



University for Peace
Université pour la Paix



**REPORT ON THE FIRST ADVISORY BOARD MEETING
OF UPEACE AFRICA PROGRAMME
3 April, 2007
The HILTON HOTEL
ADDIS ABABA, ETHIOPIA**

Addis Ababa, April 2007



Africa Programme

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I. EXECUTIVE SUMMARY:

The Advisory Board of UPEACE Africa programme held its first meeting in Addis Ababa, Ethiopia on 3 April 2007. This document reports on the deliberations and outcomes of the meeting. The Advisory Board examined the Board's vision and mission and the terms of reference. The Board was briefed on the status of UPEACE in general and focused on the analysis of UPEACE Africa Programme current programmes and perspectives. The Board examined strategies to build on and consolidate the undertakings of the Programme with the perspective of strengthening and stabilizing the Programme.

UPEACE Africa Programme occupies a strategic place in the quest for peace in Africa through education and has recognized from its inception that it is fundamental to the understanding of peace and conflict issues confronting the continent to work with the existing Universities and Civil society organizations across Africa. This is why the University adopted a consultative approach and set on establishing a network of partner Universities and Civil society organizations. The present challenge is that UPAP is at a critical stage of its development with donor fatigue setting in, posing a fundamental threat to its continuity. The Board came to the view that there is need to preserve and improve on the achievements of the programme and recommended the following steps:

- Expand the funding base by diversifying funding partners. Seek funding to establish an endowment fund for UPEACE. This can be achieved by approaching donors such as Germany, Norway, Finland, China, Spain and the Africa Trust Fund (established by a consortium of US based foundations and located in Dakar, Senegal);
- Engage African leaders, targeting specific governments to invest in UPAP;
- Engage Africa private sector;
- Consolidate partners in Africa by establishing focal points in each partner institution, improve on the quality of partnerships by focusing on partners with commitment and goodwill;
- Editorialize the Board report and distribute it to major African newspapers to market the programme. This is in line with the general need to pursue an aggressive marketing campaign;
- Introduce new themes into the programme including themes on Leadership and Governance in Africa;
- Expand the Board membership to include more women;

- Pursue and extend an invitation to participate to the former UN Secretary General, Mr. Kofi Annan. The Board is of the view that the participation of Mr. Annan will provide entry points to Heads of States and other high ranking personalities in Africa because of his influence;
- Pursue and extend an invitation to former President of Botswana, President Masire;
- Render the programme more inclusive by extending activities to Francophone and Lusophone Africa.

II. PARTICIPANTS:

Ambassador Mohammed Sahnoun – Vice Chair, UPEACE Council - Geneva
 Dr. Tekeda Alemu – State Minister for Foreign Affairs – Ethiopia
 Mrs. Bineta Diop – Executive Director, Femmes Africa Solidarité – Sénégal
 Professor Edward Ayensu, Executive Chairman, Edward Ayensu and Associates, Ghana
 Mr. George Tsai – UPEACE Acting Rector – Costa Rica
 Dr. Jean-Bosco Butera – Director UPEACE Africa Programme – Ethiopia
 Dr. Tony Karbo – Programme Officer, UPEACE Africa Programme – (Reporting).

III. BACKGROUND

Launched in 2002, the Africa Programme of the University for Peace (UPEACE) was initiated to stimulate and strengthen Africa's capacity for peace by providing high quality education in African institutions on critical conflict-prevention-management and resolution, and peace building issues. In view of this, the Africa Programme was established to work with a number of African Universities in the pursuit of peace in Africa through capacity building. It is within this context that the UPEACE Council mandated the Africa Programme to establish its own Advisory Board. The terms of reference for the proposed Advisory Board were formally endorsed and adopted by the Seventh Session of the Executive Committee of the Council which was held in New York on April 8, 2003. In view of this mandate, the Advisory Board of the UPEACE Africa Programme held its first meeting on April 3, 2007 in Addis Ababa, Ethiopia.

Consistent with the Charter of the University for Peace, adopted by the General Assembly of the United Nations, the Advisory Board for the Africa Programme will report to the UPEACE Rector and advise both the council and the University on all designated matters relating to the Africa Programme (See Annex 2 for specific functions, composition and mode of operation of the board).

IV. OBJECTIVES OF THE BOARD MEETING:

The general objectives of the Board meeting were the following:

- To examine the proposed terms of reference as laid out by the UPEACE Executive Council;
- To review the first five year progress of UPEACE Africa Programme ;
- To discuss the second five-year strategic plan of the Africa Programme; and,
- To strategize on the mobilization of resources for the Africa Programme.

V. Board discussions on the terms of reference:

The Vice-chair of the UPEACE Council, Ambassador Mohammed Sahnoun opened the Advisory Board meeting by welcoming all members and thanking them for taking time of their busy schedules to attend the first meeting. Ambassador Sahnoun highlighted the importance of the UPEACE Africa Programme by emphasizing the prevalence of conflicts in the continent and the need to focus on nurturing a culture of peace through education. He intimated that the international community is cognizant of the value and importance of education for peace, thus the Board must make efforts to tap resources for the Africa Programme. After these brief remarks, Ambassador Sahnoun invited the Board members to elect a chair for the Board. After proposals and deliberation, the Board agreed on Ambassador Sahnoun as Chair.

After accepting the Chair, Ambassador Sahnoun invited the Board to examine the proposed draft agenda. The agenda was approved as shown in Annex 1 (page 18). Thereafter Ambassador Sahnoun invited Dr. Jean-Bosco Butera, Director of the UPEACE Africa Programme, to deliver his welcome remarks. Dr. Butera offered an analysis of the establishment of the UPEACE Africa Programme, walking members through the Maputo Process which consolidated the consultations undertaken by the UPEACE Geneva office which was tasked to explore the setting up of the UPEACE Africa Programme. The Maputo documents identified the need for a UPEACE presence which did not seek to reinvent the wheel but rather to build on existing structures in Africa and provide much needed capacity building opportunities in the fields of conflict, peace and development. Dr. Butera briefed the Board on the first UPEACE Africa Programme Strategic Plan which aimed at building solid foundations for teaching, training and research in peace and conflict studies in Africa. He continued by talking about the present draft Strategic Plan that constitutes part of the agenda of the Board and indicated that it has been designed to consolidate gains made in the implementation of the first strategic plan.

Ambassador Sahnoun thanked Dr. Butera for taking the lead in the implementation of the first plan and went on to reiterate the interest that

has been expressed by several international organizations including Rotary Club International. The purpose of the Africa Programme he said is to address the need for peace; and Education for Peace is one of the surest ways to address that need. He reminded members that they were chosen to become Board members because of the importance of the Africa Programme and what each of them can bring to add value to the activities of the programme.

After a presentation by the Africa Programme Director, the chair invited members of the Board to analyse the proposed terms of reference. The main elements of the terms of reference include:

- Primary Responsibilities of the Board;
- Principal functions of the Board;
- Composition of the Board;
- Mode of Operation; and,
- Functions of the Board.

Before the deliberations on the Terms of reference (ToRs), the Acting UPEACE Rector, Mr. Georges Tsai reminded members that UPEACE as a whole is in a transition period and that the structure of the organization may change once a new Rector is appointed. The new Rector might significantly change existing structures of the organization. In the original ToRs adopted by the Executive Committee of the UPEACE Council, the number of proposed Advisory Board Members for the Africa Programme was between 7-9. This number has subsequently been reviewed and now stands at 5-7. Mr. Tsai provided this information as a background to the discussion on the ToRs.

Dr. Tekeda Alemu requested to know the rationale for limiting the term of office of members. The Minister was of the opinion that, if an individual member of the Board is quite useful and brings in added value to the Africa Programme, they should be able to continue to serve on the Board.

The Acting Rector, UPEACE responded that the issue regarding terms of office can be discussed by the Board. Perhaps, he added, there is need to mention in the ToRs that tenure on the Board can be renewed.

In his contribution to the discussions, Dr. Ayensu said that there ought to be some flexibility in the ToRs, bearing in mind that injecting new blood into the organization is necessary for programme development.

Ms. Bineta Diop mentioned that the same flexibility regarding tenure and terms of office should be extended to the Chair of the Board.

It was suggested that the number of Board members be increased from 5-7 to 7-9. Mr. Tsai however warned that the Board might become too large if the two Ex-Officio members (the Rector of UPEACE and the Director, UPEACE Africa Programme) were added to that list.

Ms. Diop suggested that for purposes of making the discussion easier, and to help the Board in its deliberations it would be useful to have an organigram of the organization and its relationship to the Africa Programme. Mr. Tsai promised to send an organigram but reminded members to keep in mind that the organigram might change once a new Rector is appointed.

Dr. Ayensu noted that there is a significant absence of Civil society organizations (CSOs) representation on the composition of the Board as it stands. He requested that steps be taken to recruit members from civil society. This according to Dr. Ayensu is crucial as CSOs and NGOs will do exactly what UPEACE Africa Programme is seeking to do – engage communities in Education for Peace. However, there is need to clarify on the level of respectability and credibility with governments, the international community and other stakeholders. Some NGOs and CSOs are aware of the competition and the conversations around issues of credibility and competence.

Dr. Butera in his contribution to the discussions told members that the just concluded consultative meeting with UPEACE Africa Programme partners had a healthy representation from CSOs and NGOs. Organizations such as Femmes Africa Solidarité, ACCORD, WANEP and Nairobi Peace Initiative (NPI – Africa) participated in the consultative meeting. At the moment, the Programme is in the process of identifying sub-regional, regional and continental organizations as potential partners.

VI. AMENDMENTS OF THE TERMS OF REFERENCE:

The Board made the following amendments to the initial proposal of terms of reference:

* On page 1 of the ToR it was noted that there is no logical flow between Principal Functions and Other Functions. It was suggested that Principal Functions should now read: Mission of the Board.

* On page 2, reference to Committee should now read BOARD.

Dr. Butera asked whether members would like to discuss additional membership to the Board as the issue was not quite put to rest in the earlier discussions. He suggested that there is need to include a few more women on the Board.

The Chair requested members to exchange ideas regarding the nature of the Board bearing in mind that the nature of the Board ought to be representative of what the ToRs requests members to do.

Dr. Butera added that the nature of the composition of the Board should also reflect and be representative of the various regions in Africa. Attempts

have been made to contact former President Chissano of Mozambique and the Programme awaits his response.

Mr. Tsai suggested that there needs to be at least five (5) members of the Board who are outside the University community. A letter from the Chair of the Board can be used to invite other potential Board members to join the Board. One has to realize that in some instances, it may be difficult for members to participate in all Board Meetings, due to heavy schedules.

Ms. Diop suggested that the Board take a look at some of the outstanding women such as Ms. Ramphele and Ms. Frene Genoula from South Africa. The Chair offered to contact the latter and invite her to become a member of the Board.

The importance of having former President Chissano was reiterated by the Chair, adding that his presence would also respond to the need to have the Portuguese speaking Africa represented. The Chair will continue to pursue further the participation of President Chissano.

VII. UPEACE PROGRESS REPORT

By George Tsai, UPEACE Acting Rector

The Acting Rector briefed the Advisory Board Members on UPEACE in general as follows:

Revitalization Process:

From 1999-2000 UPEACE embarked upon an ambitious revitalization process. The project was headed by Maurice Strong and Ambassador Mohammed Sahnoun. During this period UPEACE went through three parallel transitions.

- The Revitalization Phase: The organization has recently concluded its revitalization phase with very positive results. From an institution which was almost on the brink of collapse, it has grown into a vibrant Global Higher Education Institution. Specializing in Peace and Conflict Studies, the Institution has undertaken a very rapid expansion and now seeks to move on to the next phase; which is a period of consolidation and prudent expansion.

In the 2001-2002 academic year, the University only had one MA programme and three students. Since that time, new programmes have been added and the University now has some 130 students from 37 countries, with a diversified pool of donors and 8 MA programmes. The task of the University now is to consolidate the gains made, with decisions to be made on the type and scope of activities. There are no new programmes envisaged in the immediate future. The goal of UPEACE at the present time is to solidify the financial health of the

institution. This scenario also applies to the UPEACE Africa Programme.

With regard to the management of the organization, UPEACE is equally in a transition period. With a new Rector of the University to be appointed, a partial renewal of the UPEACE Council and staff transitions, the University faces challenges areas as well as opportunities- is also undergoing a transformation;

- The UPEACE relationship with donors. There are currently 3-4 donors who have continued to invest in UPEACE and constitute the core funding group. These include the governments of Canada, Netherlands, Sweden and Switzerland

Although two of these have signed new 3-year funding, it is clear that donor fatigue is beginning to set in. Priorities of governments do change. As a result, organizations, such as ours who are dependent on donor money are left with a lot of vulnerabilities;

More than ever before, there is a need to diversify funding sources with a view to establishing an endowment fund; which will over time be utilized to support the core activities of the University. The support revenue from the endowment fund would be supplemented with programme or project specific funding;

The Nippon Foundation through a recent contribution has facilitated the opening of a new dual programme campus in Manila, Philippines, and San Jose, Costa Rica. There are currently 30 students who have enrolled in the programme;

In the last five years, we have raised approximately 19 million dollars for the Africa Programme. Through the implementation of the Africa Programme activities, we have been able to establish credibility with our funding partners. The goal now is to identify strategies with a view to maintenance, sustainability and further development of the Programme;

The Executive Council of the University has just recently concluded the conduct of interviews for a new Rector. The Chair of the Executive Committee, Mr. William Martin will soon be writing to members of the Council to submit the name of the candidate selected by the Executive Committee.

Key priorities:

Some of the short-term key priorities of the University at this time remain:

- The successful completion of the current academic year;
- The successful completion of critical ongoing negotiations with donors;
- The pursuit of new partnership in Korea and the Philippines;
- The prudent management of financial and human resources.

UPEACE Strengths:

- The existence of a solid and credible academic programme, there are a lot of potential partners who have expressed interest in working with the University; not only in Africa, but in Asia, the Middle East, Central Asia, Central and Latin America;
- Both the academic and administrative staff has been strengthened over the years, resulting in enhanced academic performance and the establishment of mature administrative and management processes;
- The active presence of UPEACE in many parts of the world, especially in developing countries has ensured the visibility of the institution;
- The University has witnessed an increasing number of applicants to the various MA programmes offered by the University an indication of the quality and high visibility of UPEACE around the world; and,
- The quality of the programmes and the number of graduates produced over the years have provided for the emergence of a fascinating and impressive group of UPEACE alumni. UPEACE alumni are becoming increasingly a part of the efforts of the University in its efforts to achieve sustainability.

Vulnerabilities:

Like all other not-for-profit organizations, the University continues to rely heavily on donor money. This is not a healthy situation in terms of financial planning. The Africa Programme of UPEACE is solicited more and more for undertakings beyond its available resources.

The Chair thanked Mr. Tsai for the report. He expressed his confidence in the fact that UPEACE and the Africa Programme are demonstrating, through their achievements the need to support them. Awareness has been created, and now, recognizing the fact that demonstrable interest has been shown by various donors and other partners, members will need to support the institution by reaching out and convince others to support UPEACE and the Africa Programme. The Chair then invited members to ask questions of concern, clarification or interest. With no questions forthcoming, he requested Dr. Jean-Bosco Butera to provide an update on the Africa Programme.

VIII. UPDATE ON UPEACE AFRICA PROGRAMME:

By Jean Bosco Butera, Director, Africa Programme:

Dr. Butera invited the members to take a look at the UPEACE Africa Programme 2006 Progress Report which was included in their dossier. He reiterated that the Africa Programme has been built and will continue to operate thorough consultations with various partners. The major aim of Programme include academic teaching, research, peace education, media and communication and capacity building for Africa in the areas of Peace and Conflict studies.

The major objectives of the Africa Programme include:

- To stimulate and strengthen conflict and peace studies in Africa;
- To understand the causes of conflicts in Africa and to offer appropriate tools for resolving them;
- To understand the nexus between scholars and policy makers in contributing to conflict analysis and conflict resolution in Africa;
- To mobilize society for peace; and as a University,
- To teach, conduct research and serve communities in which we and our partners live and work.

Undertakings:

In the last five years, the UPEACE Africa programme has achieved the following:

- A total of 24 events covering various thematic areas;
- Developed teaching packages and conducted three regional curriculum development workshops (Abuja, Kampala and Durban);
- Conducted several staff and faculty development seminars/short course on Gender and Peacebuilding (2 in Kitwe, Zambia and 1 in Dakar, Senegal);
- Conducted 2 short courses on Justice, Human Rights and Peace (1 each in Pretoria and Addis Ababa)
- Conducted a Peace Research Workshop in Dakar and one will follow in Addis Ababa within the next two weeks;
- Two Non-Violent Conflict Transformation Workshops (Port Harcourt, Nigeria and Freetown, Sierra Leone);
- A Conflict Prevention, Management and Resolution short course in Pretoria and one to be soon conducted in Addis Ababa;
- Peace Education curriculum development workshop held in Khartoum, Sudan;
- A Foundation course developed by UPEACE in collaboration with partners has been introduced in Universities In Nigeria for all undergraduate students;
- Organized an International Conference on Strategies for Peace with Development in Africa: The Role of Education, Training and Research". The conference was co-organized with the African Union;
- Organized a series of reports with the Nation Media Group in Nairobi Kenya on the "Role of Grassroots Peace builders" in Africa.
- Organise an International Conference on "Africa Newsmedia: the challenges, the responsibility.

Currently, the Africa Programme focuses on the development of the following eight major themes:

- Conflict Prevention, Management and Resolution ;
- Human Rights, Peace and Justice ;
- Conflict, Peace and Development;

- Gender and Peace building ;
- Non-violent Conflict Transformation;
- Media , Conflict and Peace ;
- Regional Integration and Peace, and
- African Endogenous Methods of Conflict Prevention, Management and Resolution and Peace building.

Challenges:

- As indicated earlier by the Acting Rector, there is a serious challenge to the programmes due to dwindling financial support from donors;
- The limited African ownership and contribution to the programme poses a serious threat to the sustainability of the programme; and,
- The consolidation of true partnerships with regional and sub-regional organizations in Africa.

After this brief update, the Chair informed members that he has been highly impressed by the quality and level of participation from various stakeholders in some of the activities organized by the Africa Programme. One of them in particular is the activity organized in collaboration with the Nation Media Group in Nairobi Kenya. There were well over 100 journalists from different countries in Africa. Participants were very active and made positive comments about the role UPEACE is playing in the field, particularly on the role of the media and its responsibilities to ensure good governance systems. With these brief comments, the Chair invited members to contribute to the discussions and comment on the presentation.

Board Discussions on UPEACE Africa Programme undertakings:

Dr. Ayensu congratulated Dr. Butera and his team for the great work they are doing and said that the Africa Programme should make efforts to distribute some of the publications of the Africa Programme to all Board members.

Ms. Diop congratulated also the Africa Programme on its achievements in a short period of time. She recalled the first meeting held in Geneva, a meeting which now seems like was only held yesterday. Within five years, the programme has been able to achieve so much. She said that she was particularly excited about the teaching materials on Gender and Peacebuilding, which are having a tremendous impact in the field. She indicated that FAS had been approached by the military to offer them training on Gender and Peacebuilding. This is a positive development. Bringing the programme for Africa is worthwhile and it is left up to us to make it more successful.

Dr. Tekeda Alemu expressed the view that some important themes like leadership were missing from the programme. He suggested that it might be

useful to combine a few of the current UPEACE themes to include leadership.

He also stressed the importance of the Media and Communication theme, citing the violence that erupted in Ethiopia after the 2005 elections and assessing that an the analysis of that violence revealed that the mass media played a major role in the events. The mass media has responsibilities and those responsibilities should be enhanced by leaders.

In response, Mr. Tsai indicated that all teaching programmes at UPEACE endeavor to teach leadership and train future leaders of countries around the world. He asked Dr. Tekeda if he had in mind specific programmes or short courses that could be introduced.

Dr. Ayensu joined in on the issue of leadership saying that UPEACE should look into ways to strengthen the issue of leadership in its training programmes.

Ambassador Sahnoun stressed also the issue of leadership stating that Africa is confronted with the failure of her political class to be responsible and place the interests of society in a national framework rather than a framework of special interests.

Mr. Tsai talked of the importance of a clear identification of points of intervention. He wondered if the efforts should focus on dealing with current leadership or future leadership.

In response, Ms. Diop stated that when one looks into the governance mechanism and leadership where, in her opinion, all the root causes of the conflicts emanate from, one sees how these are very crucial in giving a sense of direction. She pointed out to the need to look at initiatives and priorities in terms of human security and conflict prevention, stressing that these are crucial if the programme is to have an impact. While building capacity for a new generation of leaders, it is vitally important to work on existing structures through short courses and seminars.

Following the discussions, the Chair requested the UPEACE Acting Rector and the Director of the Africa Programme to work on the issue of leadership in Africa. He went on to cite the example of Botswana where the house of chiefs contributes to the running of the affairs of the state in a consultative form, stressing the importance of referring to practical cases.

Dr. Ayensu commended the quality of the document and suggested to produce a shortened version of the document with the view to making it available to media in an effort to market the programme.

IX. UPEACE AFRICA PROGRAMME 2007-2012 STRATEGIC PLAN

By Dr. Jean-Bosco Butera:

After the discussions on the report on current activities of the Programme, the Chairman of the Board invited the Director of Africa Programme to present the draft strategic plan of the Programme for the period 2007-2012.

The rationale for the strategic plan is anchored on the need to continue with the processes started in the first phase of the Africa Programme development which aimed at building a programme that responds to needs identified by partners. The dialogue is also important in the sense that it offers UPEACE the opportunity to take stock of our accomplishments and emerge with a platform for future programming options. A draft Strategic Plan was submitted to a Consultative meeting of partner universities and civil society organizations in the spirit of strengthening the ownership of the programme. The Consultative meeting suggested three focal areas of priority:

- Capacity building
- Qualitative assessment of the impact of UPEACE Programmes
- Resource mobilization

The draft strategic plan is based on the following elements:

Objectives:

The major objectives of the Africa Programme in this phase are:

- To serve as a reference point on peace and security matters in Africa;
- Serve as a forum for networking;
- Integrate existing networks and nurture new networks;
- Develop a pan-African resource and learning centre; and,
- Offer high quality academic and professional training programmes with partners.

Programme areas:

The consultative meeting proposed to consolidate the programme into three core areas:

- Teaching,
- Research
- Outreach

Proposed changes from the previous programme areas:

- Combine Teaching, Training and learning into one programme area
- Strengthen Research
- Introduce Peace Education into different curricula;
- Strengthen the outreach by developing the information sharing, access to information and materials produced by UPEACE.

The consultative meeting proposed two new themes:

- Refugees and IDPs
- Environment Security and Peace

► In the Teaching, Training and Learning Area, the Africa Programme will focus on the development of Four MA Programme with partners, while pursuing the delivery of short training courses in the various priority themes. The proposed MA Programmes are the following:

- Peace and Security with the University of Addis Ababa
- Gender and Peacebuilding with Femmes Africa Solidarité and the University of Dakar (Senegal)
- Media and Peace – with a group of Universities in the Great Lakes region (Makerere (Uganda), National University of Rwanda, Université Lumière (Burundi)
- Peace and Development – to be developed with a consortium of Universities to be confirmed.

► In the area of research, the programme will focus on the development of a dedicated Journal, the “Africa Peace and Conflict Journal”

► In the area of outreach, it was suggested to establish a small think tank to help in resource mobilization and to have institutional focal points in partners institutions with the view to ensuring institutional continuity regarding the relationship of institutions with UPEACE.

After this brief presentation on the outcomes of the consultative meetings, the chair invited members to an open discussion on the outcomes of the consultative meeting and the strategic plan.

After in-depth discussions and exchanges on each of the priority themes of the programme, the Board came up with the following observations and recommendations:

- The programme needs to have an advocacy strategy with the view to achieve greater visibility;
- From working with a large number of parties in the first phase, the programme will need to focus on a limited number of committed partners for the sustainability of the undertakings;
- The programme needs to address the question of “Human Security in Africa”;
- The theme “Foundation Course on Peace and Conflict studies” should be referred to as “Introduction to Peace and Conflict Studies”;
- There is need to integrate specific experiences in Africa in its teachings for relevance purpose;
- The issue of governance needs to be addressed;
- The Board stressed the importance of pursuing the training programmes for youth on non violent transformation of conflict.

- The programme needs to address the role of the military in peace and conflict issues, in particular in the context of security sector reform;
- The Board restated the importance of a programme on Media and Peace;
- The board recognized the importance of developing a programme on Regional Integration in view of the increasing role played by regional economic communities in Africa;
- The Board recommended the programme to strengthen research on Africa endogenous methods of conflict prevention and peace building.

IX. RESOURCE MOBILISATION

Discussions on the strategies to mobilise funds for the Africa programme were introduced by Mr. Tsai who shared with the Board the previous level of funding for the Africa programme since its inception. He went on to reiterate that UPEACE does not have presently the financial resources to implement the draft plan of the Africa Programme due to the fact that the programme is going through a downsize trend in its support from its traditional donors.

He indicated that the approach will be to assure that the Africa office continues to operate in the coming year while funds are sought for the activities.

Board members exchanged on the financial situation and strategies to secure long term funding for the programme. The following avenues were discussed:

- Explore the possibility of establishing an endowment fund for the Africa programme. The Acting Rector indicated that it would be better for an institution to have one endowment fund but recognized that there would be no harm if the Africa Programme managed to create a separate endowment fund;
- Approach donors outside the traditional circle of UPEACE donors. Board members suggested to approach Germany, Italy and Spain;
- With the current level of China's interest in Africa, China should also be approached as well as India;
- Three American foundations have come together to establish the Africa Trust Fund, based in Dakar. FAS and UPEACE will be approaching this trust. FAS and UPEACE will also approach the Africa Capacity Building Foundation, in particular with reference to the establishment of the MA Programme in Gender and Peace building;
- Board members stressed the need to engage Africa Governments in UPEACE Africa Programme support. It was suggested that Amb. Sahnoun should lead a delegation to meet a number of Governments in Africa, like South Africa and Botswana, with the

view to raising awareness about the programme and seek their direct support;

- The Private sector in Africa should be also approached in the recognition of the fact that a number of Africans are now well established in the private sectors and could be sensitized to support the building of peace in Africa. Reference was made to cases like Mohammed Ibrahim, former owner of CELTEL and the owner of Global Network.
- Board members committed themselves to pursue avenues for raising funds for the Africa programme.

X. CONCLUDING REMARKS:

The Chairman conclude the meeting by reiterating his thanks to the Board members for attending this first meeting of the Board. He expressed his satisfaction with the quality of the meeting, saying that the Board came out with an understanding of the programme and useful avenues for resource mobilization.

The Acting Rector expressed his thanks to the Africa Office team for preparing the meeting and the chairman for accepting to chair the Board.

Addis Ababa, 30 April 2007.

Annex 1: Advisory Board Meeting Agenda

UPEACE AFRICA PROGRAMME ADVISORY BOARD MEETING Addis Ababa The Hilton Hotel Draft Agenda		
Tuesday, 3 April 2007		
09:00- 09:10	1	Welcome remarks by Jean-Bosco Butera Director UPEACE Africa Programme
09:10- 09:30	2	Opening of the Meeting of the Africa programme Advisory Board and election of the Chair of the Board by Ambassador Sahnoun
09:30- 10:00	3	Terms of References of the Board by the Chair of the Board, discussion and approval
10:00- 10:30	4	Progress Report on UPEACE by Acting Rector Georges Tsai
10:30- 10:45		Coffee Break
10:45- 11:15	5	Update on the Africa Programme by Jean-Bosco Butera ; presentation and discussion
11:15- 12:30	6	Outline of the Strategic Plan 2007 - 2012 by Jean- Bosco Butera
12:30- 14:00		Lunch
14:00- 15:30	7	Discussion of Strategic Plan - All
15:30- 15:45		Coffee Break
15:45 - 16:45	8	Resource Mobilization – All
16:45- 17:00	9	Closing Remarks by the Chair of the Board

Annex 2: Terms of Reference for UPEACE Africa Programme (UPAP) Advisory Board

AF/PPEW/13.1
26 July 2004
Revised : 3 April 2007

Terms of Reference for the Advisory Board for the Africa Programme

The following terms of reference for the Advisory Board for the Africa Programme were formally endorsed and adopted at the Seventh Session of the Executive Committee of the Council which was held in New York on 8 April 2003. The terms of reference themselves were drawn up following extensive consultations with Africa programme team members and resident advisors of the then Rector in Africa. It will be important to have the terms of reference formally approved by the Council at its next meeting scheduled for July 2007.

Primary responsibility:

In line with the Charter of the University for Peace, adopted by the General Assembly of the United Nations, the Advisory Board for the Africa programme will report to the UPEACE Council and advise both the Council and the University on all designated matters relating to the Africa programme.

Mission :

- To guide the integration of the Africa programme with the overall development of UPEACE, by advising the Council and the Rector/Executive Vice Rector , and to refer and comment on issues before the university's International Academic Council, which advises the Rector on academic issues.
- To help ensure the coherence, relevance and effectiveness of the Africa programme, and its proper linkage, to African institutions and programmes, and to assist in connecting the programme to the African intellectual, Civil society and policy communities.
- To bring to bear specific and distinctive African perspectives on global trends and debates related to peace and conflict issues, to share reports on the evolution of regional and national agendas, and to advise on how the Africa programme can effectively take leadership on such evolving issues.
- To support fundraising efforts of the University in relation to the Africa Programme.

Composition:

The Advisory Board shall be composed of the following:

Five to seven representatives of the academic community or other persons eminent in the field of peace and security in Africa; and

The following *ex officio* members: All African members of the UPEACE Council and International Academic Council, the Executive Vice Rector, and the Director of the Africa programme, who will act as Secretary to the Board.

In the appointment of the representatives of the academic community, who shall be persons of scholarly seniority and accomplishments, and of other persons eminent in the field of peace and security in Africa, regard shall be had to a broad academic, geographical, cultural distribution and gender.

The term of office shall be for three years and may be renewed for another three years.

Academic representatives could be called upon to undertake specific tasks required for academic review: for example, they might be asked to meet one day prior to the Committee meetings and to put forward proposals to the Board meetings. Such tasks could involve reviewing proposals for establishment of fellows, small grants, scholarship, and internship programmes, and consideration of a permanent African Peace Research Fund.

A chairperson shall be elected by the Board during its first meeting, for a three-year term, which may be renewed.

Mode of operation:

The Advisory Board shall meet no less than once a year.

Functions:

1. Advise on the general policies which shall govern the activities of the Africa programme, in line with policies of the UPEACE Council and International Academic Council;
2. Provide guidance on programmatic areas and strategies for implementation of the Africa programme, including the gradual expansion of the programme into other African countries, to ensure sustained access across the Continent;
3. Advise on the orientation and content of programmes of study, research, and training (taking into consideration course material developed in Costa Rica), including the provision of guidance on

possible areas of focus or specialization for the various regions of the Continent;

4. Offer guidance on the most suitable partner institutions from within and outside Africa;
5. Provide strategic intellectual leadership in linking continental processes to national agendas, and to global agendas;
6. Consider measures to mobilize support and secure the financial base and framework Of the programme, to include support from bilateral, multilateral donor agencies, and Western and African governments;
7. Provide other guidance and advice as requested by the Director of the Programme and/or Rector/ Executive Vice Rector of UPEACE.