speaker:

...UNAMID continues to work towards the physical protection of civilians, by providing armed escorts to humanitarian operations, predicts hotspot areas, intervenes in sexual and gender-based violence and works to ensure a protective environment for civilians, but faces a considerable number of challenges in a complex environment of warring factions with divergent and conflicting agendas.

Views from Stakeholders:

...The AU would like to continue the collaboration with APSTA.

...the UNOAU and APSTA should foster closer collaboration in support of the AU.

...conferences could include more concrete training discussions (IAPTC).

...the gathering of this abundance of organisations should be used more effectively for information sharing and networking (IAPTC).

...APSTA represents for the Challenges Forum the ideal organisation to put improvements in PSO training into practice.

African Training Architecture:

...the rationale is to address the challenges identified in training...it should assist member states as well as training institutions to design and implement training.

...globally, a training architecture should include better facilities, support partnerships, MoUs between UN (DPKO/DFS/ AU (PSOD) and training centres...certified member state trainers should participate in force generation conferences.

Training to protect – concepts and challenges:

...R2P entails the “training to protect.” PoC is thus an essential component of PSO mandates.

...Instead of simple dissemination of knowledge, IHL should be firmly integrated into training.

...pre-deployment training should be standardised, but cover different conflict contexts and scenarios.

Special Training Issues – partnerships for education and learning:

...to effectively protect children, peacekeepers should be endowed with the required skills and competences through professionally conducted integrated training.

...the “En Avant” method aims to reinforce usage of French language in peace missions.

...‘Blended Learning’ is the merged classroom with e-learning to increase the capacity of national peacekeeping training centres.

...gender training is a solid foundation to advance the goal of gender equality in peace and security operations in Africa, ultimately seeking to promote gender equality in UN and AU peacekeeping missions.



Session on Opening Ceremony



Session on Training to Protect



Session on African Training Architecture



Session on Views from Key Stakeholders



Session on Special Training Issues

Down Key Events Memory Lane

APSTA's earlier engagements included, but were not be 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 familiarise 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 familiarise 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 emphasised the need and importance of harmonising 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 minimise 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 mobilise resources, including funding, in support of APSTA's involvement and participation in ASF capacity building training.
- **The ASF Roadmap III (2011).** The Roadmap articulates the clear need to include '*...the African Peace Support Trainers Association (APSTA)*' in annual Training Conference(s), '*...in order for the AU PSOD and RECs/RMs to clearly outline the training needs of the ASF.*' It also articulates APSTA's role in harmonising training across the continent and for all components. In other words, the provisions of the Roadmap, *inter alia*, aim to continue to use APSTA as a vehicle to advance the coordination of African peace support training,

share best practices, and serve as a forum through which to standardise doctrine, disseminate lessons learned and the practical advancement of concepts, such as multidimensionality, gender mainstreaming and the responsibility to protect.

- **Harmonisation 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 Centre 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 harmonisation 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), in 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 operationalisation 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 FPUs. 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 TNA, as articulated in the ASF Roadmap III.¹ The TNAs 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 Centres (ATCs) at the strategic and operational levels for the ASF.

The final report of the study was submitted to the AUC in January 2014.

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.

Governing the Association

Charting a New Direction: APSTA Strategic Plan 2014-2019

The review of the first APSTA Strategic Plan 2010-2013 emanated from the decision of the 10th AGM (Harare, Zimbabwe, 5-6 September 2012), to realign the plan with more current realities.

The review report by Dr. iur Mehari Maru was adopted by the 5th MANCO Meeting (Addis Ababa, 17-18 June 2013). The 11th AGM (Addis Ababa, Ethiopia, 25-27 September 2013) accepted the report and the steps being taken to develop a new APSTA Strategic Plan 2014-2019, to assist in repositioning the Association as an effective partner of the AU.

The new APSTA Strategic Plan 2014-2019 that was developed by a consultant, Ms. Doris Murimi, was adopted at the 12th Conference and AGM (8-10 December 2014).

The Association extends its appreciation and gratitude to the KAIPTC and the GIZ (Accra) for the tremendous efforts in facilitating and funding the entire process of reviewing and drafting the new plan.

Given the importance of the document and the investments made in the process, the APSTA will work assiduously towards the effective implementation of the Plan.

Towards Streamlined Policies and Procedures

The outdated Policies and Procedures Manual (2012) was replaced with an improved Revised APSTA Policies and Procedures Manual (February 2014), after its approval by the 6th MANCO Meeting (Abuja, Nigeria, 27-28 February 2014).

The revised Policies and Procedures Manual, with its first amendment of providing for mid-year appraisals, 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 organisations.

The Revised APSTA Policies and Procedures Manual (2014) broadly addresses weaknesses in the administration and financial management of the Secretariat.

Enhancing the Secretariat's Presence in Kenya

The APSTA Secretariat is currently registered with the Kenya NGO Coordination Board as an International Organisation, working both internationally and locally. In accordance with MANCO's guidance, the Secretariat will be pursuing efforts to gain

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

diplomatic status. This will provide some benefits to the Association and the Secretariat.

Welcoming Our Two New Members

The 12th AGM unanimously granted membership of the Association to the EIFORCES from the ECCAS region, and the RPA from Eastern Africa, following the submission of applications in 2013. Owing to institutional exigencies, however, a representative of the Africa Institute of South Africa (AISA) was not able to attend the AGM as demanded for the conferment of membership.

With these memberships, especially that of the EIFORCES, the Association has succeeded in expanding its coverage to all five regions of the continent, and adding one more Francophone member to its rank.

The Association warmly welcomes the EIFORCES and the RPA, and remains hopeful of the membership of the AISA in the near future.

A Call for More Membership

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

In an effort to achieve this, the 12th AGM adopted the Revised Guidelines and Criteria for Prospective APSTA Members,² which seeks to streamline the procedure and approval of applications by new members, and better elaborate obligations of all members, especially the payment of annual membership contributions and active participation in the Association's work.

Enhancing our ICT and Knowledge Management

The APSTA Website remains a crucial component of its Communications Strategy. With this in mind, the Secretariat undertook small, but significant initiatives to improve the integrity of its ICT infrastructure, such as external hosting and backup.

More substantively, the Secretariat sought assistance for the redesign and revamping of its Website. The work is expected to be undertaken during early 2015, by a GIZ consultant provided through the EU Short Term Expert (STE) Pool.

The new Website will feature more functionality and interactivity. Coupled with the recruitment of a full time ICT/KM Officer, this will enhance its suitability to host, for instance, the ASF e-learning library, if so decided by the AUC.

Outlining Programme Work in 2014

Building upon work done in 2013, the APSTA Secretariat coordinated the following substantive thematic activities during the year:

- Two workshops for the harmonisation and standardisation of ASF training
- A call for papers for the compilation of a Comprehensive Review of African Conflicts and Regional Interventions (CRACRI)
- Publication of the Revised Harmonised Standards for Civilian Peacekeepers Foundation & Police Pre-Deployment Training
- The Annual Report 2013, the first of its kind for the Association

These activities formed part of APSTA's renewed endeavour to deliver substantive products that

address some of the needs of the AU, the RECs/RMs and the ASF.

Harmonising Police Pre-Deployment Training

The Police Pre-Deployment Training (PDT) Harmonisation Workshop was the second concrete effort to harmonise ASF training, and the first to be conducted during 2014.

The Police PDT workshop was hosted by the KAIPTC in Accra, from 6-9 May 2014, and attended by 17 Police and Training Experts drawn from the AUC, AMISOM, RECs/RMs, APSTA member institutions, as well as the SCI and the GIZ.

It was funded by the APSTA Secretariat through the AU/EU Funding Support to African Training

2 A copy of the Revised Guidelines is at: <http://www.apsta-africa.org/index.php/en/call-for-membership>.



Police PDT Harmonisation Workshop, Accra, May 2014

Institutions, and the KAIPTC, which defrayed about six percent of the budget for the workshop.

The workshop report is at: <http://www.apsta-africa.org/documentation/events/APSTA%20Police%20PDT%20Training%20Workshop.pdf>.

The main outcome document was the revised harmonised and standardised PDT for Police, which has been published (see the section on Publication Agendas below).

Harmonising and Standardising Integrated ASF Mission Planning Training

At the request of the AUC (PSOD), the APSTA Secretariat conducted the second workshop for the harmonisation of AU ASF Integrated Mission Planning.

The SADC RPTC in Harare, hosted the workshop, from 29 September – 3 October 2014. It was attended by 23 Mission Planning and Mission



Integrated Mission Planning Training Harmonisation Workshop, Harare, September-October 2014

Support Experts, drawn from the AUC (PSOD), RECs/RMs, AMISOM, APSTA member institutions, the UNOAU and the GIZ.

Once again, the workshop was funded by the APSTA Secretariat through the AU/EU Funding Support to African Training Institutions.

The workshop report is at: <http://www.apsta-africa.org/documentation/Report%20on%20the%20Integrated%20Mission%20Planning.pdf>.

The main outcome document was the Harmonised Standards for Integrated Mission Planning Process Training, which is pending approval by the AUC prior to its publication.

Publication Agenda

The APSTA Secretariat is of the view that given its limitations, it cannot and should not compete with member institutions in the area of research and publications.

The niche area is for the Association to seek to publish the standardised training materials for use by all stakeholders. In addition, however, there is also scope for the Secretariat to coordinate the compilation of such publications as conflict case studies in different formats for training across the broad spectrum of the ASF and ACIRC.

This twin approach obviates the dilemma of organising research colloquia that are difficult to manage among member institution.

Towards Enhanced Training Harmonisation: The Revised Standards for Civilian & Police PDT

To this end, the Secretariat sought and received the approval of the AUC (PSOD) to combine the outcomes of the Civilian (Nairobi) and Police (Accra)

workshops into one set of combined standards, namely the Revised Harmonised Standards for Civilian peacekeepers Foundation & Police PDT.

The APSTA Secretariat, through the AU/EU Funding Support to African Training Institutions, once again funded the initial publication of the English manual. The OIF provided substantial funds for its translation and printing in French. Both versions, containing over 650 reading references and other audio-visual materials, were produced on DVD format to obviate the need for downloading of such materials.

With the collaboration of the AUC (PSOD), the Revised Harmonised Standards for Civilian & Police PDT was launched at the 12th Conference and AGM and has since been widely distributed among the Association's stakeholders.

It is expected that this and other such standardised training materials in the pipeline will greatly contribute to enhanced effective training for ASF and other African-led PSOs.

The Harmonised Standards for Integrated Mission Planning Process Training

The draft of the Harmonised Standards for Integrated Mission Planning Process Training is pending approval by the AUC (PSOD). The publication will follow the same approach as that of the Revised Harmonised Standards for Civilian & Police PDT. When finalised, it will constitute the second publication effort by the Association.

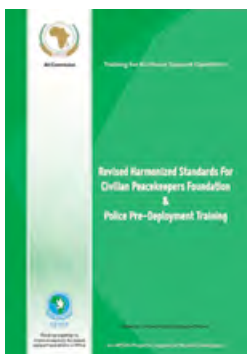
The CRACRI

The Comprehensive Review of African Conflicts and Regional Interventions (CRACRI) is work in progress and constitutes the third publication work by the APSTA during 2014.

The main idea of the CRACRI is to seek to document and publish reviews of African Conflicts, and AU and other African-led Peace Support Operations (PSOs), thus highlighting African experiences in that domain.

Having established the relevant contracts, the respective authors are in the process of finalising their manuscripts for review and publication by June 2015.

The initial publication of the CRACRI will cover both post-colonial and renaissance African intervention, against the backdrop of the causes and sources of the conflicts, as the basis for an outline of the intervention.



Proposing the Work Plan for 2015

2015 Proposed Work and Funding

The AU/EU funding support to APSTA remained the main source of funding, within the framework of the AU-APSTA (Funding) Agreement of August 2012, providing for the following:

- Sustaining and enhancement of the Secretariat's capacity
- Contribution of the APSTA (Secretariat) to the development of the training pillars of the ASF, covering the full range of training at all levels cutting across military, police and civilian spectrums
- Promotion and maintenance of excellence in the conduct of training
- Development of trainees skills, and their preparation for PSOs
- Enhancement of the capacity of PSO decision makers and enablers at the tactical, operational and strategic levels

The proposed draft annual work plan for 2015 derives from continuing efforts to implement the broader generic narrative proposals (2014-2016). These proposals capture a range of thematic issues and activities forming the framework of the Association's focus in the short to medium terms. The 2015 work plan also reflects windows of opportunity to engage and provide support to stakeholders on a needs basis.

In these regards, the work plan seek to position the Association as an implementing partner of the AU, RECs/RMs and other stakeholders, for capacity building and the realisation of the objectives of the APSA/ASF, in the thematic areas funded by the AU PSOD, namely:

- Enhancing the capacity of APSTA to undertake work that contributes to the achievement of the APSA/ASF
- Providing support to AUC structures within the framework of the AU-APSTA MoU (2008)
- Improving 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
- Enabling the governance structures to dialogue and undertake their constitutional management functions

Description	Month
STE Support for Redesign of APSTA Website	Feb-Mar 2015
AU PSSG Planning Retreat, Algiers	Feb 2015 (tbc)
Compilation of Annual Member Institutions Training, Research, Policy Support Reports	Ongoing
AU Annual Training Implementation Workshop, Pretoria	7-11 Mar 2015 (tbc)
8 th MANCO Meeting, Addis Ababa	10-11 Mar 2015 (tbc)
ECOWAS PSO Financial Management Guidelines, Abuja	30 Mar - 2 Apr 2015
UN Training Architecture Project: Experts Workshop, DPKO, Cologne	27-29 Apr 2015
CDW 1/2015, Durban: Mission Support Training Harmonisation Workshop	27-30 Apr 2015 (tbc)
PSD PCRD GPS Programme	May 2015 (tbc)
AU Training and Rostering Roundtable, Pretoria	May 2015 (tbc)
CDW 2/2015, Pretoria: CRACRI Authors Meeting	14-17 Jun 2015 (tbc)
9 th MANCO Meeting, Addis Ababa	30 Jun-1 Jul 2015 (tbc)
CDW 3/2015, Accra: ASF Integrated IHL Training Standards Workshop (ICRC-APSTA)	28-31 Jul 2015 (tbc)
CDW 4/2015, Yaoundé: FPU Training Harmonisation Workshop	25-28 August 2015 (tbc)
13 th APSTA AGM, Addis Ababa	7-9 Sep 2015
21 st IAPTC Conference, Brasilia, Brazil	28 Sep-2 Oct 2015
Policy Implementation Workshop: APSA/ASF Subsidiarity	TBC
CDW 5/2015: POC Training Harmonisation	TBC
CDW 6/2015: Validation of Harmonised Civilian & Police Training Package	TBC
Exercise AMANI AFRICA II FTX	Oct-Dec 2015 (tbc)

The detailed work plan for 2015 is at: <http://www.apsta-africa.org/index.php/en/events>.

2015 Conference and AGM

The 13th APSTA Conference and AGM will be hosted by the IPSS in Addis Ababa, Ethiopia, from 7-9 September 2015, once again, aiming to avoid conflicting with the timing of the UN General Assembly in that month, and the possibility of the AU AMANI AFRICA II FTX scheduled to take place between October-December 2015.

The theme, topics and details of speakers will be circulated later.

Collaborating & Networking

The Secretariat deepened its collaboration with the AUC, especially through the Head AU PSOD, the Director AU PSD and Head PSD Finance, as well as the Capability Development Officer who served as the Focal Point in the collaboration.

As part of the framework of AUC-APSTA collaboration, the Secretariat carried out a number of consultations and collaborative work with the AUC, including participating in a number of AU-led events, as explained below.

The ED also consolidated and established new contacts with a wide range of partners, including the UN (DPKO ITS and UNOAU), EU Delegation (Addis Ababa), GIZ (Nairobi/EASFOM and Germany) and the OIF (Paris). Others were the ICRC (Addis Ababa) and the SCI (Nairobi, West Africa and Geneva), Scuola Sant'Anna and the Folke Bernadotte Academy (Sweden), among a few others.

The aim of these consultations and collaborations was 3-fold:

- First, to ensure that key outputs and outcomes of the Association's work coordinated by the Secretariat meet the needs of the AUC and partners in the areas pertaining to peace and security, underlined by the operationalisation of the APSA/ASF
- Second, to acquaint the AUC and partners with developments and issues around the work of the Association, and reinforce the Association's commitment to regain lost ground
- Third, enhance the APSTA-African training architecture

On occasions, APSTA also announced Partners' training events on its Website or, upon request, shared partners training and other products with APSTA member institutions.

AU Gender Manual TOTs

In 2013, the Secretariat coordinated the participation of member institutions in the 5th TOT on the AU Gender Training Manual for AU PSO (Durban, 2-7 July 2013), reflecting the relevance of the work of APSTA to the AUC, in particular the AU WGDD.

The WGDD subsequently shared the TOT Manual, Reader and a Policy Brief with APSTA, pending the

finalisation of the draft code of conduct focusing on Gender Based Violence (GBV).

At a meeting with the Director AU WGDD, APSTA was granted rights permission to cite the Gender Manual in the revised harmonised training standards and use it for training, including in the development of relevant training materials.

The relevant documents are available at: (http://www.apsta-africa.org/intranet/free_downloads.html).

Collaborating with the AU PSC

After initial consultations on collaboration with the AU PSC through the PSC Secretariat, the APSTA governance structures are considering further steps on the way forward.

Collaborating with the UN

Initial contacts with the UN Integrated Training Services (ITS) and with the UN Office for the AU (UNOAU) were intended to assist in capacitating APSTA experts in best practices documentation. With the closure of the Pearson Centre in 2013, the idea was shelved as the collaboration also involved the Centre.

This notwithstanding, collaboration with the UN subsequently grew in two dimensions through the involvement of experts from the UN Office for the AU (UNOAU) and the UN ITS in the work of the APSTA. Notable engagements were in the Integrated Mission Planning Training workshop, which was attended by the UNOAU's training and mission support experts, as well as the participation of the Chief of Staff of the UNOAU and the Chief UN ITS, in the 12th APSTA Conference and AGM.

The growing collaboration will lay the foundation for expanding the UN-APSTA collaboration to include the Police Division of the UN DPKO and, if possible, within a framework agreement.

Collaborating with the ICRC

The APSTA Secretariat made initial contacts with the ICRC in August 2014, with Mr. Bruce Orina Mokaya, the then Head of the ICRC Delegation to the AU, although prior to an earlier meeting with one of its Armed Forces Delegates in Nairobi. Discussions focused broadly on how the two Organisations could pool their resources and efforts to support the AUC.

It is encouraging to note that the ICRC and APSTA are currently working on a joint concept note on the establishment of IHL Training Standards for the ASF and other African-led PSOs. The ICRC Delegation participated in the 12th Conference and AGM, with a separate promise on exploring the possibility of an invitation to the ED to visit the Head Office in Geneva.

Collaborating with the SCI

The APSTA Secretariat's growing collaboration with the SCI involves reciprocal participation in substantive activities of the two Organisations, while discussions are ongoing on reaching a cooperation agreement. The SCI participated in the Police Pre-Deployment Training Harmonisation Workshop (Accra, May 2014), at which its expert helped to strengthen child protection training provisions. It also participated in the 12th APSTA Conference and AGM. The SCI is currently contributing a chapter on Child Protection Issues and Challenges in AMISOM to the CRACRI, and has recently proposed a framework agreement for strengthening the collaboration.

Collaborating with the OIF

The latest of the opportunities for collaboration with external partners arose in 2014 with the OIF. Two main focus areas of the engagement involve OIF's substantive funding support for the layout design and publication of the French version of the Revised Harmonised Standards for Civilian Peacekeepers Foundation and Police Pre-Deployment Training (*Normes Révisées et Harmonisées en matière d'initiation de Casques Bleus Civils et de Formation Policière Préalable au Déploiement*). The second is OIF's participation in the 12th APSTA Conference and AGM at which it promised to encourage its African Francophone member institutions to consider joining the APSTA as this has mutual benefits to the OIF and APSTA.

Partners Participation in APSTA Events

In addition to the collaboration with the foregoing Organisations, APSTA was also encouraged by additional interactions with the 28 delegates who participated in the 12th APSTA Annual Conference and AGM, including the British Peace Support Team (BPST) East Africa, the IAPTC, Folke Bernadotte Academy (FBA), the EU Delegation, the British High Commission and the POTI. It is the hope that existing engagement with the Centre of Excellence for Stability Police Units (CoESPU), Europe's New Training Initiative for Civilian Crisis Management

(ENTRI) and the Centre for International Peace Operations (ZiF) will be reactivated during 2015.

Miscellaneous Engagements by APSTA

Staff of the APSTA Secretariat and member institutions participated in other miscellaneous AU and partner activities, including the following.

Summit, 22nd Ordinary Session of the AU Assembly.

At the invitation of the AUC, the ED attended this Summit at the AUC in Addis Ababa, Ethiopia, from 30-31 January 2014.

AU Roster Implementation Workshop. The APSTA participated in the rostering workshop at the SADC RPTC, Harare, Zimbabwe, from 13-14 March 2014, sought to review the progress and challenges, as well as capacity building training of HR and rostering officers, and sharing of future plans.

4th AMISOM Lessons Learned Conference. The Conference was hosted by the AU PSOD, from 17-21 March 2014, and facilitated by the British Peace Support Team (BPST) East Africa, with the APSTA ED's participation. The aim was to provide a forum for parties involved in AMISOM to share their experiences and lessons learned, in order to inform and enhance the development of AMISOM's pre-deployment and in-mission training, and operational activities.

SADC National Focal Points. At the invitation of the SADC RPTC, the ED facilitated the SADC NPF Seminar at the Holiday Inn, Harare, Zimbabwe, from 14-15 March 2014. The event provided a forum for SADC NFP and key decision makers (Police, Military, Civilian and Corrections/Prisons), involved in training and deployment of personnel to PSOs, to exchange ideas and map out new strategies.

KAIPTC R2P Module Development Workshop. At the invitation of the Faculty of Academic Affairs and Research (FAAR) at the KAIPTC, the ED participated in R2P Module Review Workshop, at the Royal Senchi Hotel, Akosombo, in Ghana, on 20 May 2014. In recognition of the failure to adequately respond to heinous crimes and contribute to the ongoing dialogue on the need to clarify the concept of R2P and fill the gap in knowledge and information, the event aimed at reviewing a 2-week course package to train African policy makers, military and police personnel on the concept of R2P and its implementation.

Africa Disaster Managers Platform. Mr. Ibrahim Dasam of the NDCN was nominated by the ASPTA Secretariat to attend the 6th Annual Coordination

for Disaster Management in West Africa. It was hosted by the National Council for Emergency Relief (COMASUR) in conjunction with ECOWAS, ICRC, OCHA and the AUC in Ouagadougou, from 3-6 June 2014. The meeting aimed to consider and review the TOR for the Africa Disaster Managers Platform (ADMAP), among others.

Meeting the AUPG. On 8 August 2014, the APSTA ED made his second appearance at the AU Partners Group (AUPG) at the AUC in Addis Ababa, Ethiopia, at the invitation of Col Jacques Deman (EU Delegation to the AU & Military Advisor, and AUPG Chair). The first appearance was in October 2013. The appearance offered the ED an opportunity to brief the Partners (about 25 in number) on substantive work undertaken by APSTA, and emerging opportunities for collaborative support to the AUC, since his last appearance. Besides keeping the Partners up to speed about APSTA, one of the positive outcomes of the briefing was the request by the UNOAU Partners (Beverley Mitchell and Brian Erskine) expressing keen interest in the participation of the UNOAU in the integrated workshops for training harmonisation, as well as the EU Delegation's confirmation that the APSTA request for STE support for the redesign of the APSTA Website was receiving attention in Brussels.

AMANI AFRICA II POLSTRAT Event Cycle & PSSG Conference. At the invitation of AU Commission, the ED participated in the AA II Planning/Coordination Meeting and the Political Strategic (POLSTRAT) Seminar in Addis Ababa, Ethiopia, from 15-23 September 2014. Back-to-back with this event, the ED, at the invitation of the AUC, attended the Police Strategic Support Group (PSSG) Conference in Addis Ababa, from 23-26 September 2014, and presented a prepared paper on standardised pre-deployment training curricula for individual police officers (IPOs) and Formed Police Units (FPUs) selected for deployment to peace support missions in Africa.

Thematic Meeting on Police Command. The ED was invited to attend the event at the Sheraton Hotel in Pretoria, South Africa, from 21-23 October 2014, by ISS. The forum helped to lay the foundation for the development of subsidiary Strategic Guidance Framework materials, SOPs and training materials for international police peacekeeping.

AU SSR Forum and OGN Consultations. The first Africa Forum on SSR was hosted by the AU at the AUC in Addis Ababa, Ethiopia, from 24-26 November

2014, in cooperation with other stakeholders, and back-to-back with the Consultations on Draft Operational Guidance Notes (OGN) at the Jupiter Hotel, in Addis Ababa, Ethiopia, from 27-29 November 2014. The ED participated in both events at the behest of the ASSN, especially given the Association's work on training in general, and recent work by the Secretariat in coordinating and facilitating the harmonisation of ASF training, and serving as the discussant for the session on the SSR Training OGN.

ASF Civilian Roster Roundtable. At ACCORD's invitation the ED attended the roundtable held at the Hilton Hotel, Addis Ababa, Ethiopia, from 1-2 December 2014. Among others, the Roundtable sought to review progress attained in the development of the civilian roster of the ASF at the regional and continental level and share lessons learnt.

Future of African Peace Operations: Strategic Options 2015-2025. Co-organised by the TfP programme and the Nordic Africa Institute (NAI) at the Premier Hotel, in Cape Town, South Africa, from 17-18 December 2014, the seminar aimed at stimulating thinking about the strategic policy options facing the AU and its member states, reflecting on past experiences, and extracting best practices and critical challenges, in order to generate strategic options for the next generation of African peace operations. The ED was invited as one of the authors of the ASF Policy Framework (2003) to share some of the assumptions on which the ASF concept was based.

Attending the 20th IAPTC Conference

The ED attended the 20th IAPTC Conference hosted by the Indonesian National Defence Forces Peacekeeping Centre (INDF), at the Sultan Hotel in Jakarta, from 23-26 June 2014. At the invitation of the IAPTC's Executive Committee, the ED delivered a presentation on: Peacekeeping Training Harmonisation, Opportunities and Challenges.

In addition, seven member institutions of APSTA, namely ACCORD, CCCPA, EIPKTC, ISS, KAIPTC, NAPKC, NDCN and SADC RPTC, as well as RPA (then a member in waiting) attended and participated in the Conference. Delegates from Namibia and Gambia Police Forces also attended the Conference.

NAPKC assumed the chair of the Military Sub-Committee, while ACCORD once again also assumed the chair of the Civilian Sub-Committee.

Financing and Administering APSTA

An Overview

As reported in 2013, the Canadian Government and UK (FCO) had provided a 2-year funding support to APSTA from 2011-2013, for the establishment of the new Secretariat in Kenya, the procurement of office equipment and infrastructure, and staff recruitment. 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.

The funding exigencies were relieved by the AU's offer to provide funding to the APSTA from the EU Funding Support to African Training Institutions in September 2012, and within the framework of the AU-APSTA funding agreement established in August 2012.

Following the recruitment of the new Finance Officer, the Secretariat deployed strenuous efforts to fully computerise its accounting and book-keeping, using the full features of the PASTEL Accounting System. The computerisation of the accounts and book-keeping will enhance the Secretariat's financial management, accountability and transparency both internally and externally. It will also facilitate timely decisions based on up-to-date information. The automation is further expected to enable the Secretariat to present quality financial reports to the AU Commission, Members and other Partners and Stakeholders, as well as quality financial statements to external auditors.

Financial Status 2014

The main source of funding for the year 2014 was from the AU/EU Capacity Building Support to African Training Institutions, of up to a total budget of EUR 576,330. The AU PSD made the first disbursement of 345,798 (about 60%) in March 2014.³ The disbursement of the second tranche is expected during early 2015. The Association also appeals to the AUC to disburse the remaining funds for the ASF TNA project amounting to EUR 29,868 (EUR 112,595 less the amount of EUR 82,727 that was disbursed by 31 December 2013).

With unspent funds of EUR 85,099 from 2013, the committed APSTA funding for 2014 stood at EUR 430,897.

The cumulative annual expenditure was EUR 367,346 (85%) of the total committed funds above (EUR 430,897). The breakdown of expenditures for the committed funds are as follows:

- Activities/ICT: 27 % approx
- Governance: 9 % approx
- Administrative, etc: 64 % approx

The skewed ratio of the administrative (and governance) overheads, in comparison with 2013 expenditures, shows a marginal improvement in the activity expenditures. This would improve further by the end of the funding cycle (June 2015). However, the Secretariat will still seek to do more to increase the activity related expenditure.

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

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.

Taking account of the funds yet to be disbursed, the funds available as at 1 January 2015 was EUR 97,395.

In addition to the AU/EU funding support, the Secretariat also received funds amounting to EUR 8,295 from the OIF. As reported earlier, the funds supported the translation of the Revised Harmonised Standards for Civilian Peacekeepers Foundation and Police Pre-Deployment Training into French, as well as the layout design and publication of that version.

Appointing New Auditors: Ernst & Young

With the approval of its management board, the Secretariat appointed Messrs Ernst & Young as the Association's external auditors for the period 2014-2015.

The appointment of the new external auditors is aimed at enhancing the professional outlook of the Association, given their international and regional

³ The funds realised exclude forex losses and the 5% retention of funds by the AU PSD Finance for audit purposes.

standing and reach, by helping the Secretariat to conduct its business and practices more efficiently and effectively, thereby adding greater credibility to the management of its funds.

Similar arrangements are being made for the appointment of a legal advisory firm for the Association.

Presenting the 2014 Audit Report

The 2014 audit of the Secretariat's finances and internal control systems was conducted by Messrs Ernst & Young in February 2015, largely covering the AU-EU, AU ASF TNA and the Members Contributions funds.

The Audit Report and the Management Letter did not show any serious financial and other malpractices in the administration, management and financial controls of the funds, although it recommended improvements in some of the administrative procedures contained in the APSTA Revised Policies and Procedures Manual.

The 2015 Funding/Budget

In January 2015, the AUC formally informed the APSTA Secretariat that the EU had approved its request for a 6-month no-cost extension for the EU Funding Support to African Training Institutions programme and that the programme would terminate on 30 June 2015.

The Secretariat estimates that the indicative ceiling for the APSTA budget for 2015 would be a total of about EUR 430,520, made up of the amount of EUR remaining to be disbursed as part of the 2014 allocation, and a supplementary reallocation fund of about EUR 199,988. This total funding will not include any forex losses and bank charges during the remaining period of the funding.

Making Our Funding Contributions

In 2010, APSTA instituted an annual membership contribution of US\$ 5,000 per member (10th APSTA AGM, Harare, 5-6 September 2012), to be used to enhance the work of the Secretariat.

The Secretariat realised a total contribution of US\$ 60,000 (71%) out of the estimated contributions of up to US\$ 85,000. This reflects a commendable commitment on the part of a large number of member institutions towards the work of the Secretariat. The

accumulated funds at the end of the year stood at about US\$ 35,852.

Together with the expected contributions in 2015, the members fund will be used to meet crucial jobs and unforeseen demands, and to defray costs relating to the publication of the Annual Report 2014, bank charges and the 2014 audit fees, among others.

The Secretariat: Doing More With Less

The Secretariat recruited a new Finance Officer in September 2014, following the resignation of the former Officer. This maintained the staffing level at a total of six, including the ED, a Programmes Coordinator, two professionals (Finance and Admin), an Administrative Assistant and an Office Assistant. An ICT/Knowledge Manager was recruited in November and joined the Secretariat in February 2015. Besides the part-time ICT consultant, the gender composition was 50% female and 50% male staff.

Srl	Name of Staff	Position
	Col Festus Aboagye (Rtd)	ED
	Dr John Muiruri Kimani	Prog Coord
	Mr Galgallo Wario Roba	FO (till 10 May 14)
	Ms Jane N Karanja	FO (from 4 Sep 14)
	Ms Noel N Sikasa	Admin Officer
	Ms Caroline K Kariuki	Admin Assistant
	Mr. Wycliffe Murunga	Office Assistant
	Mr. Ken Kinyanjui	ICT Consultant

Secretariat Staff Table (2014-2015)

The structure and staffing levels of the independent Secretariat have all along been informed by the principle of a tighter structure. This demands the recruitment of highly competent personnel, in addition to falling on the AU/EU Short Term Expert facility to address some of its capacity issues in specific matters, as and when necessary.

To this end, and pursuant to MANCO's approval, the Secretariat plans to contract Messrs Human Capital Business Solutions (HCBS) in February 2015 to rationalise and optimise its staffing job descriptions and remuneration scales across all the various departments of work. This is to help achieve greater effectiveness and efficiency.

Convinced of the need to increase morale among its members, the 12th APSTA Conference and AGM approved designs of APSTA insignia and symbols of membership. These will come into use during 2015.

Surmounting Risks and Challenges

The experiences of 2014 reinforced the risks identified in the Generic Proposals. The ability of the Secretariat to carry out its functions, as well as the effectiveness of the Association were affected by such external risks as uncertainties over Partner/Donor policies relating to funding support, underscored by the risk of donor-dependence.

Although intra-APSTA collaboration saw marked improvements, the Association still faced the risk of quality collaboration in the area of research and,

to some degree, competition for engagement with the AU. Slow responses to requests for information and action that could facilitate the establishment of APSTA-wide databases is still painfully slow and needs to be addressed.

Once again, it has to be noted that lack of action to redress these issues is not a choice. The Secretariat will continue to work in unison with MANCO and the AGM to endeavour to address these issues through pragmatic initiatives.

Looking into the Future

APSTA may have turned the corner after the establishment of its New Strategic Plan 2014-2019, which if effectively implemented, would help the Association not only to take a direction, but also stay its course to realise its full potential and ensure its future integrity.

The Association pronounced itself on these issues at the 12th APSTA Conference and AGM, reiterating that it remained '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 continue to endeavour 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. The need for more diversified sources of funding has never been more urgent.

The outcomes and outputs of its work with and in support of the AU, RECs/RMs and other partners and stakeholders is testimony to this renewed sense of the Association's commitment.

In going forward therefore, the Secretariat will continue to explore strategies to enhance the visibility of the Pan-African Association, continue to build trust among primary stakeholders, partners and donors, and seek the full implementation of its annual work plans. Among others, this approach will also continue to help reinforce the foundations for resource and funding mobilisation for the delivery of quality outputs.

The Association commits itself to respond to the call by the AU Commission to do more and do better in the coming years. APSTA renews the call to its traditional and non-traditional partners and stakeholders to provide it with opportunities and resources to fully achieve its mandate in contributing to the realisation of enduring peace and security within the continent.

The outcomes and outputs of its work with and in support of the AU, RECs/RMs and other partners and stakeholders is testimony to this renewed sense of the Association's commitment.

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 APSTA expresses profound gratitude to the AU, RECs/RMs, the EU and other partners for their funding and material support.

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 OIF and the GIZ. 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 Patron and governance structures of APSTA for their guidance and support during the year.

The Association is grateful for the tremendous support from countries, namely Ethiopia, Ghana, Nigeria, Kenya and Zimbabwe that continued to welcome APSTA within their borders to conduct its operations.

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

Once again, thanks to their tremendous efforts and contribution, the Association was able to realise modest, but increasing achievements during 2014.

About the Association

Vision, Mission and Objectives

- The APSTA was founded in 2001 and established in 2002 as the African Chapter of the International Association of Peacekeeping Training Centres (IAPTC), with the sole aim of deepening the debate on peacekeeping training
- APSTA is a voluntary association of individuals, centres, and institutions working in Africa in peacekeeping capacity building, whose core activity or function is the delivery of practical training
- APSTA's vision is: The premier Pan African Association promoting a peaceful and stable Africa
- It's mission is that: APSTA exists to facilitate the development of African capacity for peace and security through coordination, advocacy, harmonisation and standardisation of training among its member institutions
- During 2013, the objectives of APSTA remained to:

Facilitate the ability of peace support training centres to dialogue with each other as a matter of routine.

Facilitate meetings and the exchange of information and best practices.

Facilitate efforts to harmonise the doctrine, 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 concerning donor relations.

Heads of MANCO Institutions 2014-2015

- Ato Kidane **Kiros**, PhD
Director IPSS
President 2014-2015
- Rear Admiral Ndidi Patrick **Agholor**
DSS psc fdc (+) MSc ACIS, Commandant NDCN

- General Mahamane **Touré**
Director EMPABB
Member
- Counselor Ashraf **Swelam**
Director CCCPA
Permanent Member
- Major Zebbron Maxson **Juba**
Commanding Officer, MPSOTC
Member
- Mr. Patrice Doum **Ndongo**
Interim Director General, EFORCES
Member
- Brigadier Robert **Kabage**
Director, IPSTC
Permanent Member

Our Core Functions

- Standardisation, 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 ongoing AU missions
- Exchange of information, best practices and research for the enhancement of the quality and efficiency of peacekeeping institutions

17 Active Member Institutions 2014-2015

- African Centre for the Constructive Resolution of Disputes (ACCORD, South Africa)
- African Civilian Response Capacity for Peace Support Operations (AFDEM, Zimbabwe)
- Cairo Center for Conflict Resolution & Peacekeeping in Africa (CCCPA, Egypt)
- L'école Internationale des Forces de Sécurité (EFORCES, Cameroon)
- Ethiopian International Peacekeeping Training Centre (EIPKTC)

- 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 Centre (IPSTC, Kenya)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC, Ghana)
- Legon Centre for International Affairs and Diplomacy (LECIAD, Ghana)
- Mali Peacekeeping Training School Alioune Blondin BEYE (EMPABB)
- National Defense College of Nigeria (NDCN)
- Nigeria Army Peacekeeping Centre (NAPKC)
- Peace Support Operations Training Centre (PSOTC, Malawi)
- Rwanda Peace Academy (RPA)
- SADC Regional Peacekeeping Training Centre (RPTC, Zimbabwe)

Six Potential New Applicant Member Institutions 2014-2015

- Africa Institute of South Africa (AISA)
- Police Command and Staff College, Ghana Police Service
- Peacekeeping Directorate, Gambia Police Force
- Israel Patrick Iyambo Police College (IPIPC), Namibia Police Force
- Peacekeeping Directorate, Nigeria National Police Force
- Centre for Defence and Security Management (CDSM), University of Witwatersrand

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'Africa has opted to become a conflict-free continent in line with the 50th Anniversary Solemn Declaration. The PSC, as the locomotive for the realisation of this noble vision, should play a leading role...The PSC now needs the PSC to graduate from his role of "fire brigade" to one of prevention...The 10th anniversary is a major occasion for self-introspection of the PSC, to draw lessons from its ten years of operation at the service of Africa...One key point that we have to master is that, over the next ten years, the prime focus of the Council for achieving peace and security in Africa will be to focus on prevention, prevention...and yes again...prevention...'

PSC 10th Anniversary Statement, 25 May 2014



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www.apsta-africa.org

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