

# **Institute of Peace, Leadership and Governance (IPLG)**

## **INSTITUTE OF PEACE, LEADERSHIP AND GOVERNANCE (IPLG)**

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**Dr. Graca Machel**

B.A (Lisbon), Hon. A.A. (Seattle Central Community College), Hon. Doctor of Letters (Glasgow), "Doctor Honoris Causa" (Essex), "Doctor Honoris Causa" ( Western Cape), Hon. Doctor of Humane Letters (Africa University), Several international Awards for distinguished humanitarian and development service

### **FACULTY AND STAFF**

**Director****Dr. A.B. Shankanga**

B.A with Education (Zambia), Adv. Cert. in Curric. Devt. (IEA/UNESCO),  
M.Ed (Alberta), ED.D (Southern California) - Interim Director

**Secretary****Mrs S. Musiyiwa****Senior Lecturers****Dr Elijah J. Chanakira**

B.A (UNISA), P.C.E (London), AC.DIP.ED (London), ED.D (Georgia, U.S.A)

**Mrs. Pamela Machakanja**

B.Ed (Zimbabwe), M.Ed (Ed. Psy) (Zimbabwe), M.A (Bradford), Staff Dev.  
Fellow for PhD (Bradford) – On study leave

**Lecturer****Mr. Tony D. Karbo**

B.Sc. (Odessa Institute, Russia), M.Sc (George Mason, U.S.A), Candidate  
for PhD (George Mason, U.S.A)

**Part-time Tutors****Dr. S. Banfa**

B.A. (Hons.) Ahmadu Bello, (Nigeria), M.A (Birmingham), PhD (Birmingham)

**Reverend Shirley C. DeWolf**

B.A. History (Asbury College), M.A. Theology (Wesley Theological  
Seminary, Washington D.C.)

**Dr. Adane Ghebremeskel**

M.Phil (Vienna), PhD (Vienna)

**Dr. Tsegaye Habte**

B.A (Addis Ababa), M.Sc. (Wales), M.Sc. (Manchester), PhD (Manchester)

**Mr. Tyanai Masiya**

B.Sc (Hons.) (Zimbabwe), MPA (Zimbabwe)

**Ms. Erin McCandless**

B.A (Hons.) ( University of California, Berkeley), Post Grad. Cert/Peace  
Studies (European University), M.Sc (London School of Economics),  
Doctoral Candidate (American University, Washington, D.C)

**Visiting Staff****Dr. A.B. Shankanga**

B.A with Education (Zambia), Adv. Cert. in Curric. Devt. (IEA/UNESCO),  
M.Ed (Alberta), ED.D (Southern California) – Advisor for Institutional  
Development

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**BACKGROUND**

As Africa enters the twenty-first century, it faces major challenges in the political, social and economic development domains . In addition, the reality of globalization challenges African institutions to transform themselves into more effective instruments for Africa's participation in the new world social and economic order. However, opportunities to launch sustainable processes for African development have been severely constrained by political instability, leadership, management and governance problems, civil strife and abject poverty. These conditions prevent Africa from achieving the transformation it needs to face the challenges of a highly competitive and open global environment.

The situation calls for sustained efforts to provide the leaders, organized interests and civil society in Africa with opportunities to develop appropriate skills and attitudes. The creation of the Institute of Peace, Leadership and Governance is a bold attempt to respond to this need. The Institute seeks to contribute to a culture of peace, good governance, security and socio-economic development for all in Africa through research, teaching, networking and community-level action.

## **Vision and Mission Statement**

The vision of the Institute is to contribute to the building of a peaceful and prosperous Africa through the development of good governance institutions. Its mission is to provide a forum for debate, training and research needed for the promotion of peace, responsive leadership and good governance to meet the challenges facing the African continent.

## **Objectives**

The Institute is designed to:

- Provide a focus for training, research and documentation with a view to developing the skills of students and practitioners in the areas of peace, leadership and governance in Africa;
- Provide opportunities for the co-ordination of existing security, democratic governance and development activities, as well as a forum for networking among institutions pursuing similar objectives;
- Integrate and continuously nurture the networks so that they can effectively carry out their work on governance in their respective environments and where possible, through the Centre for Mediation and Conflict Resolution, assist in peace making and conflict management;
- Develop a documentation and learning resource centre on peace, leadership and governance of international standing;
- Provide a framework for the development, in the African context, of a definition of the concepts of peace, international development, security and governance. Development agencies have grappled with the conceptualization problem but a consensus is yet to be found. Even if, and when such a consensus is found, there is still need to find a definition that is acceptable to leaders and civil society in Africa; one that can be used as a working definition across the continent;
- Establish a Centre for Mediation and Conflict Resolution where specialists, with the assistance of African eminent personalities, will support the search for peace and security in Africa;
- Develop and strengthen local centres of excellence in peace, leadership and governance in various parts of Africa and;
- Offer high quality professional, academic and training programmes on a cost recovery basis.

## **Expected Outputs of the Institute**

The Institute's programmes are intended to contribute to the achievement of the following results in terms of African development:

1. Public and private sector and civil society leaders across Africa able to perform their functions more effectively;
2. Trained personnel for development agencies, governing institutions, community service organizations, non-governmental organizations and organizations representing disadvantaged groups;
3. Members of civil society within the wider African community who are aware of their obligations and rights;
4. Mechanisms for conflict resolution, mediation and conflict management; successful interventions to prevent war and to build peace (establishment of a Centre for Mediation and Conflict Resolution);
5. Networks of organizations and institutions promoting regular dialogue and sharing of information and experiences among their membership;
6. Improved public and private sector organizations, which are equipped with the appropriate methodologies and techniques for dealing with or alleviating poverty and promoting economic growth and development; and
7. A Documentation and Learning Resources Centre that will provide the best opportunities in Africa for research on peace, leadership and governance.

## **NON-ACADEMIC PROGRAMMES**

In addition to conventional academic programmes the Institute serves as a

base for non-degree activities including training, debate and exchange of ideas and experience. The Institute runs workshops, conferences and retreats for leaders, professionals and practitioners in public and private sectors and civil society institutions. These thematic activities are intended to provide opportunities for groups of leaders and potential leaders in Africa to consider topical issues in the Institute's areas of concern. Some of the activities are organized in collaboration with, or on behalf of, other institutions and organizations. They last from a few days to a few weeks. At the end of the activity participants are normally awarded a certificate of attendance.

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The Institute runs an Executive Development Programme which is intended to upgrade the skills of leaders in the public and private sectors and civil society (including traditional leadership, women and youth) in dealing with the challenges of the new democratic environment in Africa. This is done by means of workshops, conferences and retreats for groups of leaders. Another established non-degree programme, run in cooperation with the Outreach Office, involves the in-service training of practitioners in Disaster and Emergency Management. This involves a series of two- and six-week workshops sponsored by Action by Churches Together and the United Methodist Committee on Relief. Participants are drawn from organisations involved in disaster and emergency management in Africa. A number of Asian countries have joined the programme.

#### **UNDERGRADUATE PROGRAMMES**

##### **Undergraduate Diploma and Certificate Programmes**

The Institute, in conjunction with the University faculties, plans to introduce courses leading to the award of a two-year Diploma and a one-year Certificate in the areas of peace, leadership, governance and conflict management.

##### **Undergraduate Degree Programmes**

The University plans to introduce into existing undergraduate programmes appropriate content to enable students in first-degree courses to pursue introductory studies in peace, leadership and governance. Undergraduate studies will be an integral part of the existing degree programmes in the relevant faculties at Africa University.

#### **GRADUATE PROGRAMMES**

##### **Objectives**

The objectives of the programme are:

- i. To develop knowledge and skills in the area of peace and conflict management
- ii. To promote just and gender responsive governance in Africa
- iii. To equip students with competent leadership skills
- iv. To develop professional and research skills in peace, leadership and governance

The Institute offers two programmes for candidates with an appropriate first degree and relevant field experience: a Graduate Diploma in Peace and Governance and a Master's in Peace and Governance. Students enrolled in both programmes follow similar courses. Those on the Master's route undergo an internship and prepare a dissertation.

##### **Graduate Diploma in Peace and Governance (GDPG)**

##### **Special Regulations**

These regulations must be read in conjunction with the University general regulations.

##### **Admission requirements**

Admission requirements are in accordance with the University general regulations. In addition, applicants must normally have at least one year work experience in a relevant field.

##### **Structure of the Programme**

The courses required for the Graduate Diploma will normally be the same as for the Masters programme, except that Graduate Diploma students will not be required to undertake an internship or write a dissertation. In place of an internship and a dissertation Graduate Diploma students will do a project. To be awarded the Graduate Diploma the student must complete a minimum of 24 credit hours of approved courses.

#### **Duration of Programme**

The duration of the Graduate Diploma programme is two semesters. Course work will normally be as follows:

First semester

4 Courses 12 Credit hours

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Second semester

3 Courses 9 Credit hours

Project 3 Credit hours

The maximum period for the completion of the requirements for the award of the Graduate Diploma shall be in accordance with the University general regulations.

#### **Grading of the Diploma**

The grading and assessment will be in accordance with the University general regulations.

#### **Progression within the Graduate Diploma programme**

- i. To proceed from the first to the second semester a student must obtain a minimum Grade Point Average of 2.6
- ii. A student who obtains a Grade Point Average of between 2.3 and 2.59 will be allowed to proceed but will be placed on probation.
- iii. A student who obtains a Grade Point Average of less than 2.3 will be discontinued.

#### **Progression to the Masters in Peace and Governance**

A student must obtain a cumulative Grade Point Average of at least 3.2 (Grade B) in the Graduate Diploma to be allowed to enrol into the Masters programme.

#### **Masters in Peace and Governance Programme (MPG)**

##### **Special Regulations**

These regulations should be read in conjunction with the University general regulations.

##### **Entry requirements**

Applicants must satisfy the requirements spelt out in the general regulations for Masters degrees. In addition, applicants must normally possess a minimum of two years working experience in a relevant field.

##### **Structure of the Programme**

###### **Duration**

The duration of the programme shall be three semesters full-time and six semesters part-time. The maximum period allowed for a student to complete the requirements for the award of the Masters in Peace and Governance is in accordance with the University general regulations.

###### **Course load**

The course load shall normally be a minimum of 12 and a maximum of 15 credit hours per semester and six credit hours for part-time studies. A student must accumulate a minimum total of 36 credit hours to complete the programme.

###### **Core courses**

The programme offers specialization in three areas:

- i. Peace Studies and Conflict Management (PPC)
- ii. Leadership in Africa (PLA)
- iii. Governance and Civil Society (PGS).

All students must take and pass the following core courses:

PGS 510 Governance in Africa (3 Credit Hours)

PLA 510 Leadership: Theory & Practice (3 Credit Hours)

PPC 510 Peace and Conflict: Theory and Practice (3 Credit Hours)

PLG 500 African Social, Economic and Political Environment (3 Credit Hours)

PLG 501 Research methodology (3 Credit Hours)

### **Specialisation Courses**

For the purpose of specialization students are required to take two additional courses from any one of the following areas:

#### **Peace Studies and Conflict Management (Credit hours)**

PPC 511 Peace Keeping and Peace Building 3

PPC 512 Applied Conflict Management in Africa 3

PPC 513 Institutions of Peace and Security 3

PPC 514 Conflict, Peace and Development 3

#### **Leadership in Africa**

PLA 511 Leadership in Peace and Governance 3

PLA 512 Comparative Leadership in Africa 3

PLA 513 Leadership in Private Sector and Social Development 3

#### **Governance and Civil Society**

PGS 511 Civil Society in Africa 3

PGS 512 Human Rights and the Rule of Law 3

PGS 513 Democratisation in Africa 3

PGS 514 Media, Democracy and Development 3

PGS 515 Youth in Development 3

#### **Electives**

In addition, students are required to select two relevant courses from the above list or other approved graduate courses offered in any of the University faculties.

#### **Sequence of courses**

Students will take the courses in the following sequence:

##### **First semester (12 Credit Hours)**

PLG 500 African Social, Economic and Political Environment

PLA 510 Leadership: Theory and Practice

PGS 510 Governance in Africa

PPC 510 Peace and Conflict: Theory and Practice

##### **Second semester (15 Credit Hours)**

PLG 501 Research methodology

2 Courses from chosen area of specialization

2 Electives

##### **Third semester (9 Credit Hours)**

Internship 3 Credit hours

Dissertation 6 Credit hours

#### **Internship / Attachment**

Each student shall undergo a minimum of eight weeks internship/attachment in an approved organization. The work done during the internship/attachment will carry three credit hours. The internship / attachment will take place at the end of the coursework and no student will be allowed to proceed to this stage until he/she has completed all the coursework requirements. At the completion of the internship/attachment each student will be expected to submit a report, which will be 5 000 to 8 000 words in length.

Assessment of the internship/attachment will be in accordance with the University General Regulations.

#### **Student evaluation**

Students shall be evaluated on the basis of both continuous assessment and final examination. The ratio of continuous assessment to final examination shall be 50:50. Continuous assessment grades will be based on class activities such as essays, seminar presentations and term paper.

### **Dissertation**

Every student will be required to produce a dissertation of not less than 18 000 and not more than 20 000 words in length. A proposal must be submitted at the end of the second semester. The format of the dissertation shall be in accordance with the University general regulations for graduate degree programmes. The dissertation will account for six credit hours.

### **Progression**

Progression will be in accordance with the University general regulations for Masters degrees. To proceed from coursework to dissertation a student must have successfully completed all the required courses and obtained a Grade Point Average of not less than 2.6.

### **Graduation requirements**

To be awarded the degree a student must:

- i. Successfully complete at least 36 credit hours, including all the required courses;
- ii. Obtain a cumulative Grade Point Average of not less than 2.6;
- iii. Successfully complete an internship programme and submit a satisfactory report; and
- iv. Submit a satisfactory dissertation

### **COURSE DESCRIPTIONS**

#### **General Courses**

#### **PLG 500 African Social, Economic and Political Environment (3 Credit Hours)**

The course offers a geo-political and socio-economic background to the study of peace, leadership and governance issues on the continent ; and examines relationships between the environment and natural resources, transition to sovereignty, contemporary African political systems and how they influence and impact on peace, conflict, leadership and governance.

#### **PLG 501 Research Methodology (3 Credit Hours)**

This course introduces students to basic methods of empirical research including experimental, quasi-experimental and ex-post factor research design; basic quantitative and qualitative techniques in social science research. It develops basic skills in the formulating of research proposals, including developing and testing hypotheses, sampling, data collection, analysis and interpretation, writing and presentation of reports.

#### **Courses in areas of specialization**

#### **Peace Studies and Conflict Management**

##### **PPC 510 Peace and Conflict : Theory and Practice (3 Credit Hours)**

The course examines conflict and peace theory in relation to observed conflict situations in Africa. Students are able to identify the key determinants of conflict and its principal characteristics in the African setting . They also develop an understanding of the relationship between conflict, religion, ethics, human rights, security and peace.

##### **PPC 511 Peace Keeping and Peace Building (3 Credit Hours)**

The course provides a framework for the study of the principles of peace keeping and peace building and approaches in post-conflict peace building. It analyses peacekeeping strategies in Africa at national and regional levels, including governmental and civil society frameworks for conflict resolution and peace building; and examines the phenomenon of child soldiers in African conflicts.

##### **PPC 512 Applied Conflict Management in Africa (3 Credit Hours)**

The course examines causes and characteristics of conflict within states, and conflict in the context of race, ethnicity, statehood, nationalism and constitutional making and electoral processes. It analyses leadership roles in conflict management, and highlights the contribution of traditional and women leaders and the role of the military in relation to civil society development.

##### **PPC 513 Institutions of Peace and Security (3 Credit Hours)**

The course examines the structure and functioning of institutional frameworks for promoting and enforcing peace and security in Africa, at the regional and international levels.

**PPC 514 Conflict, Peace and Development (3 Credit Hours)**

This course enables the study of the theory and practice of development and the relationship between development aid and peace; between culture and development and between conflict and modes of development delivery.

**Leadership in Africa**

**PLA 510 Leadership: Theory and Practice (3 Credit Hours)**

The course examines leadership theories and models in the context of traditional and contemporary Africa. It analyses the dynamics and impact of leadership within and between the public and private sectors and civil society, in relation to ethical, gender and equitable development principles; and identifies effective leadership styles in a variety of contexts including institutional, community, national, regional and global levels.

**PLA 511 Leadership, Peace and Governance (3 Credit Hours)**

The objective of the course is to examine critically key issues in leadership in relation to strategies for conflict prevention, peace building and peace keeping and the promotion and maintenance of good governance. It also focuses on leadership relationships between the public and private sectors and within civil society, and in development.

**PLA 512 Comparative Leadership in Africa (3 Credit Hours)**

The course provides for a comparative study of leadership styles and profiles in the context of political and economic challenges in Africa. It examines case histories, and focuses on the phenomenon of military regimes of the 1960s and 1970s, women leaders, and the contribution of African leadership at regional and international levels.

**PLA 513 Leadership in Private Sector and Social Development (3 Credit Hours)**

The course examines the growth of African entrepreneurship and the dynamics of its relationship with the public sector in social development. It offers a framework for studying the development of productive working partnerships between the public and private sectors as a critical element in Africa's renewal and development.

**Governance and Civil Society**

**PGS 510 Governance in Africa (3 Credit Hours)**

The course seeks to develop critical understanding of the concept and values of good governance. It examines contemporary African governance systems and challenges; and students are able to identify, analyze and formulate governance profiles in the national, regional and international contexts.

**PGS 511 Civil Society in Africa (3 Credit Hours)**

The course seeks to widen the students' understanding of the concept of civil society and its role in governance and social and economic development. It highlights the relationship between the State, religion and civil society; and examines the development of civil society in Africa from the pre-colonial, colonial and immediate post-colonial perspectives.

**PGS 512 Human Rights and Rule of Law (3 Credit Hours)**

The course provides for a study of issues of human rights, rule of law, cultural relativism and the universality of human rights and their promotion in the international and African contexts. Content includes a strong focus on national, regional and international frameworks for the protection of human rights, and role of human rights in social and economic development in Africa

**PGS 513 Democratization in Africa (3 Credit Hours)**

The course analyzes the dynamics of the democratization process in Africa from a historical perspective and the contribution of constitution making, electoral, and parliamentary systems. It focuses on political pluralism, the role of the State and the contribution of civil society to the process and examines the role

and position of women, minority and disadvantaged groups, and international cooperation in sustaining a democratic culture.

**PGS 514 Media, Democracy and Development (3 Credit Hours)**

The course examines the role of the media in the promotion of peace, the democratic process, good governance and development in Africa. It examines the concept of press freedom in the democratization process and in nation building.

**PGS 515 Youth in Development (3 Credit Hours)**

The course focuses on the contribution of young people in Africa to the political and democratic process, and to social and economic development. Students are able to analyze the position of the youth in society both as a beneficiary group for community and national initiatives and as a pool for potential future leaders.