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Table of contents

List of Acronyms	iii
Chapter 1: Introduction	1
Background	1
Current mandate	1
Core functions	1
APSTA's stakeholders	2
Milestones/achievements	2
Major challenges	3
Chapter 2: Accountability and risk analysis	4
Environment and SWOT analysis	4
SWOT analysis	6
Risk analysis	6
Chapter 3: The strategy	10
Vision statement	10
Mission statement	10
Core Values	10
Strategic issues	11
Goal	12
Strategic objectives and specific initiatives	12
Chapter 4: Coordination framework and implementation of the strategic plan	19
Strategic plan implementation approaches	19
Capacity-building strategy	21
Resource flow	21
Resource mobilisation and sustainability strategies	22

Chapter 5: Monitoring, evaluation and reporting..... 23

Appendix 1: APSTA – Strategy Map..... 24

List of Acronyms

ACCORD	African Centre for Constructive Resolution of Disputes
AGM	Annual General Meeting
APSTA	African Peace Support Training Association
APSA	Africa Peace Support Association
ASF	African Standby Force
AU	African Union
MoU	Memorandum of Understanding
IAPTC	International Association of Peacekeeping Training Centre
ISS	Institute for Security Studies
GM	General Assembly
RECS	Regional Economic Community
RM	Regional Mechanism
IPSTC	International Peace Support Training Centre
KAIPTC	Kofi Annan International Peacekeeping Training Centre
CCCPA	Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa
NDC	National Defence College of Nigeria
PSO	Peace Support Operations



Chapter 1: Introduction

Background

The African Peace Support Trainers' Association (APSTA) was started in 2001 by leading African training and research institutions as a framework for improving the capacity of peacekeeping training institutions by facilitating the exchange of best practices and capacity development support, and for enhancing the impact of peacekeeping initiatives by the African Union (AU) and regional economic communities / regional mechanisms (RECs/RM). Through dialogue and joint research APSTA has continuously sought to deepen the debate on peacekeeping capacity development in Africa, such as the protection of civilians and the responsibility to protect.

APSTA's initial membership included members of the African Chapter of the International Association of Peace Keeping Training Centre (IAPTC), but has gradually grown and currently has 16 active member institutions drawn from peace support operation (PSO) training-related institutions in Africa.

Current mandate

According to the Articles of Association of APSTA and in line with the Memorandum of Understanding mentioned above, the core roles and objectives of APSTA include: standardization and certification of peacekeeping training in Africa; the development of lessons learnt to provide input for the refinement of PSO doctrine and training policy and improvement of the ongoing AU missions; and exchange of information, best practice and research for the enhancement of the equality and efficiency of peacekeeping training.

Core functions

The core functions therefore include:

- The standardisation, coordination and certification of peacekeeping training in Africa

- The 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.

APSTA's stakeholders

The following are important stakeholders in APSTA:

- Training, research and rostering institutions within the continent
- African Union
- United Nations and specialised agencies
- INGO and NGOs
- IAPTC
- Donor organisations
- Regional economic communities and mechanisms
- Member institutions.

Milestones/achievements

The major achievements of APSTA include:

- Continuous provision of a forum for collaboration and exchange of information between Africa's premier peacekeeping training institutions and coordination of their interactions with relevant stakeholders, particularly the AU
- Supporting the efforts of the AU, the RECs and RMs in their operationalisation of the African Standby Force (ASF)
- Organization of lessons-learnt seminars and publication of commentaries and analysis on peacekeeping issues on APSTA's monthly online magazine
- Growth in membership and current developments such as constitution making
- Multi-dimensional profile (military, civilian and police)
- Specific mandate within the AU through an MoU

- International recognition and influence with other institutions. For example, South America and IAPTC have modelled associations on APSTA

Major challenges

Secretariat and funding

Lack of independent secretariat and own funding are the major challenges. For APSTA to implement its mandate fully there is a need for it to have its own office space, personnel and equipment, as well as funds. In addition, for APSTA to attract its own donor partners, it needs to demonstrate its autonomy, the presence of structures and some level of sustainability.

Engagement with the AU and APSA

While it is acknowledged by the AU that APSTA plays an important supportive role to the ASF and in particular has contributed to the operationalisation of the ASF, there are gaps and lessons learnt from this relationship that include: limitation of the MoU to ASF only and not the entire APSTA; minimal knowledge about APSTA and its role within the AU and a perception that the MoU is not operational; and the communication and coordination between the AU and APSTA secretariat that has been a challenge, based on the fact that APSTA is currently hosted by a member institution, dynamics between the member hosting APSTA and the AU could easily affect APSTA's working relationship with the AU.

Chapter 2: Accountability and risk analysis

Environment and SWOT analysis

APSTA recognises that it operates in an environment dictated by external and internal socio-economic, legal and political factors, which directly and indirectly impact on its operations. Such an environment creates demands and challenges on APSTA that must be addressed. The achievement of the plan's objectives will largely depend on how APSTA enhances the internal strengths, exploits the existing opportunities and manages the weaknesses in its operation. In developing this plan, APSTA conducted both an environmental scan and a SWOT analysis, which are summarised below.

Legal, regulatory framework

APSTA does not yet have a Constitution. The existing statutes are inadequate to address the various legal requirements and regulations of an organisation like APSTA. The MoU with the AU, which formalises the relationship between the two institutions, is limited to ASF only. APSTA does not have a legal status, as it is not yet registered as an independent organisation.

Technology

APSTA has not fully embraced technology in its operations. APSTA's website is rarely updated, is not independently owned and is not yet linked to members' websites, which is an important aspect of coordination. Operational processes, including communication with members, are yet to be automated.

Competition

APSTA does not have a direct competitor, as it is the only pan-African peacekeeping training association. International institutions outside Africa have been offering PSO training directly through member institutions. While this is seen as a positive development, it is preferred that APSTA members carry out training through coordination from APSTA. APSTA will in addition undertake needs and gaps assessment to inform both

members and external actors on priorities for training in Africa. This will ensure that the training is relevant, focused and coordinated.

Customers/stakeholders

APSTA has a defined customer base and membership that include the AU, REC, RMs and members as well as the UN, and donor partners. APSTA stakeholders also include various institutions and governments outside Africa who frequently conduct training in Africa through member institutions.

Infrastructure

APSTA does not have an autonomous secretariat. It is currently housed by a member institution, namely the ISS. The core processes of APSTA such as finance and administration are conducted through the ISS. APSTA needs to develop its own infrastructure to operate as an independent organisation. A study has been commenced to look into creating an APSTA secretariat in either Kenya or Ethiopia.

Products and services

While there is a consensus that APSTA is not a training or research institution, there are important gaps that it needs to fill in training and research such as the coordination of setting up minimum standards; in evaluation and collation of lessons learnt; and acting as a depository for best practices and lessons learnt. The following were elaborated as APSTA key services to members: coordination and communication; oversight; policy adviser to AU and UN; setting minimum standards and best practices; lobbying; and policy advocacy, especially in regards to resource mobilisation.

Resources

APSTA does not currently have funds. APSTA has only one member of staff, who is the head of the secretariat and is supported by the ISS. APSTA has no physical resources of its own and is dependent on the ISS, a member institution.

Membership

APSTA currently has 16 members (*see annex 1*). There is a draft guideline on criteria for membership. These guidelines need to be updated and adopted by the general assembly. A profile of potential members is not available within APSTA, which makes it difficult to undertake a membership drive. Members do not directly contribute towards the sustainability of APSTA.

SWOT analysis

The following tabulation demonstrates APSTA's strengths, weakness, threats and opportunities.

Risk analysis

Based on the environmental and SWOT analysis, the following are some of the risks that APSTA needs to address during this strategic plan period:

Technological risks

APSTA has a website that is currently hosted by the ISS. The website is, however, not very active as new materials are rarely uploaded. There is also limited technological infrastructure within APSTA. None of the key services are automated, and a members' mailing list or list serve does not yet exist. Most of APSTA's core functions are better supported by technology. A database of members and an understanding of activities of members would help APSTA coordinate members better, as well as access data important for lessons learnt. The advisory role to AU and ASF would also be performed better with automation.

APSTA therefore risks becoming irrelevant, as members may not see the value of APSTA as a coordinating organization as the technology existing within members is not replicated in APSTA. If technological challenges are not addressed, there is the risk of members communicating more bilaterally and not through the coordination of APSTA.

Operational risks

Some of the operational issues that APSTA needs to address are the lack of office space and utilities; and the fact that APSTA currently has only

Table 1 APSTA's strengths, weakness, threats and opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Members' expertise in training and research ● Members' training facilities ● Independent and apolitical ● Willingness by membership to cooperate ● Owned by members and self-led ● Only pan-African association in the PSO field ● Enjoys cooperation with the UN and AU ● Foundation for African Peace Opportunity 	<ul style="list-style-type: none"> ● Lack of fully functional secretariat ● Inadequate communication mechanism among members ● Unpredictable source of funding ● Lack of long-term strategy to implement vision ● Lack of operational and independent processes ● Lack of physical office space ● Inadequate personnel to address the core mandate ● Lack of coordination and bilateral engagements
Opportunities	Threats
<ul style="list-style-type: none"> ● To make an impact in APSA and ASF as a result of MoU with the AU ● To coordinate need assessment, research and training ● Opportunities to influence other partners to do what Africa wants (ACOTA, MPTC etc.) ● Being the only pan-African PSO trainers association, APSTA has a bigger voice 	<ul style="list-style-type: none"> ● Competition with external stakeholders with more resources ● Legitimacy of APSTA is solely based on the willingness of member institutions ● Donor fatigue if APSTA is perceived as inactive ● External agenda that can be misguided and incompatible with priorities in Africa's PSO arena ● AU considering to create a training academy ● Incoherent pan-African policy on PSO as each REC/RM has its own agenda

one member of personnel in the secretariat and no administration, human resources or finance procedures in place within the secretariat. This is likely to affect any funding opportunity that may arise, as donor partners require assurance that an organisation that has been in existence for as long as APSTA has structures and procedures that guarantee financial probity and reduce risk levels. Further, without a functioning secretariat it is difficult to attract high-calibre employees as a lack of structures implies instability within an organisation. The risk of APSTA continuing

being hosted by member institutions is that it may never grow to be an independent organization. It has little to show in terms of growth for the eight years it has been in existence.

Financial risk

APSTA does not have finances of its own, nor does it have a stable source of income. Over time APSTA has relied on financial support from the ISS and thus no formal relationships with donors have been nurtured. At the moment there is no resource mobilisation strategy in place. While the membership is supportive of APSTA, they have not considered contributing a membership fee, which could be an important base for future financial sustainability.

Overreliance on one member has not allowed APSTA to grow independently or form important links with donors. While there are some donors who could be approached to provide seed capital towards an independent APSTA, the same has not yet been pursued. The risk is therefore that without a sound and realistic resource mobilization strategy and commitment from members to support APSTA in the short term, efforts to make APSTA an autonomous institution will be in vain.

For APSTA to remain relevant and convert weaknesses into strengths, as well as threats into opportunities, it is important it performs the following core functions:

- Provide coordination services among members and stakeholders in all aspects of PSO training
- Facilitate the development of minimum standards in research and training among members and for PSO training in Africa
- Be a depository/clearing house of research and training for members
- Facilitate capacity building of members, trainers and training institutions in PSO
- Conduct training needs assessments and evaluations
- Facilitate networking and partnership opportunities for members within Africa and internationally

- Provide timely and informed advise to AU, UN and REC/RM on PSO issues in Africa
- Be a depository of lessons learned and best practices on PSO training in Africa
- Facilitate capacity development of UN field missions in Africa through integrated training services (ITS)
- Mobilise resources, both human and capital, for its survival.

Chapter 3: The strategy

APSTA recognises that it must anchor its operations on certain principles and values. The implementation of APSTA's objectives and proposed strategies will be guided by the (i) vision, (ii) mission, and (iii) core values.

Vision statement

Box 1 Vision

An independent pan-African association that promotes and harmonises training for peace support operations towards a peaceful and stable Africa

Mission statement

Box 2 Mission

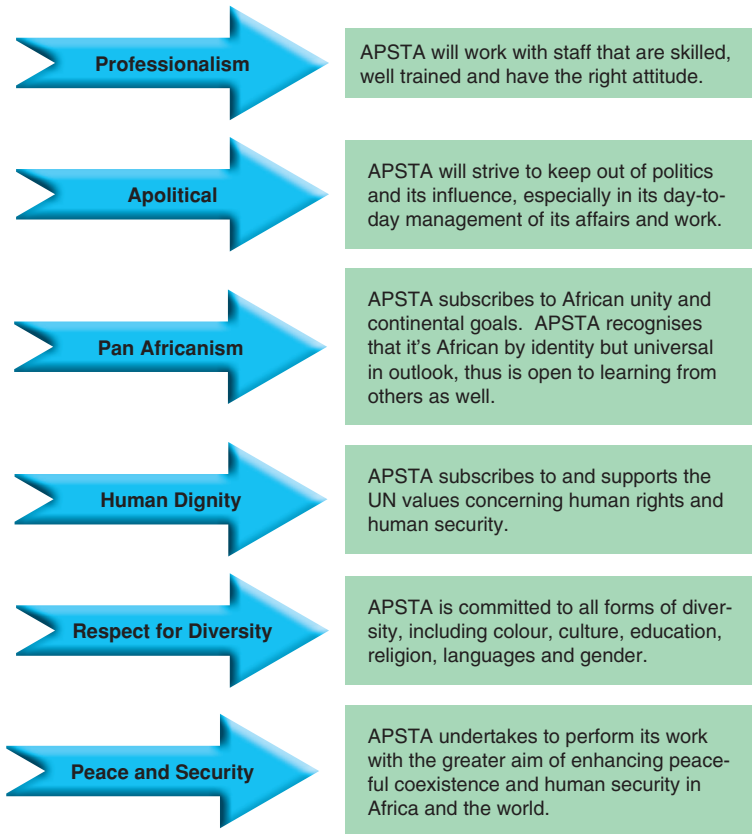
APSTA exist to facilitate the development of African capacity for peace and security through coordination, advocacy, harmonisation and standardisation of training among its member institutions

Core Values

- Peace & security
- Respect for diversity
- Pan-Africanism
- Professionalism
- Human dignity
- Apolitical

APSTA is committed to upholding the following core values as the guiding principles for its operation in the medium and long term:

Figure 1 Core values used as the guiding principles for APSTA's medium- and long-term operation



Strategic issues

APSTA has identified the following as areas of focus, which if concentrated on will enhance its competitive strength, enable it to deliver more benefits to stakeholders and attain sustainable growth:

- Institutional development and management and resource mobilisation
- Membership recruitment and management
- Communication management and strategy

- Coordination to facilitate capacity building and expand its MoU with the AU to include APSTA
- Needs assessment
- Setting minimum standards, quality control/assurance, certification and accreditation

Goal

A fully functional management capacity for APSTA by the end of 2013

Strategic objectives and specific initiatives

Based on the strategic issues, APSTA will endeavour to achieve the following strategic objectives in the next 3 years:

Table 2 APSTA strategic objectives in the next 3 years

Strategic Issue 1: Institutional development and management		
Strategic Objective 1: To develop an efficient and effective institutional management system to achieve the mission of APSTA by 2013		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> • To ensure an effective transition from the ISS to an independent secretariat 	<ul style="list-style-type: none"> • A transition plan developed • Initial capital fund secured • Appointment of key personnel • Office space / utilities secured • Constitution and other governance documents adopted 	<ul style="list-style-type: none"> • An independent secretariat, with key personnel and equipment
<ul style="list-style-type: none"> • To develop and implement financial management systems, policies and procedures 	<ul style="list-style-type: none"> • Financial policies and systems developed • Accounting software procured • Appointment of auditors 	<ul style="list-style-type: none"> • Internal control systems in place • Quarterly and annual reports produced in a timely manner • Financial probity

Strategic Issue 1: Institutional development and management		
Strategic Objective 1: To develop an efficient and effective institutional management system to achieve the mission of APSTA by 2013		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
	<ul style="list-style-type: none"> • Efficient, effective and economical financial management practices within APSTA • Donor satisfaction with utilization of funds • Near-real time financial information accessibility within APSTA 	
<ul style="list-style-type: none"> • To create administrative management policies and procedures 	<ul style="list-style-type: none"> • Governance structure adopted • An administration manual developed • Enhanced management and governance structure 	<ul style="list-style-type: none"> • A functioning governance and management system in place
<ul style="list-style-type: none"> • To develop procurement policies and procedures 	<ul style="list-style-type: none"> • Procurement manual developed • Efficient, effective procurement system implemented 	<ul style="list-style-type: none"> • Efficient procurement of goods and services
<ul style="list-style-type: none"> • To establish financial resource mobilization strategies towards the sustainability of APSTA 	<ul style="list-style-type: none"> • Proposal developed • Donor roundtable meeting held • Number of donors brought on board • Reserve fund plan in place • Membership contribution • Availability of sustainable funding to all APSTA programmes 	<ul style="list-style-type: none"> • Stable and sustainable financial base in place • Reserve fund established

Strategic Issue 2: Membership recruitment and management		
Strategic Objective 2: To build a strong foundation of APSTA membership that is committed, active and diverse		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> Develop membership guidelines that include the definition of various categories, admission criteria for each of the categories and corresponding levels of membership dues 	<ul style="list-style-type: none"> Working group on membership created Draft guidelines reviewed Guidelines adopted by AGM 	<ul style="list-style-type: none"> Comprehensive membership guidelines
<ul style="list-style-type: none"> Develop APSTA 'Code of Conduct' for member institutions 	<ul style="list-style-type: none"> Terms of reference developed by membership committee Code of conduct adopted by AGM 	<ul style="list-style-type: none"> A code of conduct
<ul style="list-style-type: none"> Increase in membership with 'multi-dimensional' expansion to all regions of Africa 	<ul style="list-style-type: none"> Baseline on potential members conducted Membership drive launched 	<ul style="list-style-type: none"> More members actively participating in APSTA

Strategic Issue 3: Communication management and strategy		
Strategic Objective 3: To have a functioning communication system for APSTA by 2013		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> • Develop a comprehensive communication plan 	<ul style="list-style-type: none"> • Consultant hired • Plan developed and published 	<ul style="list-style-type: none"> • Communication strategy
<ul style="list-style-type: none"> • To transfer and revamp APSTA's website by end of 2011 	<ul style="list-style-type: none"> • Website consultant hired • Redesigned website • APSTA website launched 	<ul style="list-style-type: none"> • Improved communication and information flow • Interactive website
<ul style="list-style-type: none"> • Establish focal points within APSTA members for Discussion Forum and list serve 	<ul style="list-style-type: none"> • Focal point established • Discussion forum posted on the net • List serve created 	<ul style="list-style-type: none"> • Active focal points • Increased communication among members
<ul style="list-style-type: none"> • To create APSTA database for use by member institutions and stakeholders 	<ul style="list-style-type: none"> • Issue tender proposal • Consultant hired • Database built and tested • Database functional 	<ul style="list-style-type: none"> • Active and interactive data base
<ul style="list-style-type: none"> • Develop publicity and marketing strategy for APSTA 	<ul style="list-style-type: none"> • Consultant hired • Marketing plan developed • Marketing materials developed 	<ul style="list-style-type: none"> • Marketing strategy • Marketing materials produced

Strategic Issue 4: Coordination to facilitate capacity building and expand MoU with the AU to include APSTA		
Strategic Objective 4: Continuously coordinate and harmonise activities of APSTA in areas of doctrine, training and best practices towards achievement of minimum standards in peace operations training		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> To convene lessons learned, best practices and thematic workshops / fora for member institutions 	<ul style="list-style-type: none"> 2 concept notes developed per year 2 workshops conducted per year 2 workshop reports per year 2 reports per year posted on APSTA website 	<ul style="list-style-type: none"> Lessons learnt and best practices reports Records of lessons learnt and best practices incorporated in PSO training designs Updated website
<ul style="list-style-type: none"> To coordinate efforts towards harmonising training approaches and methodologies 	<ul style="list-style-type: none"> Established communication channels Records of available resources Interactive and responsive website Identified and active nodal points 	<ul style="list-style-type: none"> Active communication between APSTA members Harmonised and best practices in PSO training
<ul style="list-style-type: none"> To offer advice to the AU and UN on issues pertaining to peace support training on the continent 	<ul style="list-style-type: none"> Relationship with UN and AU formalised Identified nodal points Lessons learned and best practice output shared with AU and UN Continuous participation of AU and UN in APSTA AGMs Participation as observers during AU and UN activities 	<ul style="list-style-type: none"> Recognition of APSTA as the pan-African expert in PSO training Improved and coordinated delivery of training in Africa Mutually beneficial relationship between AU, UN and APSTA

Strategic Issue 5: Setting minimum standards, quality control/assurance, certification and accreditation		
Strategic Objective 5: To facilitate the compliance with minimum PSO training standards in peacekeeping training institutions by 2013		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> To define minimum standards 	<ul style="list-style-type: none"> Scope and environment defined Detailed listing of courses A standard document developed 	<ul style="list-style-type: none"> Minimum standards articulated
<ul style="list-style-type: none"> To assure uniform standards in accordance with the requirements 	<ul style="list-style-type: none"> Validation of performance in peace missions Improved performance in PSO 	<ul style="list-style-type: none"> Skilled, knowledgeable and competent staff in PSO
<ul style="list-style-type: none"> To facilitate the continuous training on minimum standards through the collation and analysis/evaluation of lessons learnt and best practices from member institutions 	<ul style="list-style-type: none"> Amount of relevant data in APSTA database Timely revision of the course curricula Number of revised PSO training curricula and courses delivered by member institutions 	<ul style="list-style-type: none"> Training curricula that are responsive to contemporary issues in PSO Application of international standards in training
<ul style="list-style-type: none"> Develop a mechanism of APSTA's 'centre of excellence' certification 	<ul style="list-style-type: none"> Criteria developed and disseminated Number of institutions meeting the set criteria 	<ul style="list-style-type: none"> Centres of excellence in Africa
<ul style="list-style-type: none"> Develop a process for accreditation of courses in line with universal standards 	<ul style="list-style-type: none"> Identification with and affiliation to an accreditation authority Criteria and process for accreditation developed 	<ul style="list-style-type: none"> Accredited courses that are comparable to international measures in various PSO training institutions in Africa

Strategic Issue 6: Needs assessment		
Strategic Objective 6: In collaboration with APSTA's stakeholders, identify PSO training gaps and recommend solutions		
Specific Objectives	Key Performance Indicators	Key Results/ Outputs
<ul style="list-style-type: none"> Continuously determine the scope of requirements 	<ul style="list-style-type: none"> Record of changes / issues in external environment influencing PSO training 	<ul style="list-style-type: none"> Trend analysis reports
<ul style="list-style-type: none"> Collate and compare related information to determine the strategic, operational and tactical levels gaps and align with what is on offer 	<ul style="list-style-type: none"> Documented findings Gaps identified 	<ul style="list-style-type: none"> Gaps identified
<ul style="list-style-type: none"> Communicate the findings and recommend solutions to the APSTA member institutions and stakeholders 	<ul style="list-style-type: none"> Notification of requirements of changes and implementation by APSTA member institutions Feedback from member institution 	<ul style="list-style-type: none"> Training curricula that are responsive to emerging needs in the PSO arena in Africa

Chapter 4: Coordination framework and implementation of the strategic plan

Strategic plan implementation approaches

The implementation of the strategic plan will employ the following approaches:

Annual operational planning

APSTA will implement the plan in line with its annual calendar as decided by the Annual General Meeting. APSTA will therefore develop a subsequent annual work plan from the strategic plan. The work plan will take into consideration the financial, human resources and other resources available to APSTA. Further, the work plans will be underpinned by the programmes/departments created by APSTA's structure that will focus on specific responsibilities to individual staff members to enhance performance appraisals at individual, programme/department level and for the entire organisation.

Implementation management structure

The development of this plan applies the performance management framework in which each programme/department is responsible for its results, while playing a mutually complementing role towards the achievement of the strategic objectives. The following are responsible for implementing the strategic objectives:

Table 3 Responsibility for strategic objective implementation

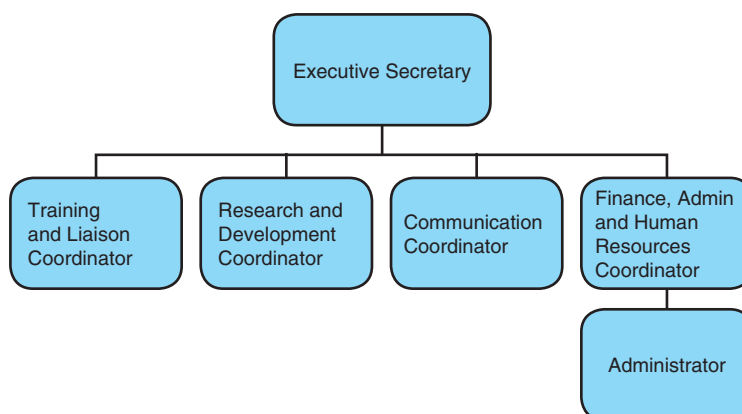
No	Strategic Objective	Responsibility
1	To develop efficient and effective institutional management systems to achieve the objectives of APSTA	Executive secretary/head of finance, administration and human resources
2	To build a strong foundation for an APSTA membership that is committed, active and diverse	Executive committee Executive secretary

No	Strategic Objective	Responsibility
3	To have a functioning communication system for APSTA by 2013	Executive secretary Communications/web manager
4	Continuously coordinate and harmonise the activities of APSTA in areas of doctrine, training and best practices towards achievement of minimum standards in peace operations training	Training and research Lessons learnt and best practices coordinators
5	To facilitate the compliance to minimum PSO training standards in peacekeeping training institutions by 2013	Executive secretary/training and research coordinator
6	In collaboration with APSTA's stakeholders, identify PSO training gaps and recommend solutions	Training and research coordinator

Organisation structure

For effective implementation of the plan, APSTA has developed an organisation structure that seeks to enhance delegation, management and processes and facilitates information flow.

Figure 2 APSTA organisation structure



Capacity-building strategy

APSTA's capacity-building strategy will be geared towards addressing the existing shortage of staff and providing appropriate facilities and equipment for the effective handling of APSTA's mandate. To improve the work environment, APSTA will as a priority acquire offices for the secretariat, equipment and progressively review and provide other facilities based on needs.

Resource flow

The resources required for implementing this strategic plan are tabulated in the implementation matrix below:

Strategic Objective	2010 \$	2011 \$	2012 \$	2013 \$	Funding Gap \$
To develop efficient and effective institutional management systems to achieve the objectives of APSTA					
To build a strong foundation for an APSTA membership that is committed, active and diverse					
To have a functioning communication system for APSTA by 2013					
Continuously coordinate and harmonise the activities of APSTA in the areas of doctrine, training and best practices towards achievement of minimum standards in peace operations training					
To facilitate the compliance to minimum PSO training standards in peacekeeping training institutions by 2013					
In collaboration with APSTA's stakeholders, identify PSO training gaps and recommend solutions					
Total					

Resource mobilisation and sustainability strategies

Financing of this strategic plan will mainly rely on donor/partners, members' contributions and collaborative initiatives. APSTA will as a matter of urgency put together a proposal to seek seed/initial funding to develop a secretariat with minimum structure and staff.

A membership contribution plan will be put in place in accordance with agreed-upon criteria by the general assembly. Membership contributions will not only support the APSTA secretariat to run but may also provide the initial funding for an APSTA reserve fund towards sustainability in future. This is important because unlike donor funds, which are designated to specific projects, APSTA members' contributions have some flexibility. Guidelines on the reserve funds will be developed and adopted by the general assembly.

Chapter 5: Monitoring, evaluation and reporting

Monitoring will involve routine data collection and analysis on the progress of the strategic plan implementation. The results from the analysis will then be used to inform the decision-making, including corrective action where deviations in the implementation have been noted.

Each programme and department will monitor activities in its respective jurisdiction and submit quarterly and annual monitoring and evaluation reports to the executive secretary, who will review the reports against targeted indicators. The reports will eventually form the basis of the annual report submitted to the general assembly.

The strategic plan will be reviewed annually during the preparation of the annual operational plan. An evaluation will be conducted at the end of the strategic plan period. However, donors will be encouraged to evaluate the specific project they support as part of continuous monitoring and evaluation.

Appendix 1: APSTA – Strategy Map

Strategic Objective	Specific Objective	Key Performance Indicator	2010				2011				2012				2013					
			Q3/4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategic Objective 1: To Facilitate the compliance to minimum PSO training standards in peacekeeping Training Institutions by 2013	To define minimum standards	Scope and environment defined Detailed listing of courses A standard document developed			X															
	To assure uniform standards in accordance with the requirements	Validation of performance in peace missions. Staff that are: ● Knowledgeable ● Skilled ● Competent							X											
	To facilitate the continuous training on minimum standards through the collation and analysis/evaluation of lessons learnt and best practices from member institutions	Amount of relevant data in APSTA database Timely revision of the course curricula Number of revised PSO training curricula and courses delivered by member institutions							X		X									
	Develop a mechanism of APSTA's 'centre of excellence' certification	Criteria developed and disseminated Number of institutions meeting the set criteria							X		X									
	Develop a process for accreditation of courses in line with universal standards	Identification and affiliation to an accreditation authority Criteria and process for accreditation developed										X								
												X								

Strategic Objective	Specific Objective	Key Performance Indicator	2010 Q3/4	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2	2013 Q3	
Strategic Objective 2: To develop efficient and effective institutional management systems to achieve the objectives of APSTA	To ensure an effective transition from the ISS to an independent secretariat	A transition plan developed	X												
		Initial capital funding secured	X												
		Appointment of key personnel	X												
		Office space/utilities secured	X												
		Constitution and other governance documents adopted	X												
	To develop and implement financial management systems, policies and procedures	Financial policies and systems developed		X											
		Accounting software procured		X											
		Appointment of auditors		X											
		Efficient, effective and economical financial management practices within APSTA		X											
		Donor satisfaction with utilisation of funds		X											
	Near-real time financial information accessibility within APSTA		X												

Strategic Objective	Specific Objective	Key Performance Indicator	2010	2011			2012			2013								
			Q3/4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3				
Strategic Objective 2: To develop efficient and effective institutional management systems to achieve the objectives of APSTA	To create administrative management policies and procedures	Governance structure adopted	X															
		An administration manual developed			X													
		Enhanced management and governance structure			X													
	To develop and implement human resource management policies	Human resources manual developed		X														
		Qualified, skilled, innovative and motivated staff hired		X														
	To develop procurement policies and procedures	Procurement manual developed			X													
		Efficient, effective procurement system implemented			X													
		Proposal developed		X														
		Donor roundtable meeting held		X														
		Number of donors brought on board		X														
	Reserve fund plan in place		X															
	Membership contribution		X															
	Availability of sustainable funding to all APSTA programmes		X															

Strategic Objective	Specific Objective	Key Performance Indicator	2010				2011				2012				2013					
			Q3/4	Q1	Q2	Q3	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Strategic Objective 3: To build a strong foundation of an APSTA membership that is committed, active and diverse	Develop membership guidelines that include the definition of various categories, admission criteria for each of the categories and corresponding levels of membership dues	Working group on membership created	X																	
		Draft guidelines reviewed	X																	
		Guidelines adopted by AGM	X																	
	Develop APSTA 'Code of Conduct' for member institutions	Terms of reference developed by membership committee	X																	
		Code of conduct adopted by AGM	X																	
	Increase in membership with 'multi-dimensional' expansion to all regions of Africa	Baseline on potential members conducted								X										
		Membership drive launched																		

Strategic Objective	Specific Objective	Key Performance Indicator	2010				2011				2012				2013				
			Q3/4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
To have a functioning communications system for APSTA by 2013	Develop a comprehensive communication plan	Tender advertised		X															
		Consultant hired		X															
		Plan developed and published				X													
	To transfer and revamp APSTA's website by end of 2011	Website design tender advertised		X															
		Redesigned website		X															
		APSTA website launched				X													
		Focal point established			X														
	Establish focal points within APSTA members for discussion forum and list serve	Discussion forum posted on the net				X													
		List serve created					X												
		Issue tender proposal						X											
To create APSTA database for use by member institutions and stakeholders.	Consultant hired					X													
	Database built and tested							X											
	Database functional												X						
Develop publicity and marketing strategy for APSTA	Consultant hired					X													
	Marketing plan developed						X												
	Marketing materials developed															X			

Strategic Objective	Specific Objective	Key Performance Indicator	2010				2011				2012				2013				
			Q3/4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategic Objective 5: Continuously coordinate and harmonise activities of APSTA in areas of doctrine, training and best practices towards achievement of minimum standards in peace operations training	To convene lessons learnt & best practices and thematic workshops / fora for member institutions	2 concept notes developed		X		X			X		X			X			X		
		2 workshops conducted		X		X			X		X			X			X		
		2 workshop reports		X		X			X		X			X			X		
	To coordinate efforts towards harmonising training approaches and methodologies	Established communication channels	X																
		Records of available resources	X																
		Interactive and responsive website	X																
		Identified and active nodal points	X																
	To offer advice to the AU and UN on issues pertaining to peace support training on the continent	Relationship with UN and AU formalized	X																
		Identified nodal points	X																
		Lessons learnt and best practice output shared with AU and UN								X									
Strategic Objective 5: Continuously coordinate and harmonise activities of APSTA in areas of doctrine, training and best practices towards achievement of minimum standards in peace operations training	Continuous participation of AU and UN in APSTA AGMs								X										
	Participation as observers during AU and UN activities								X										

Strategic Objective	Specific Objective	Key Performance Indicator	2010 Q3/4	2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 Q1	2012 Q2	2012 Q3	2012 Q4	2013 Q1	2013 Q2	2013 Q3	
Strategic Objective 6: Needs Assessment. In collaboration with APTA's stakeholders, identify PSO training gaps and recommend solutions	Continuously determine the scope of requirement	Record of changes/ issues in external environment influencing PSO training			X										
	Collate and compare related information to determine the strategic, operational and tactical levels gaps and align with what is on offer	Documented findings		X	X	X	X	X	X	X	X	X	X	X	X
				X	X	X	X	X	X	X	X	X	X	X	X
			Gaps identified		X	X	X	X	X	X	X	X	X	X	X
	Communicate the findings and recommend solutions to the APTA member institutions and stakeholders	Notification of requirements of changes and implementation by APTA member institutions						X							
		Feedback from member institutions					X								