



Africa Leadership Forum

**THE INTEREST OF THE PRIVATE SECTOR
IN LEADERSHIP**

A. Anantharaman

and

J.U. Aire

Ota, Nigeria
24 October to 1 November 1988

THE INTEREST OF THE PRIVATE SECTOR IN LEADERSHIP

THE INTEREST OF THE PRIVATE SECTOR IN LEADERSHIP
B. Anantharaman

SOME THOUGHTS ON AFRICAN LEADERSHIP
J.U. Aire

Ota, Nigeria
24 October to 1 November 1988

Table of Contents

	Page
1. The Interest of the Private Sector In Leadership By A. Anantharaman	1
2. Some Thoughts on African Leadership by J.U. Aire	4
3. List of Participants	11
4. Background Note: The Africa Leadership Forum	14

The Interest of the Private Sector In Leadership

**By
A. Anantharaman
Managing Director of
Tower Aluminium (Nigeria) Limited**

Tower Aluminium (Nigeria) Limited and Comcraft Group, of which we are a part, are integral constituents of Africa in general and Nigeria in particular. With manufacturing presence in seven states of the Federation and with products covering a wide spectrum of essential consumer durables, we are vitally involved and interested in the continuing stability and growth of Nigeria and Africa.

One may well ask, what is the interest of Tower Aluminium in such a lofty and esoteric concept as leadership? We are after all, representatives of a segment of society described rather derisively by Benjamin Disraeli as “common merchants”.

Why should we bother about the Africa Leadership Forum?

My main job and the job of many of my colleagues as heads of corporate organizations, is very mundane, and very mercenary, which is that of providing adequate returns to our shareholders.

But we cannot do this, unless we add value. We cannot add value unless we create wealth. And we cannot create wealth unless we provide and receive management and leadership.

Today, we are at the eve of the 20th century. Mere possession of capital, market and technology are no longer adequate to create that wealth. The star performers of the last 30 years are a group of countries whose external resources were not land or minerals but people and savings. They succeeded because their leadership provided the policies and institutions and at the same time mobilized and optimized these resources. Japan was a shattered nation at the end of the Second World War – with 88 million impoverished people crowded onto a small infertile island, devoid of resources, dejected and depressed. Germany on its own had neither capital nor market. After the initial massive support from the West, their capital came from savings and they considered the whole world their market.

While the rest of the nations of the World crept on at a snail's pace, these two nations thundered past with the rush of an express. What brought about these outstanding economic performances?

If we look at it as managers and leaders, these were not brought about by political systems or by imposed uniformity. Peter Drucker, the management guru of business calls it the effect of something far more interesting – *habits of political behaviour that used the diversity of their national life to produce effect*. Japan looked outwards and not inwards. Across the spectrum of their society, they saw the world as it is and not as they wished it. They drew the agenda of national priorities and the leadership evolved policy prescriptions to accomplish that agenda. They learnt new rules and adapted themselves to play by these new rules. Such an adaptation requires leadership.

Government policy today is becoming increasingly important to the vitality of business. We see Government as a system manager – one who can gather and evolve adequate policy prescriptions to meet the demands of the society, the policies that provide a lynchpin making effective interface between Government and business and the community.

There are therefore four reasons why a company like Tower Aluminium or for that matter any other company in the private sector would be keenly interested in the Africa Leadership Forum. First is the reason explained above. The issue is one of Government self-awareness. Activities of corporations must correspond to the needs of the community through a combination of four approaches – Lockean competition, Government regulations, cooperation and harmony and finally an approach that accepts that it is only leadership – government or societal and not the market place that can provide the solution.

Government must fold back its frontiers but it must also recognize and accept the inter-dependence of Government and the business community. It is the job of leadership to remove any ambivalence to the contrary.

The second reason for our interest in your concept of leadership is that strange as it may sound – we in the commercial sector are also interested in ideology. But our definition of ideology is simple. It is a collection of ideas through which a society translates its values into action. Ideology therefore is a bridge between values and their contacts in the real world. Ideology is crucial to managers because it justifies their role and behaviour. It is the wellspring of their authority.

Now everything is fine as long as institutional practice compares with traditional ideology. But in a dynamic world, sooner or later, the institutional practice changes – with changes of government or change of leadership. But the societal values do not change. We continue to sing the same old hymns even though they are not being practised.

There is a legitimacy gap and an ideological schizophrenia. Two pressures develop on the manager – one to push the errant institution back to conformity while the other argues for a new ideology consistent with reality. It happens all the time.

Today, our scientists, our ecologists, our microbiologists are supplying us with issues of a profoundly different reality of tomorrow.

We need effective leadership to restore and help us manage this change. Otherwise we will keep singing the old hymns to justify our behaviour.

Thirdly, we must have leadership recognize the relevance of appropriate technology. A business manager in a developing country must use traditional wisdom and behave like an economist. Unfortunately, studies reveal that a business manager does not always behave like an economist because economics puts constraints on a manager's behaviour. But he also has a competing objective. So he behaves like an engineer. Therefore, we need leadership to evolve policies that envisage the use of intermediate technology while also taking into account this rival function.

Lastly, the businessmen themselves are interested in learning all about leadership. We have so far made do with just management. Management is of the mind – a matter of calculations, statistics and time -tables. Its operation however, is a science.

Leadership on the other hand is of the spirit, compounded by personality and vision. In business today, we need managers who are also leaders. The 21st century will witness a world of intensive competitive activity among very complex organizations. It will be a world in which bureaucratic managers will become increasingly irrelevant.

The problem with a bureaucratic manager is that he has largely learnt to "conform" while each new act of creativity is an act of "non-conformity". Non-conformity is the basis of entrepreneurship. It is this that has moved us from the ground to the trees, from the trees to the caves and from the caves to the castles. Historians tell us that there have been two great periods of productivity. The first was from 1000 BC to 3000 BC. And the second is now. It is a world of tremendous potential and challenges.

Of all the scientists and technologists who ever lived, 90 per cent are living today. More than half the goods that are being manufactured today never existed 50 years ago. Half the energy consumed in the last 2000 years was in fact consumed in the last 100 years. Alvin Toffler calls this the *dizzying disorientation brought on by the premature arrival of the future*.

To be a successful manager, we need not only new and different technology but also a new logic and a new perception. We need managers who will chart the uncharted, see the unseen and speak the unspeakable. It's a world of change. And a manager's job will be to manage that change. If he does not manage the change, change will manage him instead. Therefore we need to be leaders to be able to manage this change.

Tower Aluminium and its associate companies are intimately connected with this facet. With several manufacturing facilities in Africa, with a wide spectrum of products for the common man, with constant upgrading of technology, with shared values with the community in which we operate, with concern for the country in which we operate, we believe that the problem of the concept of leadership should engage the attention of each one of us. For what is at stake here, is human advancement and human advancement with honour. As it is also evident, honour, like truth, needs constant challenges, if it is to retain its virility.

Some Thoughts on African Leadership

By

J.U. Aire
Executive Director

From a small beginning in Nigeria in 1943 as a trading company, the Leventis Group has grown and dramatically diversified its business. The Group which now includes more than 20 associated companies has business interests ranging from manufacturing (glass products, soft drinks (21 Coca-Cola plants) beer, electronics, carpets, automotive components, buses), large-scale farming (maize, rice, animal husbandry, fruits and vegetables), food processing (grits, rice, meat etc...) to retail distribution in a national network of superstores, sales and services of a wide range of vehicles, machines and equipment and export trade. The Leventis Group as a proud and committed participant in Nigeria's economic development believes firmly that business has a deep social responsibility to the larger society. Thus, it has over the years been deeply involved in the development of sports, education (agricultural and technical) and environmental protection and conservation.

In the 1950's and 1960's, Africa needed leaders required to cope with the perceived problems of the time – colonialism and the struggle for independence. Men with the ability to articulate and pursue the struggle for independence were called for and indeed emerged to lead the various countries out of colonialism. In the 1960's and 1970's the various crises in Zaire (involving Lumumba, Kasavubu, Tshombe, Mobutu), Nigeria (the civil war), Zimbabwe, Somalia, Sudan and Chad all called for leaders who would be able to provide a national vision and purpose. In that same period, and to some extent even in our times today, the various internal political problems in some of these countries have largely undermined the very serious battles for economic development and growth.

In the 1980's the economic situation in most African countries has been rather unsatisfactory. With precipitous declines in the foreign exchange earnings from the export of primary products, increasingly embarrassing foreign debt burdens, and serious inflationary and unemployment problems, many African nations today face difficult political and economic choices.

Many are tempted to ask whether the leadership type required to lead the African nations to independence or survive serious internal crises in the past can successfully cope with the serious and daunting problems of many African countries today.

The post-independence crisis-solver needs to possess certain basic qualities:

- (i) The national vision and purpose;
- (ii) The charisma or the ability to galvanize the people towards the national vision or purpose;
- (iii) The ability to sustain the enthusiasm of the people through to the short-term objectives.

Though these basic attributes remain vital for any leader today, the issues have changed! While it was relatively easy to convince both the elite and the ordinary Africans of the need for independence and to pass the buck to outside persons or groups (colonialists and other external forces) on the continent's problems, the reality today is different. The issues, the questions being asked as well as the scope and complexity of the problems confronting the new leader are completely different.

With humility and deep respect, it may be said that most African countries are today characterized by the following:

- (i) Large populations and high population growth rates, coupled with relatively high illiteracy rates;
- (ii) Economies dominated by export-oriented primary production (minerals and crops) whose prices have suffered major reverses and declines in the last few years;
- (iii) Very low economic growth rates and in some cases declines in GDP and GNP;
- (iv) Mounting disparities in the living standards between the small urban and the largely rural populations;
- (v) Growing unemployment problems, even among college and university educated citizens;
- (vi) Declining agricultural production and productivity in several countries; many of which are also victims of natural disasters including floods, and drought;
- (vii) General poor performance in many public sector economic and social projects;
- (viii) Government as the major employer of salary or wage earners;
- (ix) A private sector unsure of itself and uncertain of its role and the limits of its operation;
- (x) Generally high rates of inflation which tend to undermine the standard of living;
- (xi) Some measure of political uncertainty arising principally from the precarious economic situation in many of these countries.

The ordinary citizen of an African country has had a few years of schooling. Many of his countrymen have probably had none at all. This ordinary citizen may never

physically see his country's leader but the results of the programmes set and executed by that leader are bound to affect him in one way or the other.

It is clear therefore that the ordinary citizen – in the rural villages and in the cities – is a pragmatic being and will measure or appraise the leader by the degree of success achieved or otherwise in addressing the major problems affecting his daily life. These problems include among others, the following:

- (i) The opportunity and freedom to engage in gainful (wage or non-wage) employment or occupation;
- (ii) An adequate and reasonably priced supply of food;
- (iii) Educational opportunity for him and more particularly for his children;
- (iv) Adequate and reasonably priced water supply;
- (v) Access to adequate and reasonably priced medical care;
- (vi) Opportunity to acquire or develop adequate and affordable housing;
- (vii) Access to adequate and reasonably priced means of transportation;
- (viii) Reasonable security of life and property.

All the above factors relate to the economic needs of human beings anywhere in the world. While in the technologically and economically developed nations most of these basic needs have been met, in most African countries, only an infinitesimal proportion of the population can lay claim to such an achievement. It stands to reason therefore that the African leader of the future must focus his attention on programmes and strategies for dealing with these unfulfilled needs.

The problems are enormous and require the rare talents of persons with the wisdom of Solomon, the charisma of John F. Kennedy, the bravery of Shaka-the Zulu and the economic wizardry of the Japanese, Koreans or Germans. The future African political leader must be one whose minimum endowments must include:

- (i) Sound basic education (formal and informal) which enables him to appreciate the complexities of his own country and of the wider world as well as his country's position in the interdependent world;
- (ii) A reasonably long experiential training in the management of large organizations (in government, universities, private sector, etc) which predisposes him to understand the complex task of using men, materials and money to achieve set objectives;
- (iii) A record of personal success, achievement and integrity which can be a basis for national emulation, pride and acceptance.

Without digressing into the manner or ways in which potential leaders can emerge or be placed into actual leadership positions, and without any discussion of ideology, it is pertinent to briefly examine what the job of the new leaders would involve.

On the attainment of political independence, many African countries, in their frantic attempts to exercise national control over the economy and to demonstrate the fruits of the new status moved in a big way to play a role in almost every aspect of national life. The resources of government were expended to build new industrial plants, new roads, new infrastructures, new universities and other educational institutions, new health clinics and hospitals, new sports complexes, new radio and television stations and sometimes new towns. Limited funds and limited management capacity tended to be spread over an almost unlimited number of economic and social projects. The result has been a national landscape littered with the corpses of mismanaged and wound-up companies, stillborn or aborted projects or others suffering from financial or managerial anemia. In a number of these public projects or programmes, the dose of resources needed to make perceptible changes are so large that many governments have been unable to commit themselves. Thus, in some areas that are very thinly spread, the resource inputs have made no appreciable impact on the situation.

Some of the problems or the mistakes of the past which have not promoted economic growth include:

- (i) Inadequate knowledge of the scope of the economic and social problems of the nation;
- (ii) Overestimation of the ability and executive capacity of the public sector to solve the nation's problems;
- (iii) An antagonistic or at best a suspicious tolerance of the private sector (local and foreign) as an agent of economic development;
- (iv) Inadequate mobilization of the citizens;
- (v) Inadequate incentives to local and foreign investors, in view of (iii) above;
- (vi) A general reluctance to measure the performance of the public sector by generally accepted standards;
- (vii) Generally unstable policies, which negate long-range planning and create uncertainty in the minds of the populace, investors, and the international community;
- (viii) Inadequate appreciation of the role of "human resources" and "management" in project implementation and in the development process generally;
- (ix) Inflexibility in fixing national priorities or criteria other than those dictated by economic good sense/the real economic strengths of a country and the substitution of such criteria by such abstractions as "prestige" or "strategic" considerations.

The burden of development in the last two decades has been consciously and unsuccessfully borne by the public sector in many African countries. The pains have been self-inflicted through an attitude of benign neglect of the tremendous potential of local and foreign investment. Understandably, in a situation where the dominant private sector investors in the immediate post-independence period were

foreign, some caution was necessary as the new African government needed time to study the situation and its options. However, the continuation of a regime of policies and practices which discourages indigenous as well as foreign investors, decades after independence is difficult to understand given the debit burdens of many African countries and the crying need for the proven competence and ability of private investment in generating employment, production and development and an export-based economy.

It is in this light, that the suggestion is made for a strategy that recognizes the symbiotic relationship and partnership between the government and the private sector. Such a strategy must begin with a rational assessment of the nation's resource endowments, its problems and objectives. In many African countries, where the basic needs for food, clothing and shelter have not been adequately met, the expectations of the populace are understandably almost unlimited. A true leader in the public or private sector must be one with the courage and ability to communicate reality to his followers. Government, it is suggested, should put due emphasis on the crucial social areas of public health, infrastructure development (transportation, telecommunications), educational facilities, security to which it could lay a traditional claim, and whose effects have recognizable impacts on other aspects of the nation's life.

In the economic sector, it is suggested that those in leadership positions should put a premium on policies that will promote industrial and commercial activities based largely on the nation's natural resource endowments, and an environment that encourages a competitive economy and an enterprise culture. This policy which strengthens local entrepreneurial development should replace the "import-substitution" policies which many African countries pursued in the last two decades and which have generated assembly and manufacturing plants based often on foreign inputs. At a time of serious foreign exchange difficulties, such plants have not fared very well.

Furthermore, it is argued that industrial policies should include comprehensive incentive packages addressed to local and foreign investors whose capital, technology and managerial skills are vital for industrial development and growth. The new leaders must be able to disabuse their own minds and those of their followers from any "inherent evil" in private local and foreign participation in economic activity. On the other hand, they should be thoroughly convinced of the need to mobilize all available resources – local (government and private) and foreign (government and private) to deal with the almost intractable problems of poverty in Africa. The leaders hopefully will be fully convinced that all countries live in an interdependent world, where each country's leadership has a primary responsibility to its people, and a wider one to the human race.

Gorbachev's "perestroika" in the Soviet Union is a new innovative leadership geared to install a new management structure of "incentives, accountability, pride and quality" to the Society Union following the decline in the GNP in the last few

years. In Turkey, Ozal's new leadership policies in economic matters in the last five years are achieving major positive growth for the economy while in Malaysia, a nation of 15 million people, its New Economic Policy (NEP) has made it, in less than 10 years, one of the world's leaders in the export of many manufactured goods (semi conductors, air conditioners, etc). Nigeria, under a carefully structured and monitored Structural Adjustment Programme, can do the same. Other African countries can also do the same. They may follow different patterns but the common factors will be leadership.

Leadership is essential in all organized human activity: social, economic or political. Successful leadership assumes the achievement of set objectives, indeed the successful "management" of organized efforts. It denotes the ability to define problems, assess options, take decisions and implement them in a way to achieve the desired results. In all leadership situations, success presupposes efforts to develop unifying objectives that will enable the leader and the follower to have a common vision. For all leaders, the results are seen outside. For the political leader, the results are seen in the satisfied citizens, with good food, shelter, clothing, employment or medical care, and for the company, in the satisfied customer. We salute the Africa Leadership Forum for its vision and leadership in focusing attention on the very complex concept of leadership and in striving to develop it through the kind of programme we are witnessing. We are sure that the satisfied future citizens of Africa who will live under some of the leaders who may pass through this "school", will not forget the contributions of our very distinguished and accomplished world leaders who have given their leaders a rare opportunity to interact and learn from them. All of us who have listened to these lectures and witnessed these proceedings have undoubtedly profited from this valuable exposure.

LIST OF PARTICIPANTS

CHAIRMAN: General Olusegun OBASANJO

A. LECTURERS/PANELISTS

1. Ojetunji ABOYADE (Nigeria), Professor and Chairman, Pai Associates
2. Chief Simeon O. ADEBO (Nigeria), former Permanent Representative to the United Nations, New York and Executive Director, United Nations Institute of Training and Research (UNITAR)
3. Adebayo ADEDEJI (Nigeria), Under-Secretary-General of the United Nations and Executive Secretary, United Nations Economic Commission for Africa (ECA)
4. Tariq HUSAIN (PAKISTAN), Representative of the World Bank in Nigeria.
5. Junzo KAWADA (Japan), Professor, Institute for the Study of Languages and Cultures of Asia and Africa, Tokyo.
6. Alexander A. KWAPONG, (Ghana), Lester Pearson Chair for Development Studies, Dalhousie University, Halifax, Canada; former Vice-Rector, United Nations University, Tokyo
7. Thomas A. LAMBO (Nigeria), President, Lambo Foundation for the Advancement of Biomedical and Bio-behavioural Sciences; former Deputy Director-General, World Health Organisation
8. Flora LEWIS (USA), Columnist, The New York Times.
9. Akin L. MABOGUNJE (Nigeria), Professor, Pai Associates; Pro-Chancellor and Chairman of Council, Ogun State University, Ago-Iwoye
10. Ntatho MOTLANA (South Africa), President-Founder, Soweto Crisis Committee and Chairman, Get-Ahead Foundation
11. A.M.A. MUHITHA (Bangladesh), Former Finance and Planning Minister
12. Col. Raji RASAKI (Nigeria), Military Governor of Lagos State.
13. Helmut SCHMIDT (Federal Republic of Germany,) Former Federal Chancellor
14. Wole SOYINKA (Nigeria), Nobel Prize Winner 1986 for Literature
15. J.U. AIRE (Nigeria), Executive Director, A.G. Leventis and Co. (Nig.) Limited.
16. A. ANATHARAMAN (India), Managing Director, Tower Aluminum (Nigeria) Ltd.

B. PARTICIPANTS

1. Malam Yaya ABUBAKAR (Nigeria), former Permanent Secretary, Political Department, Cabinet Office
2. P. Ayangma AMANG (Cameroon), Directeur-General, Compagnie Nationale d'Assurances C.N.A.
3. Babafemi BADEJO (Nigeria), Senior Lecturer, University of Lagos.
4. Donatien BIHUTE (Burundi), Managing Director Hydrobur; Chairman, Meridien Bank Burundi; former Minister of Planning of Burundi and Vice-President, African Development Bank
5. Cecil BLAKE (Sierra Leone), Senior Programme Officer, Global Learning Division, United Nations University, Tokyo
6. Munirul CHOUDHURY (Bangladesh), President, Aegean Maritime International, Washington, D.C.; former Adviser to the President of Bangladesh
7. Pierre-Claver DAMIBA (Burkina Faso), Assistant Administrator and Regional Director for Africa, UNDP
8. Francis M. DENG (Sudan), former Minister of State for Foreign Affairs; Senior Fellow, The Brookings Institution, Washington, D.C.
9. Julien DOBONGNA (Cameroon), Conseiller du President, Compagnie Financiere et Industrielle
10. Jens FISCHER (Federal Republic of Germany), Chief of Staff, Office of Mr. Helmut Schmidt
11. Jean HERSKOVITS (USA), Professor of African History, State University of New York.
12. Ahmadu JALINGO (Nigeria) Dean, Faculty of Management and Social Sciences, Bayero University, Kano.
13. Mansur KHALID (Sudan), former Foreign Minister and Vice-Chairman, World Commission on Environment and Development
14. Justin LABINJOH (Nigeria), Senior Lecturer, University of Ibadan
15. Zamani LEKWOT (Nigeria), Major-General (rtd.), former Governor of Rivers State, former Nigerian Ambassador to Senegal
16. L.B.B.J. MACHOBANE (Lesotho), Minister of Education
17. Rev. M. Stanley MOGOBA (South Africa), President, South African Institute of Race Relations ;and Secretary of the Conference of the Methodist Church of Southern Africa
18. Viktor M.P. MPOYO (Nigeria), Industrialist (oil industry)
19. Dragoljub NAJMAN (Yugoslavia), former Assistant Director-General, UNESCO
20. Lopo Fortunato do NASCIMENTO (Angola), Governor of Huila Province; former Prime Minister and Deputy Executive Secretary, ECA
21. Letitia OBENG (Ghana), former Regional Director for Africa, United Nations Environment Programme

22. Anezi N. OKORO (Nigeria), Professor of Medicine, University of Nigeria Teaching Hospital, Enugu
23. James ONOBIONO (Cameroon), President, Compagnie Financiere et Industrielle
24. Hans D'ORVILLE (Federal Republic of Germany), Senior Officer, UNDP New York and Coordinator, InterAction council Secretariat
25. Oyeleye OYEDIRAN (Nigeria), Professor, University of Lagos
26. Tayo SERIKI (Nigeria), Chairman, Siemens Nigeria
27. Albert TEVOEDJIRE (Benin) President, Centre Panafricain de Prospective Sociale; former Deputy Director-General, International Labour Organisation
28. Bilikisu YUSUF (Nigeria), Editor, New Nigerian
29. Terencia LEON-JOSEPH (Peru), Administrative Assistant

Background Note

The Africa Leadership Forum

Despite over a quarter of a century of political independence, Africa's aspirations and hopes remain today largely unfulfilled. This has not been, however, a period of unmitigated failure in the history of the continent. There have been successes in education, public health, import substitution industries, and in the continuing process of de-colonization. The problems of development, peace and security, the health of the world economy, and improving the environment are interrelated global issues, as they do not admit of piecemeal solutions.

And yet all countries find that in the absence of true global cooperation, they have to tackle particular aspects of them. At the national as well as the regional level in Africa today, the inadequacy of information, data, and resources further complicates an already daunting problematic state of affairs.

African leaders have frequently come to leadership positions with limited experience. Though most of them have often battled on, confronting their awesome problems of development and nation-building essentially not only unprepared but unaided, their efforts have been, at best, only a qualified success.

It is quite clear therefore that Africa cannot afford to continue its journey with ill-prepared and unassisted leaders. Those on whom the burden of leadership will fall in future must fully comprehend the nature of their responsibilities, duties, and obligations. In other words, they must be given all the necessary exposure and carefully planned preparation to be able to meet the challenges that they will inevitably face.

This new task is all the more apparent when one considers the level of preparedness of our leaders of tomorrow who are clearly not bothered by anything other than the pursuit of their professional careers. They have little time to devote neither to acquiring a comprehensive knowledge of their own countries and their region nor of the cultures of their diverse peoples. Nor even to learning about and understanding the actions taken by their present leaders where they do not impinge on their own areas of expertise.

Most young potential leaders have focused primarily on single issues, lacking time to look at wider, critical regional and world challenges. The time for comprehensive study and reflection, for sharing experiences with persons inside, let alone outside their countries, region, and field of concentration is very limited. Opportunities for such detached discussions and contemplation are even rarer.

This problem is however not helped by the dearth of private institutions in Africa that are devoted to preparing potential leaders with that essential global outlook, which will enable them to cooperate within and across national, regional, and institutional boundaries. Furthermore, it has become increasingly difficult, if not impossible, in many African countries to gain access to relevant and timely information on most national, regional, and global issues.

Experience in and out of Government and in international forum bears out this situation, one that must definitely be addressed and remedied. One solution in this regard is to launch the “Africa Leadership Forum”, and to charge it with the task of conducting a series of meetings which may be national, sub-regional, regional and international in dimension and may vary in duration. The purpose will be to enhance the knowledge and awareness of current and young, potential African leaders, placing special emphasis on diagnosing apparent failures of the past; on understanding multiple dimensions and complex interrelations of local, national, regional, and global problems; and on seeking out appropriate solutions.

Objectives

The purpose of the forum is to encourage a thorough diagnosis, broad understanding, and an informed search for solutions to local, regional and global problems, taking full account of their interrelationships and mutual consequences.

To that end, the Forum will develop, organize and support programmes for the training of young and promising Africans with leadership potential so as to expose them to the demands, duties and obligations of leadership positions and to prepare them systematically for assuming higher responsibilities and meeting the challenges of an interdependent world.

The Forum will also endeavour to generate greater understanding and enhance the knowledge and awareness of development and social problems, within a global context, among young, potential leaders from all sectors of society, cutting across national, regional, continental, professional and institutional borders. This may foster close and enduring relationship among participants, relationships promoting life-long association and cooperation.

Furthermore, the Forum will support and encourage the informed search for appropriate and effective solutions to local and regional African problems and to global problems from an African perspective – within the framework of global interdependence. This will nevertheless include the consideration of phased action programmes, which can be initiated by various countries, sub-regions and institutions in the continent.

In addition, there will be specific weekend seminars organized as Farm-House Dialogues to be held quarterly.

Financial Aspects

The Forum wishes to acknowledge with gratitude the financial contributions it received in 1988 from the Government of Japan, the United Nations Development Programme(UNDP),the Carnegie Corporation of New York and Mr. Victor Mpoyo.