



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

African Peace Support Trainers Association

ANNUAL
REPORT
2015



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operations in Africa*

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Table of APSTA Office Holders Presidents, Secretaries, Executive Secretaries & CEOs

Srl	Interim Chair*/President	Focal Points	Region	Period	Secretariat/Executive Secretary
1	Gen Julius W. Karangi* Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2001-2002	ACCORD Kwezi Mngqibisa
2	Gen Julius W. Karangi Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2002-2003	ACCORD Ms. Nicky Hitchcock
3	Gen Julius W. Karangi Comdt, Kenya Defence Staff College/PMTC	-	Eastern Africa	2003-2004	ACCORD Lt Col Sam Siyaya (Rtd)
4	Brig Gen Charles Mankatah Comdt, KAIPTC	-	West Africa	2004-2005	ISS Col Festus B. Aboagye (Rtd)
5	Maj Gen John K Attipoe Comdt, KAIPTC	-	West Africa	2005-2006	ISS Col Festus B. Aboagye (Rtd)
6	R/Adm AAM Isa Comdt, NDNC	Brig Gen Alfred Ilogho Brig Gen Lawrence Ngubane	West Africa	2006-2008	ISS Col Festus B. Aboagye (Rtd)
7	Mr. Vasu Gounden Founder/Executive Director, ACCORD	Ms. Yvonne Kasumba	Southern Africa	2008-2009	ISS Col Festus B. Aboagye (Rtd)/ Dr. Tadesse Debaye
8	Brig Gen Robert Kibochi Comdt, IPSTC	-	Eastern Africa	2009-2010	ISS Brig Gen Marcel Chirwa (Rtd)
9	Amb. Soad Shalaby Director, CCCPA	-	North Africa	2010-2011	Independent Brig Gen Marcel Chirwa (Rtd)
10	Gen S Sidibe Director, EMPABB	Prof Modibo Goita	West Africa	2011-2012	Independent Brig Gen Marcel Chirwa (Rtd)
11	Brig Gen Christopher Chellah Comdt, SADC RPTC	-	Southern Africa	2012-2013	Independent Brig Gen Marcel Chirwa (Rtd)/ Col Festus B. Aboagye (Rtd)
12	R/Adm Nididi Patrick Aghloror Comdt, NDCN	Dr. Istifanus Zabadi Ms. Julie Sanda Ms. Aishatu Yanet	West Africa	2013-2014	Independent Col Festus B. Aboagye (Rtd)
13	Ato Kidane Kiros Director, IPSS	Ms. Michelle Ntab Ndiaye	Eastern Africa	2014-2015	Independent Col Festus B. Aboagye (Rtd)
14	Counselor Ashraf Swelam Director, CCCPA	Counselor Hatem Atawy Ms Mahitab Saad	North Africa	2015-2016	Independent Col Festus B. Aboagye (Rtd)

Rotation of APSTA Presidency 2014-2019

Srl	Year	Region / Member Institution
1	2014-2015	Eastern Africa (IPSS)
2	2015-2016	North Africa (CCCPA)
3	2016-2017	Central Africa (EIFORCES)
4	2017-2018	Southern Africa (region to confirm)
5	2018-2019	West Africa (region to confirm)

Broad Purpose of the Report

For the third year running, the Annual Report seeks to continue to inform Member Institutions (MIs) of the African Peace Support Trainers Association (APSTA), and partners and stakeholders, on key developments and issues around the work of the Secretariat and the Association during 2015.

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

What this Report Broadly Covers

The Annual Report 2015 elaborates on 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 African Union (AU) and Regional Economic Communities/Mechanisms (RECs/RMs).

The report outlines pertinent issues and developments such as:

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

Message from the Honorary Member

Ambassador Soad Shalaby continued to serve the Association in the capacity of Honorary Member, a new designation stipulated by its new Constitution (2015). She accepted the offer in 2013, taking over from HE Lieutenant General Abdulsalami Abubakar, former President of the Federal Republic of Nigeria.

In her capacity as the Honorary Member, Ambassador Shalaby delivered these remarks at the 13th Conference and AGM, where she also reconnected with old friends and made new ones. The new Constitution mandates the Honorary Member to serve as a high level representative of the Association for a period of 3 years, non-renewable, on a regional rotational basis.

Ambassador Shalaby expressed her pleasure for being invited to participate for the second time in her capacity as the Honorary Member at the 13th APSTA Conference and AGM in Addis Ababa, home of the AU.



Amb. S Shalaby

She noted with gratitude the recognition by the AU of the important role of women and gender issues in general in all its activities, and further observed that APSTA should look at the provisions contained in the AU Vision 2063 and position itself as a key partner of the AU.

Ambassador Shalaby expressed hope that APSTA could continue to grow and support efforts towards peace and security by the AU and its partners. She appealed to all MIs

to continue assisting the APSTA Secretariat in its search for sustainable resourcing strategies.

Once again, she thanked all the delegates for finding time to attend the Conference and AGM and for their active and productive deliberations. She wished all delegates safe trips back to their respective work stations.

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

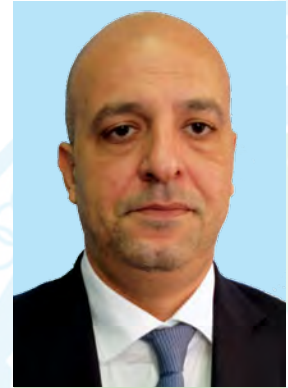
Messages from the Chairpersons



Ato Kidane Kiros, PhD

In accordance with the traditions and practices of the Association, the rotational Chairperson of APSTA again changed during the 13th General Meeting that was held in Addis Ababa, Ethiopia, on 9 September 2015.

Counselor Ashraf Swelam, Director of the Cairo Regional Centre for Conflict Resolution and Peacekeeping in Africa (CCCPA) in Egypt, assumed the reigns of the presidency. He took over from Ato Kidane Kiros, Director of the Institute for Peace and Security (IPSS), Addis Ababa, Ethiopia, who served as President from 2014-2015, after acclamation at the 12th AGM in Addis, Ethiopia, on 10 December 2014.



Counselor Ashraf Swelam

In the opening remarks by the outgoing President, Ato Kidane Kiros stated as follows: Dear Members, partners and Friends, I would like to welcome the Honorary Member of APSTA, Ambassador Soad Shalaby, and all MIs, as well as Partners and observers who are in attendance, to Addis Ababa and to the Conference and AGM.

In accepting the offer to serve as in-coming Chairperson, Counselor Hatem Elatawy, representing the Director of CCCPA, thanked the IPSS for the successful steering of the Association in 2014-15, and the Association for the confidence reposed in CCCPA, as well as for the opportunity to hold the position of chairperson of the Association for 2015-16. He affirmed that CCCPA would successfully fulfill its mandate as Chairperson. He assured the meeting that CCCPA would actively engage with all MIs during its tenure, and appealed to them for support whenever called upon.

Once again Counselor Elatawy thanked the MIs for their support towards its application to host the 2017 IAPTC. He also welcomed and looked forward to hosting the APSTA 14th Conference and AGM in Cairo, Egypt, in September 2016. Counselor Elatawy wished everybody a safe journey back home.

With these words, the mantle of the Chairperson of the Association passed from Ato Kidane Kiros to Counselor Ashraf Swelam.

The Association remains hopeful that Counselor Swelam and the CCCPA would 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 the Board of Directors

For our readers not conversant with the setup of the Association, the governance structures of APSTA used to comprise the Management Committee (MANCO) that exercised routine oversight of the work of the Secretariat, and the AGM of its MIs. During the year, however, MANCO was re-designated as the Board of Directors, in accordance with the regulations of the NGOs Coordination Board of Kenya.

It superseded the MANCO that 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.

Prior to the re-designation, the composition of the Board of Directors was expanded from 5 to 7. Two factors that informed the expansion were: 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 and composition.

Taking these and other factors into consideration, the 13th AGM approved the membership of the MANCO as follows for the period 2015-2016:

- Cairo Center for Conflict Resolution and Peacekeeping in Africa (CCCPA), Egypt – (NARC), Chairperson and Permanent Member on geographical grounds
- Institute for Peace and Security Studies (IPSS), Ethiopia – immediate past Chairperson 2014-2015 (East Africa)
- Kofi Annan International Peacekeeping Training Centre (KAIPTC), Ghana– Member, (West Africa)
- The Mali School of Peace Keeping Alioune Blondin BEYE (EMPABB)
- African Centre for the Constructive Resolution of Disputes (ACCORD) South Africa – Member (SADC)

- *Lécole Internationale des Forces de Sécurité (EIFORCES)*, Cameroun – Member (ECCAS)

- International Peace Support Training Centre (IPSTC), Kenya – (East Africa), Permanent Member in accordance with Kenyan law requiring one national institution as a member of the board of directors

During the period 2014-2015, the Board of Directors successfully held four meetings to formulate key strategies and decisions in promoting the well-being and growth of the Association. The Chairperson and the Board continued to commit themselves jointly to taking difficult decisions in the Association’s interest.

The meetings were:

- First, the 8th Board Meeting, hosted by the IPSS in Addis Ababa, Ethiopia, from 10-11 March 2015
- Second, the 9th Board Meeting, hosted by the Secretariat in Nairobi, from 20-21 July 2015
- Third, the Ad Hoc Board Meeting hosted by the IPSS in Addis Ababa, on 6 September 2015, and



9th APSTA Board Meeting, Nairobi, 20-21 July 2015

- Fourth, the 13th AGM that was hosted by the IPSS in Addis Ababa, on 9 September 2015. The AGM was preceded by the APSTA Conference on education and learning

It is encouraging to note that the governance meetings during the year were fully attended by the respective MIs.

The General Meeting and Board of Directors expressed satisfaction with the Secretariat's efforts in the execution of the Association's mandate and work plan, noting the tremendous improvements in

engagements and networking with the AU, RECs/RMs, partners and stakeholders.

In more substantive terms, the meetings provided opportunities for the governance structures to provide guidance on the finalisation and implementation of the new Revised Strategic Plan 2014-2019 and the Revised APSTA Constitution (2015), as well as review and revision of the APSTA Policies and Procedures Manual (2014), among others.

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

From the Desk of the CEO

2015 was the third year in office of the Executive Director (ED) since mid-2013. The designation of the position was however changed to Chief Executive Officer (CEO) in accordance with relevant national regulations.

Under the leadership of the CEO, the Secretariat continued to work in close conjunction with the respective Chairpersons, the Board of Directors and the general membership, to strengthen the Association, and galvanise and maintain the confidence and trust of its key partners and stakeholders to continue supporting its plans and initiatives.

The APSTA's engagement during 2015 continued to be founded on the reality 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.

As reported in the consecutive years since 2013, there is 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/EU, especially two supplementary funding reallocations



Col Festus B Aboagye (Retired)

to the Secretariat, for instance, are concrete evidence of this.

To a large extent, therefore, the Association succeeded in undertaking substantive programmes and initiatives, including harmonisation and standardisation of training, policy implementation support to the AU and RECs/RMs, modest refocusing on applied policy research studies, improving knowledge management within the Association, enhancing networking among member institutions, including with old and

new stakeholders, as well as maintaining the geographical and multidimensional membership expansion, and improving on the visibility of the Association.

Once again, in spite of these modest and positive indicators, however, the Association could do more and do better to ensure continuing and sustainable stakeholderships and partnerships. The Association should remain aware that it 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 APSTA.

Messages, Outcomes and Scenes from the 13th Conference and AGM

The 13th Conference and AGM took place at the Friendship International Hotel in Addis Ababa, Ethiopia, from 7-9 September 2015. The theme for the conference was: *Beyond 2015: Enhancing Sustainable African PSO Capacities Through Effective Training, Research and Partnerships*.

The opening ceremony was graced by the presence of HE Berhanu Abera, Ethiopian State Minister for Defence, as the Guest of Honour; and by Ambassador Soad Shalaby, Honorary Member; as well as by Ms Michelle Ndiaye Ntab, who deputised for the APSTA Chairperson.

The guest of honour remarked that the 13th Conference was dealing with a very timely topic of enhancing sustainable African Peace Support Operations (PSO) capacities through effective training, research and partnerships. This he said coincided with the release of two influential

UN reports that came out of the review of UN Peacebuilding and Peacekeeping Architecture, notably the United Nations High-Level Panel on Peace Operations (HIPPO). He remarked that the HIPPO made valuable recommendations for the UN, including the need to take into account the capacities being developed by the AU, such as the African Standby Force (ASF) and the importance of speeding up the deployment of peace operations.

In accordance with its new tradition, dating back to the 10th AGM (Harare, Zimbabwe, 5-6 September 2012), the 13th Conference and AGM featured a 2-day conference (7-8 September) and a closed meeting of APSTA members (9 September). This format has served to realign the event with that of the IAPTC, of which APSTA is the African Chapter.

The highlights of the Conference included the following:



Opening Ceremony: 13th Conference and AGM



Group Photo: 13th Conference and AGM

- **Lead Paper:** An African model of peace operations: from concept to multidimensional reality, authored by Michelle N Ntab (IPSS), delivered by Dawit Johannes (IPSS)
- **Training, Education, Learning: Partner Perspectives**—Current trends in UN PKO: Implications for peacekeeping training (Mark Pedersen); National Training Centres E-Learning with classroom programmes (Farida Sawadogo, POTI); and US African training partnerships (Col Tim Rainey, ACOTA)
- **Strategic Plan Implementation**—group discussions on Institutional development and management; Membership recruitment drive; Financial growth and sustainability; and Capacity building coordination
- **African PSO Capabilities Beyond 2015**—Status of operationalisation of the ASF/ACIRC & FOC (Jide Okeke, AU); Updates on AMANI AFRICA II Field Training Exercise (Zinurine Alghali, AU); Identifying Gaps, Challenges & Opportunities in ASF Operational Design (Walter Lotze, ENTRI/ZiF).
- **Special Training & Research Initiatives**—Impact of peacekeeping training on regional security (Ernest Lartey, KAIPTC); Emerging partnerships in peace operations Dr Sylvester Maphosa, AISA); Strategic level PSO training within ECOWAS Framework

(Chris Ichite, NDCN); AU POC curriculum (Irene Limo, ACCORD)

About 68 delegates, two more than in 2013, drawn from the AU Commission, international organisations, missions in Addis Ababa, and MIs, attended the event. They included representatives from the AU, UN DPKO, UNOAU, EU, GIZ, ICRC, SCI, ENTRI/ZiF, POTI, Challenges of Peace Operations Forum, African Contingency Operations Training Assistance (ACOTA), CPADD¹ and the Togo National Peacekeeping Training Centre, as well as APSTA MIs and representatives of missions in Addis Ababa.

The closed Members' AGM was attended by 42 delegates, against 40 in 2013, drawn from 14 (78%) out of the 17 active MIs. This included the HSRC-AISA.

Once again, the 13th Conference and AGM, coupled with the Board 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 recognised the achievements of the Association through the efforts of the CEO and the Staff of the Secretariat.

Reports of the 13th Conference and AGM are available at: <http://www.apsta-africa.org/general-meeting>.

¹ Center for Humanitarian Demining Training (French acronym "CPADD" for Centre de Perfectionnement aux Actions post conflictuelles de D minage et D pollution).

Down Memory Lane of Key Events

APSTA had previously engaged in the following areas, among others:

- **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
- **ASF Police Dimension Workshop (Algiers, Algeria, 18-20 October 2008).** APSTA facilitated the workshop 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
- **ASF AU Formed Police Units Technical Workshop, Dakar, Senegal, 14-16 April 2009.** APSTA facilitated this workshop that resulted in the development of the AU ASF Formed

Police Units (FPU) Policy Framework Guidelines elaborating the generic Concept of ASF AU POL FPU. It subsequently assisted with the revision of the relevant sections of the ASF Doctrine Chapter (Chapter 8) to reflect AU Police content and perspectives

- **ASF Training Needs Assessment, October 2012-2014.**² At the invitation of the AUC (PSD) and RECs/RMs, APSTA undertook the assessment 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. Among others, the recommendations of the study informed

the development of the ASF Road Map III (June 2014-December 2015)

These engagements are eloquent testimony to the Association's potential, through collaboration, to support the AUC in efforts towards the achievement of peace and stability within the continent.

The Association is increasingly positioning itself to undertake similar engagements and this may underscore the need to strengthen the AU-APSTA MoU (2008), 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 programme outputs and activities to be rolled out by the Association.

Governing the Association

Implementing the New APSTA Strategic Plan 2014-2019

The new APSTA Strategic Plan 2014-2019 was developed and adopted at the 12th Conference and AGM (8-10 December 2014). See www.apsta-africa.org/template/default/pdf/APSTA%20Strategic%20doc.pdf.

In order to implement the Plan, the Association is placing emphasis on the delivery of more substantive needs-based work for the AU and RECs/RMs, especially in the area of training standardisation and harmonisation, as well as policy support, as outlined in the 2015 work plan and the work plan proposed for 2016.

Revised APSTA Constitution 2015

The amendment and revision of the APSTA Constitution (2010) followed discussions at the 11th AGM Addis Ababa, (27 September 2013) on the implications of the newly enacted Kenya Public Benefits Organisations (PBOs) Act 2013, on the structures of the Association, including the

composition and tenure of members of the Board of Directors, then the Management Committee



² The need for 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.

(MANCO). The 12th AGM also directed the review of sections of the revised Constitution relating to the key Organs of the Association, by clarifying and reformulating the relationship between the respective Organs of the Association, and their hierarchies, levels of accountability and reporting lines. Subsequently, the provisions of the revised Constitution had to be aligned with the provisions of the Prototype Constitution of the NGOs Coordination Board of Kenya. The Revised APSTA Constitution 2015 was eventually approved by the 13th AGM (Addis Ababa, Ethiopia, 9 September 2015) and entered into force on the same day after signatures by all but one MI.

Streamlining Policies and Procedures

The outdated Policies and Procedures Manual (2012) was first 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 main purpose of the review was 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, as well as incorporate best practices of the UN and other international partners and organisations.

After one amendment providing for mid-year appraisals, the Board called for a further revision to align its provisions with relevant Kenyan laws and regulations, as well as other institutional developments.

When approved, the Revised APSTA Policies and Procedures Manual (2016) would broadly enhance the administration and financial management of the Secretariat and the Association.

Towards a New Secretariat Presence in Kenya

The APSTA Secretariat is currently registered with the Kenya NGO Coordination Board as an International Organisation, working both internationally and locally. The Secretariat is pursuing efforts to gain diplomatic status under a host country agreement, in order to enhance the status and work of the Association and the Secretariat.

Welcoming Our New Member

The 13th AGM unanimously granted membership of the Association to the HSRC-AISA. With this membership, the Association continued to maintain and sustain its membership expansion drive in all five regions of the continent.

Calling 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.

The Website was redesigned and revamped during early 2015, by a GIZ consultant provided through the EU Short Term Export (STE) Pool.

Coupled with the recruitment of a full time ICT/KM Officer, the new Website features more functionality and interactivity.

Through our e-Newsletter, as well as through our online journal, the APSTA Peacekeeping This Month, the Association is now more visible on the Web, including through our media sites—Facebook, LinkedIn, twitter and Google+—with many followers.

³ A copy of the Revised Guidelines is at: <http://www.apsta-africa.org/index.php/en/call-for-membership>



8th Board Meeting and Launch of the Annual Report 2014



CRACRI Authors Meeting, Pretoria, June 2014



13th Conference and AGM Session



FPU Training Harmonisation Workshop, Harare, Nov-Dec 2015

2015 Programme Work in Outline

The Secretariat was careful in ensuring that the limited funds available during the reporting period were expended on substantive work and deliverables, besides salaries and overheads.

Significant activities during 2016 included the Formed Police Unit (FPU) Training Harmonisation and Standardisation Workshop, and the publication of the Mission Planning Training Standards manual and the layout of the Mission Support Manual, as well as the consolidation of the CRACRI chapters and the Annual Report 2014.

Generic Foundational PSO Reader

The draft reader is being reviewed and updated by an APSTA consultant. The reader will support the use of the harmonised training standards for Civilians, Police and Military.

Revised Harmonised Training Standards for Mission Planning

The Mission Planning Manual is being finalised for publication in 2016. The Manual is the outcome of the Harmonised Training Standards for Integrated Mission Planning workshop hosted by the SADC RPTC, Harare, Zimbabwe, from 29 September - 3 October 2014. It was attended by 24 experts drawn from the AU, RECs/RMs, AMISOM, UNOAU, ENTRI/ZiF, GIZ and APSTA TCEs.



Mission Support Harmonised Training Standards Workshop

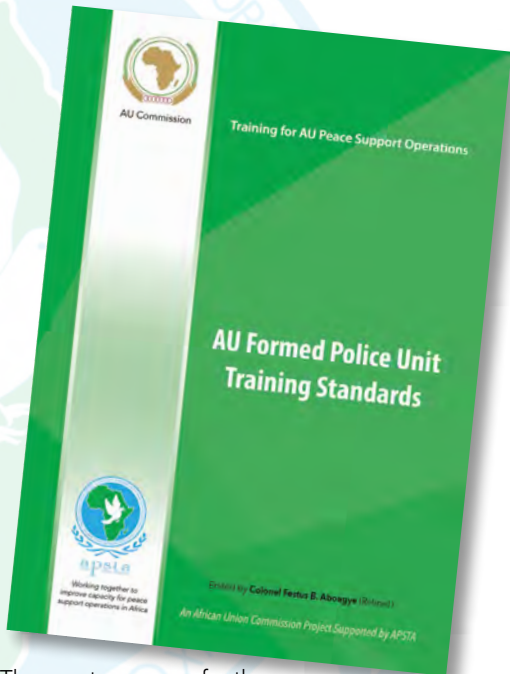
The Harmonised Mission Support Training Standards Manual workshop was hosted by ACCORD, Durban, South Africa, from 4-7 May 2015. It was attended by 16 experts drawn from AU, RECs/RMs, AMISOM, UNOAU, ENTRI/ZiF, GIZ and APSTA TCEs.



Mission Support Training Harmonisation Workshop, Durban, May 2015

FPU Training Harmonisation Workshop

The FPU training harmonisation and standardisation workshop was hosted by the SADC RPTC, Harare, Zimbabwe, from 30 November - 4 December 2015. The workshop was attended by 10 experts drawn from the AUC, EASF, AMISOM, Zimbabwe Republic Police, Namibia Police, SADC RPTC and the Secretariat.



The outcomes of these workshops are being finalised for publication after endorsement by the AU PSOD. The training standards, will help to enhance effective planning, management and sustainment of missions mandated and deployed by the AU and RECs/RMs.

The CRACRI

The Comprehensive Review of African Conflicts and Regional Interventions (CRACRI) is in the process of being finalised for publication during 2016.

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.

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.

Miscellaneous Engagements

- **AU Medical Services Unit Request for Collaboration and Facilitation Support.** Following an initial request from the AU Medical Services Unit (MSU) in March 2015, APSTA facilitated a workshop on the finalisation of HIV Interventions in AU PSOs, in Addis Ababa, Ethiopia, from 6-8 October 2015. The MSU offered a consultancy fee of US\$ 1,800 for the facilitation support
- **7th Annual ASF Training Implementation Workshop.** At the invitation of the AU Commission, the CEO participated in the 7th Training Implementation Workshop (TIW) that was hosted by CCCPA in Cairo, Egypt, from 18-20 May 2015. The workshop was also attended by representatives from 9 APSTA member institutions: ACCORD, CCCPA, EIFORCES, EMPABB, IPSTC, KAIPTC, LECIAD, NDCN and the SADC RPTC. The workshop was funded by the AU PSOD and hosted by the CCCPA.

The 7th TIW sought to provide a platform for the development and finalisation of strategic training directives for Regional Standby Forces, notably the harmonisation and integration of ASF Training Plan for 2015-16, in order to enhance coordination between the AUC and RECs/RMs Training Officers.

The agenda included the presentation of the report of the ASF Training Needs Analysis (TNA) 2014, the launch of ASF training manuals developed by APSTA between 2013-2015, and assessment of the progress of standardisation of other ASF training manuals.

- **African Standby Capacity Launch and Coordination Meeting.**

The African Standby Capacity Launch and Coordination Meeting took place at the AU Commission in Addis Ababa, Ethiopia, from 24-25 June 2015. It was attended by representatives from the AU PSOD, RECs/RMs, Training Centres of Excellence, the APSTA Secretariat and technical partners, including the GIZ.

The meeting aimed at highlighting the progress of the ASC roster, including the launch the ASC roster, development of a common implementation plan aimed at populating the roster, development of broad key priorities for the ASC roster for 2015, and facilitation of networking among stakeholders.

- **AU Mission Start-Up Guide.** At the invitation of the AU Commission, the APSTA Secretariat provided technical assistance with the review of the AU Mission Start-Up Guide in July-August 2016.

- **Exercise AMANI AFRICA II FTX.** The AMANI AFRICA (AA) II FTX took place in two locations at the AUC in Addis Ababa, Ethiopia, and at the South African Army Combat Training Centre (CTC), in Lohatla South Africa, from 19 October to 8 November 2015. The exercise AA II FTX had two objectives: a) to evaluate the ability of the AU to mandate, deploy, manage, sustain and recover, through, first: a Scenario 6 Rapid Deployment Capability (RDC) under article 4 of the Constitutive Act; and b) to expand the deployment by mandating a Scenario 5 AU multidimensional mission. The AA II FTX exercised three levels of command, namely Strategic,

Operational and Tactical, involving a Scenario 6 RDC deployment to stabilise a grave situation, transitioning to a Scenario 5 multidimensional PSO. In its Note Verbale (PSD/107/1/33239.15), the AUC invited the participation of the CEO as the Deputy Chief of Evaluation, and selected staff from MIs as members of the mentors, evaluation and writing teams.

- **ECOWAS ESF Doctrine Review Workshop.**

The ECOWAS PLANELM and the GIZ Office to ECOWAS invited APSTA to facilitate the ECOWAS ESF Doctrine Review Workshop in Abuja, Nigeria, from 17-21 November 2015. This helped the Association to realise a small consultancy fee.

- **SCI-APSTA Sub Award on Strengthening Child Protection.**

The sub-award contract was signed on 16 November 2015, providing for US\$ 104,000, to enable APSTA to support the strengthening of child protection in AU PSOs. The project will be initiated and concluded in the first quarter of 2016.

- **Additional Miscellaneous Engagements by CEO:**

- **SHAPE Africa Conference**, SHAPE, Mons, Belgium, 27-28 January 2015

- **World Peace Foundation Workshop on African Peace Missions**, Addis Ababa, Ethiopia, 16-17 February 2015

- **Workshop on Peacekeeping Training Impact on Peace and Security in West Africa**, KAIPTC, Accra, Ghana, 4-5 March 2015

- **3rd Kofi Annan-Dag Hammarskjöld Annual Lecture and Seminar, & Regional Consultation for the Review of the UN Peacebuilding Architecture**, KAIPTC, Accra, Ghana, from 21 April / 21-22 April 2015

- **UN ITS Training Architecture Workshop**, UNLB, Brindisi, Italy, 27-29 April 2015

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.

Proposing the Work Plan for 2016

2016 Proposed Work Plan and Budget 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 2016 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 2016 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

The proposed work plan for 2016 continues to form part of the framework of the Generic APSTA Work Plans 2013-2016, which has so far informed the Association's work plans since mid-2013. They seek to build upon some of the remaining activities that are still relevant to the work and efforts of the AUC, as well as others arising from collaboration with other partners, notably the SCI.

The proposed work plan includes, but is not limited to the following:

Description	Date
Copy editing, publication, launch of Comprehensive Review of African Conflicts and Regional Interventions (CRACRI)	2 Feb/Mar
Internal Audit, IPSS/SADC RPTC, Nairobi, Kenya	2-4 Feb
External Audit, Ernst & Young	Mar
10 th Board of Directors Meeting, to be hosted by CCCPA, Cairo, Egypt	8-9 Feb
Editing, publication and launch of Generic AU PSO Reader	Feb-May
Workshop/Training on Strengthening Child Protection in PSOs, APSTA/SCI, KAIPTC, Accra, Ghana	22-26 Feb
Harmonisation and standardisation of AU Police Assessment and Verification Procedures, NAMPOL/EIFOCRES, Windhoek, Namibia/ Yaoundé, Cameroon	Mar (tbc)
Harmonisation and standardisation of AU Medical Planning and Administration Training Standards, AUC, Addis Ababa, Ethiopia	Apr (tbc)
Assessment of AU and RECs/RMs Planning Elements (PLANELMs), in AU & RECs/RMs localities	July (tbc)
11 th Board of Directors Meeting, to be hosted by CCCPA, Cairo, Egypt	Jul/Aug (tbc)
Piloting and validation of AU Harmonised Training for Mission Planning, NDCN, Abuja, Nigeria	Aug (tbc)
14 th APSTA Conference and AGM, CCCPA, Cairo, Egypt	5-7 Sep
Piloting and validation of AU Harmonised Training for Mission Support, CCCPA, Cairo, Egypt	Oct (tbc)
Policy Implementation Support Engagements	(tbc)

The detailed work plan for 2016 is at: <http://www.apsta-africa.org/events>

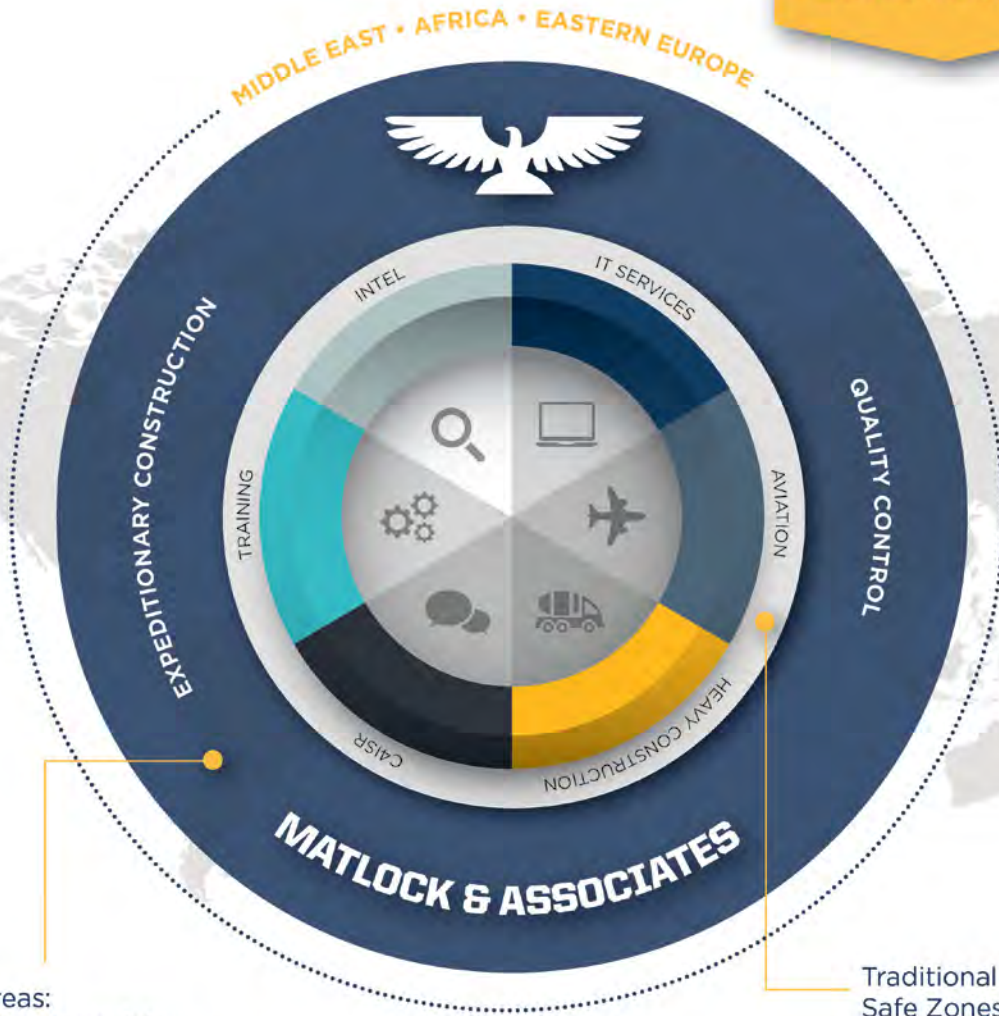
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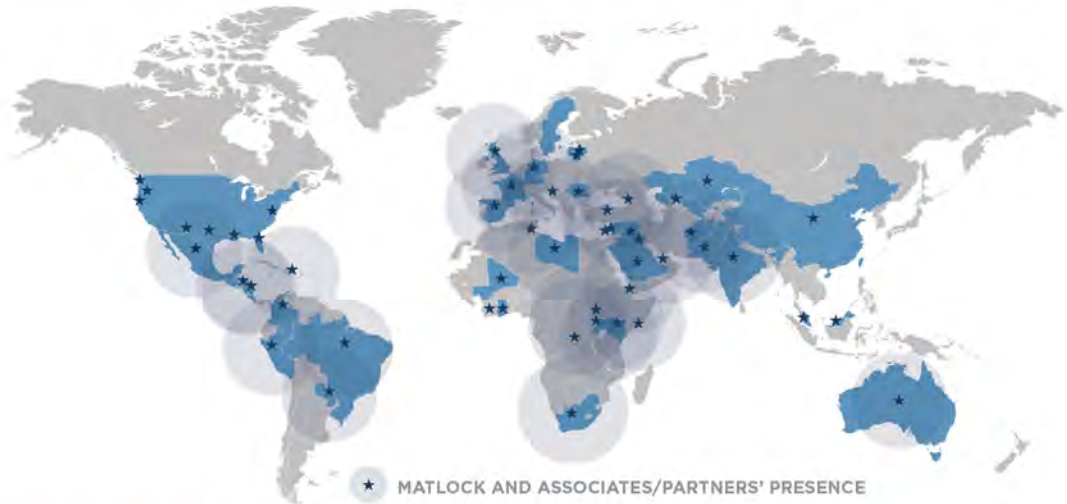
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- Document Control
- Claims and Dispute Resolution
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- Structural Design
- Design Review & Interpretation
- Geo-technical Design
- Electrical Design
- HVAC/Mechanical Design
- Water Resource Planning and Management
- Fire Protection
- Topographical Survey



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- Transit and Transportation Planning
- Pre-design Infrastructure Feasibility and Concept Planning
- Environmental Studies and Impacts Planning
- Economic Impact and Socio-Economic Assessment



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- Modular Construction
- Turnarounds
- Demolition
- Power Generations/distributions/ generator installation
- Waste Treatment/reticulation



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2016 Conference and AGM

The 14th APSTA Conference and AGM will be hosted by the CCCPA in Cairo, Egypt, from 5-7 September 2016, prior to the UN General Assembly in that month, and the 22nd IAPTC Conference in Sarajevo, Bosnia Herzegovina, from 26-30 September 2016.

Details of the theme, topics and speakers will shared later.

Collaborating & Networking

The Secretariat continued to build on efforts towards closer and deeper collaboration with key stakeholders of the Association, especially with the AU PSOD at the AUC, ECOWAS Commission, UN (DPKO) and Save the Children International, as elaborated below.

On occasions, APSTA also continued to announce Partners' training events on its Website or, upon request, as well as partners training and other products with APSTA member institutions.

Collaborating with the AU Commission

Opportunities for collaboration and networking with the AUC continued to help the Secretariat to disseminate information about the Association and its work, as well as gain deeper insights into the work and interests of the Commission. Overall, APSTA continued to move to the centre-stage of the work and considerations of many stakeholders.

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

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 APSTA training harmonisation and standardisation workshops, as well as the 13th Conference and AGM.

The engagements consolidated UN-APSTA collaboration.

Collaborating with the SCI

The APSTA Secretariat's growing collaboration with SCI was concretised in the establishment of the sub-award contract on strengthening child protection in African PSOs. In addition to participating in key APSTA training standardisation workshops, such as the Police Pre-Deployment Training Harmonisation Workshop (Accra, May 2014), and the 12th and 13th APSTA Conferences and AGMs, the SCI has also contributed a chapter on Child Protection Issues and Challenges in AMISOM, to the CRACRI publication.

Partners Participation in APSTA Events

In addition to the collaboration with the foregoing Organisations, APSTA was also encouraged by additional interactions with the delegates who participated in the 13th APSTA Annual Conference and AGM, including the British Peace Support Team (BPST) East Africa, the IAPTC, Challenges of Peace Operations Forum, the EU Delegation, POTI and ENTRI/ZiF. Others were the Center for Humanitarian Demining Training (CPADD), Togo National Peacekeeping Training Centres and ACOTA.

Attendance at the 21st IAPTC Conference

The 21st IAPTC Conference took place in Brasilia, Brazil, from 28 September – 2 October 2015, hosted

by the Brazilian Army and the Brazilian Peace Operations Joint Training Centre (CCOPAB), at the Melia Brasil 21 Convention Centre. The theme for the Conference was: Enhancing the Effectiveness of Training through Partnerships, Integration and Evaluation

The Conference was attended by an all-time high of 12 APSTA Member Institutions and the Secretariat, comprising 25 individuals as follows: ACCORD (2), CCCPA (3), EIFORCES (4), FDRE PSTC (1), EMPABB (1), IPSTC (1), ISS (3), KAIPTC (4), NAPKC (1), NDCN (2), RPA (1), SADC RPTC (1) and the Secretariat (1). There was also one participant from the Angola National Peacekeeping Centre, who expressed interest in becoming a member of the Association.

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.

Financial Status 2015

The main source of funding for 2015 continued to be from the AU/EU Capacity Building Support to African Training Institutions, of up to a total budget of **EUR 796,099.05**. The budget included an unprecedented two supplementary allocations

by the AU PSD of EUR 678,656.82.82.⁴ The second reallocation arose from consultations during the 7th TIW, for the sustainment of the Secretariat and the Association's work up to the end of December 2015.

Overall, the indicative ceiling for the APSTA budget for 2015 stood at about **EUR 796,099.05**.

The cumulative annual expenditure was EUR 506,612.94 (85%) of the total committed funds. The breakdown of expenditures for the committed funds are as follows (2014/2015):

- Activities/ICT: 27 % / 36% approx
- Governance: 9 % / 8% approx
- Administrative, etc: 64 % / 56% approx

The ratio of the administrative (and governance) overheads in comparison with activities/ICT showed a marked improvement on the 2013 ratio of 64%. The APSTA continues to pursue efforts towards doing more to increase the activity related expenditure. Increased funding for future

⁴ The funds realised exclude forex losses and the 5% retention of funds by the AU PSD Finance for audit purposes.

programme activities will particularly help to redress this imbalance.

The 2015 year-end cash balance is estimated to be about **US\$ 367,114.98**, after committed expenditures.

In addition to the AU/EU funding support, the Secretariat also realised total funds amounting to **EUR 100,697.64** from the Save the Children sub-award, and the facilitation supports to the AU Medical Services Directorate and the ECOWAS Commission.

Presenting the 2015 Audit Report

The 2015 audit of the Secretariat's finances and internal control systems was conducted by Messrs Ernst & Young in March 2015, largely covering the AU-EU fund, the Members Contributions fund and the Save the Children sub-award fund.

Once again, the Audit Report and the Management Letter did not elicit any serious financial malpractices in the administration, management and financial controls of the funds. They expressed satisfaction with the improvements in administrative procedures, but recommended a few improvements in relevant areas of the APSTA Policies and Procedures Manual.

The 2016 Funding/Budget

The funds remaining unused as at 1 January 2016 was **EUR 367,114.98**.

The AUC is expected to approve the total budget request for **EUR 862,427** for 2016.

The APSTA will provide limited support for such items of expenditure as CAPEX, bank charges, and audit fees, among others.

In addition, the APSTA will pursue cost-cutting mechanisms to reduce the overall per capita cost of its activities. Where possible, some APSTA members would be requested to provide in-kind support towards events organised by the Association, while other events will be hosted by members at non-commercial rates as these members also seek to recover some of the costs of hosting all their events.

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.

At the close of 2015, the balance on the Members Fund stood at about **US\$ 96,936.23**, after expenditures amounting to **US\$ 21,751.69**. In addition to the **US\$ 34,058.32** at end of December 2014, additional remittances of **US\$ 84,541.82** were made during 2015. There were only two defaulting MIs during the year.

Together with the expected contributions in 2016, 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 2015, bank charges and the 2015 audit fees, among others.

New Secretariat Structure: Doing More With Less

The 13th AGM approved a new 6-staff structure (and salary scale) for the Secretariat, with a view towards a tighter and less costly institution. The new structure combines the functions of finance, administration and human resources, and introduces a new position that also combines the functions of a Deputy and Programmes Coordinator. This position will be filled during 2016. The composition of the Secretariat was as follows with a gender composition of 43% female and 57% male staff.

Name of Staff	Position
Col Festus Aboagye (Rtd)	ED/CEO
Dr John Muiruri Kimani	Prog Coord
Ms Jane N Karanja	FO
Ms Noel N Sikasa	Admin Officer
Mr Anteneh Tesfaye	ICT/KM
Ms Caroline K Kariuki	Admin Assistant
Mr Ishmael Murunga	Office Assistant

Secretariat Staff Table (2015-2016)

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Surmounting Risks and Challenges

The experiences of 2015 were not entirely different from those in the preceding years. They once again reinforced the risks identified in the Generic Proposals (2013-2016), revolving around capacities, quality of collaboration, and other external risks such as uncertainties over Partner/Donor policies relating to funding support. These also continued to underscore the risk of donor-dependence.

Although intra-APSTA collaboration saw improvements, the Association still faced challenges in the area of research and, to some degree, competition for engagement with the AU.

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 the Board of Directors and the General Meeting 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, the Revised Constitution 2015 and the continuing process of reviewing the Policies and Procedures Manual. However, the Association has to keep its focus on its vision, mission and objectives in realising its full potential and future integrity.

it continued 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.

The Association pronounced itself on these issues at the 13th Conference and AGM, reiterating that

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 remains an urgent concern.

In the immediate future, the Association should continue to seek opportunities for greater collaboration with the AU and RECs/RMs and other partners and stakeholders.

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 continue to seek the full implementation of its annual work plans in the most economical way.

In the long term, however, the APSTA should evolve and adapt to the changing realities of the APSA/ASF landscape.

Meanwhile, the Association commits itself to respond to the call by the AUC 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.

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) and Save the Children. 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 Honorary Member 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, Kenya, South Africa and Zimbabwe that welcomed APSTA within their borders to conduct its operations.

The Secretariat equally appreciates the efforts by the Association's MIs that successfully hosted its events and/or actively participated in its activities.

Once again, thanks to their tremendous efforts and contribution, the Association continued to realise modest, but increasing achievements during 2015.

About the Association

Our Vision, Mission and Objectives

"APSTA is an 'independent' Pan African Association that seeks to promote and harmonise training for Peace Support Operations towards a peaceful and stable Africa. To this end, APSTA exists to facilitate the development of African capacity for peace and security through coordination, advocacy, harmonisation and standardisation of training among member institutions."

Our Main Objective

The main objective of APSTA is: *"to facilitate the development of African Capacity for peace and security through coordination, advocacy, harmonisation and standardisation of training, research and policy implementation support among member institutions, towards a peaceful and stable Africa."*

Our Specific Objectives

The specific objectives of APSTA are to:

- Facilitate the ability of peace support training centres to dialogue with each other
- Hold meetings, seminars, conferences and exchange of information and communication between members in training, research and policy implementation support
- Organise workshops towards the harmonisation and standardisation of APSA-related policies, doctrines and Standard Operating Procedures, among others, in order to have a standardised

training programme for Peace Support Operations (PSO)

- Serve as a depository that offers advisory services to the AU (the Commission, the Peace and Security Council and RECs/RMs) on the APSA and other PSO issues
- Act as a sounding board for the African Union (the Commission, the Peace and Security Council and RECs/RMs) on the APSA and other PSO issues
- Serve as an instrument for the dissemination of research results, policy reviews and harmonised, standardised training materials, particularly within Africa

Our Core Functions

- Promote the provision and improvement of PSO training
- Coordinate and standardise PSO training in Africa
- Facilitate collaborative research and publications on the APSA and PSO and peace missions in Africa, including lessons learned and policy implementation support to the AU Commission and RECs/RMs
- Organise public forums to share and exchange information, best practices and discussions on emerging issues and thinking relating to PSO

17 Active Member Institutions 2015-2016

- African Centre for the Constructive Resolution of Disputes (ACCORD, South Africa)
- Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA, Egypt)
- Federal Democratic Republic of Ethiopia Peace Support Training Centre (FDRE PSTC)
- Human Sciences Research Council – Africa Institute of South Africa (HSRC-AISA)
- 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)
- *L'école Internationale des Forces de Sécurité* (EIFORCES, Cameroon)
- Legon Centre for International Affairs and Diplomacy (LECIAD, Ghana)
- Mali Peacekeeping Training School Alioune Blondin BEYE (EMPABB)
- National Defence College of Nigeria (NDCN)
- Nigeria Army Peacekeeping Training Centre (NAPKTC)
- Peace Support Operations Training Centre (PSOTC, Malawi)
- Rwanda Peace Academy (RPA)
- SADC Regional Peacekeeping Training Centre (RPTC, Zimbabwe)

Potential New Applicants 2015-2016

- 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
- Center for Humanitarian Demining Training (CPADD)
- Togo National Peacekeeping Training Centre.

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'One of the key aspirations in Agenda 2063 (the Africa we Want), Africa's blueprint for a prosperous continent, is to silence the guns by 2020....Time is running out, and we seem to be a considerable distance away from this moral imperative. Across the continent, the guns seem to have resurged and grown louder. We must double our efforts towards silencing the guns'

Excerpt of the Message of the AU Chairperson, on the occasion of Peace Day, 21 September 2015



Save the Children®

Partners and Funders

The work of APSTA and the publication was largely funded by the AU through the EU Capacity Building Support for African Training Centres and sundry partners.

In addition, the Save the Children provided limited funds in support of strengthening child protection in African Union peace support operations and other African-led missions.



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