



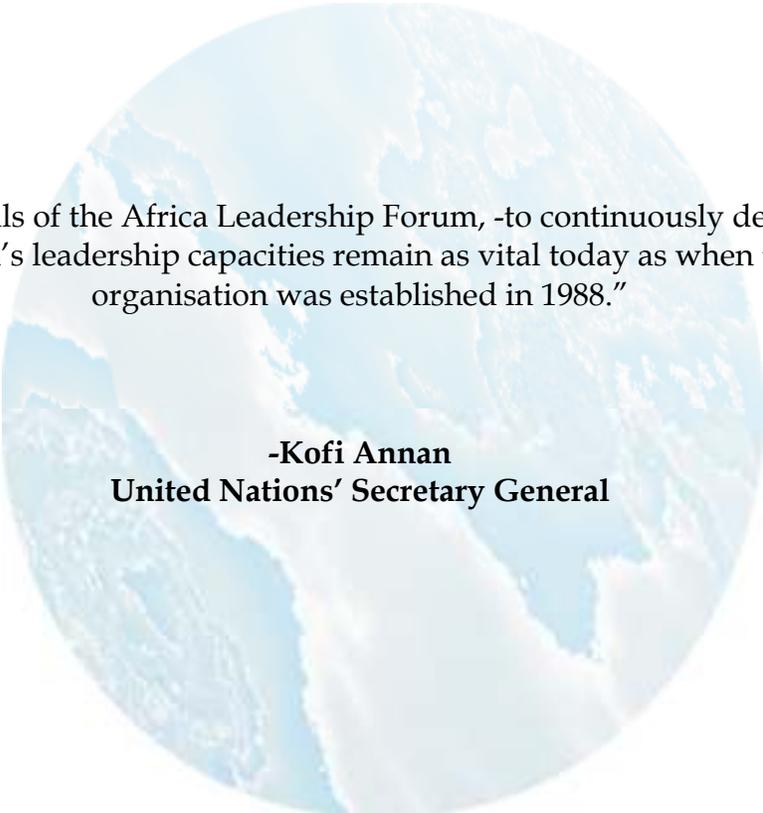
Africa Leadership Forum

2004-2005 Annual Report

Office Address:

ALF Plaza, 1 Bells Drive
Km 9, Idi-Iroko Road,
Benja Village, Ota,
Ogun State, Nigeria.
Telephone: 234 807 463 4176
Facsimile: 234 39 600 043

democraticleadership@africaleadership.org
www.africaleadership.org



“The goals of the Africa Leadership Forum, -to continuously develop Africa’s leadership capacities remain as vital today as when the organisation was established in 1988.”

**-Kofi Annan
United Nations’ Secretary General**

Table of Contents

Chairman’s Statement

From the Secretariat.....

Partners and Donors.....

About Africa Leadership Forum.....

Mission and Objectives.....



Project Reports:

1. Democratic Leadership Training Workshop
2. Consultative Meeting on Youth and Corruption in Nigeria
3. Africa-wide Launch of the UNDP Human Development Report
4. The Impact of Increases in the Prices of Petroleum Products on Standard of Living of Nigerians
5. African Experts Group Meeting on UN Reforms
6. National Workshops on Africa Peer Review Mechanism
7. National Youth Summit on Corruption
8. Capacity Building Workshops for Parliamentary Support Staff
9. Technical Workshops on the Implementation of APRM
10. Advance Research and Policy Dialogue
11. Africa and the Emerging Global Challenges: Desirability of African Union Government
12. Gender Mainstreaming Workshop
13. **Landmark:** Ayo Aderinwale Appointed ECOSOCC Vice President
14. **Landmark:** Chatham House and NIIA top staff visit ALF
15. Summary of Accounts
16. Publications
17. Donations/Contributions' Form

Chairman's Statement

"How much effort have we devoted to reconciling the pressures and imperatives of sub-nationalism, nationalism and internationalism in Africa? Have we built new and sustainable platforms of cultural, social and political interactions, accommodation and tolerance to the best possible levels? In other words, how do we handle the challenges of identity, difference, culture, and in specific terms, language and religion?"

-- H.E. Chief Olusegun Obasanjo.

The destiny of Africa lies largely in the hands of Africans. As simple as that statement sounds it has been ringing stridently true in recent times. If Africans desire an Africa of socio-political and economic significance at par or even above other regions of the world, then Africans need to engage in discussions; institutionalise structures, programmes, educate and dedicate the right people to actualise the vision.

Indeed, that has been the preoccupation of illustrious sons and daughters of Africa with the initiatives of the Africa Leadership Forum (ALF) since H.E. Chief Olusegun Obasanjo founded it in 1988. The Forum's honourable role as Africa's premier civil society and not-for-profit organisation puts it ahead of others in blazing the trail for the region's development.

The Forum has been spearheading leadership development, design and deployment of strategies to chart the way forward, to sensitise current leaders, challenge opinion leaders; and equip future leaders, to activate developmental policies and structures.

Africa's complex development questions require excellent knowledge-based solutions even much more in the 21st century. ALF's number one mission still remains *"to encourage the diagnosis, understanding and informed search for solutions to local, regional and global problems, taking account of their interrelationships and mutual consequences, involving both current and future leaders."*

It is noteworthy that the Forum's mission and objectives have found dedicated collaborators in national, regional and intercontinental organisations. Together with ALF, these organisations have been bringing meaningful development, qualitative change and direction on the way forward for the African region for about two decades.

From the Secretariat

The goal is a better-led Africa. Significant parts of the process are strategic programmes, dynamic designs, among others. The ALF has since become a socio-scientific laboratory where thoughts, processes, nations and people are designed and packaged for activation into systems and societies in the region. Day after day, week after week, month after month, Africa is being re-engineered on the peaceful premises of the Africa Leadership Forum. Experts join the ALF team from across Africa and the rest of the world to dissect, diagnose, and dispense development *capsules*. It is from here that the continent is fashioned to become what it can be and should be.

We are delighted to present these 2004-2005 reports as the fitting achievements of an organisation with demonstrated passion for the positive development of Africa and her peoples. It is not in vain that the Forum is a beehive of activities where concerted efforts are being made to turn ideas and people, as work-in-progress to finished goods to be served as end products for the betterment of the region and its peoples.

Justifiably, ALF is continually being recognised as a leading voice for our work in Africa. It was to ALF that the United Nations Development Programme (UNDP) turned for the Africa-wide launch of its 2004 Human Development Report. The Forum also organised an African Experts' meeting for the United Nations on a UN Secretary General's report in New York in February, 2005.

As means of generating and disseminating information through research, the Forum embarked on surveys during the years in review. The Department for International Development (DFID) commissioned the first study titled, *"The Impact of Increases in the Prices of Petroleum Products on Standard of Living of Nigerians."* The second was titled, *"Corruption and Corrupt Practices: A Survey of "Young Nigerians' Perception"* and was supported by the UNDP and Konrad Adenauer Foundation (KAF). Both surveys, which were concluded in 2005, offer illuminating information that give the diagnosis and the panacea to corruption and energy supply; two main maladies of the Nigerian nation.

Series of our regular workshops were organised during the years in review. These include the Africa Peer Review Mechanism (APRM) national workshops, which were conducted in Nigeria's six geopolitical regions; and the continuation of the Democratic Leadership Training Workshops (DLTW), which has been running since 1998. The Parliamentary Support Workshops that held under the Parliamentary Support Institute of the ALF also provided capacity building for Nigeria's upper and lower parliamentary support staff.

The leadership role that the Forum plays in the region was further underscored when in November 2005; the Forum collaborated with the Nigerian government to organise a conference on the framework to facilitate the development of the African Union. The theme was *"Africa and the Emerging Global Challenges: Desirability of African Union Government."* The conference drew the participation of many African heads of governments, foreign ministers, as well as a broad section of the African civil society movement some of who served as key resource persons.

In recognition of the Forum's partnership with the African civil society in consolidating civil society's inputs into the African Union, the Forum's Executive Director, Mr. Ayo Aderinwale was appointed Vice President of the Economic, Cultural and Social Council (ECOSOCC) of the Interim Standing Committee of ECOSOCC (West Africa) in 2005.

We greatly appreciate the Forum's partners whose invaluable support facilitates the achievement of the Forum's objectives per time. Equally, their commitment to the Forum over the years has been strengthening our resolve to further the leadership development cause of the region.

Partners and Donors

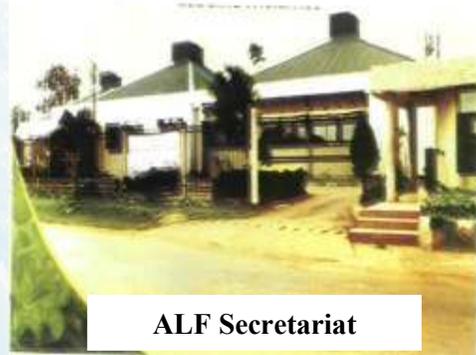
We highly appreciate our partnership with, and the contributions of the following organizations.

United Nations Development Program, UNDP, RBA
United Nations Development Program, UNDP, Africa Division, New York, USA
United Nations Development Program, UNDP Nigeria
Royal Norwegian Agency for International Development
Department for International Development (DFID)
Fredrich Naumann Foundation
Konrad Adenauer Foundation (KAF)
DIGITAL Aid Inc.
Africa Union Commission
UNAIDS
Business School of Netherlands (BSN)
Council for the Development of Social Science Research in Africa (CODESRIA)
Shell Petroleum Development Company (SPDC)
Centre for Democracy and Development (CDD)
Action Aid
Educational Tax Fund (ETF)
The Temperance
National Focal Point (Office of the SGF)
FEMNET
National Assembly of Nigeria
The Bells' Educational Services

About Africa Leadership Forum

The Africa Leadership Forum (ALF) is Africa's premier civil society and not-for-profit organisation. It grew out of the need to assist in improving the capacity of African leaders to confront development challenges.

H.E Olusegun Obasanjo, Nigeria's current President, created the Forum in 1988, motivated by widespread and palpable crises of leadership and management. Part of ALF's mission is to develop leadership activities in Africa in order to increase productivity of major actors in government, parliament, business and civil society.



In this way, conditions for the development of the continent in an environment of peace, stability and security will be created. A range of high level conferences, seminars, workshops and publications address the quest for effective leadership, efficient management and enhancement of skills. The establishment of ALF was not fortuitous. It was in response to a number of very pressing challenges facing post-independence Africa.

Before the establishment of ALF, there was no serious Africa-led, Africa-managed and Africa-initiated forum where leaders could meet and exchange experiences with the view to improving their performances. No less worrying was the difficulty involved in gaining access to relevant data on issues of national, regional or global importance.

ALF was thus established as an expression of commitment to contributing in a constructive and positive way to the search for solutions to some of these problems, by developing leadership capabilities in Africa in order to increase output in government, the parliament, the business, the civil society and to create conditions conducive to the development of the continent in an environment of peace, stability and security.

One of ALF's significant policy contributions to Africa's development is the initiation, design and promotion of the Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA), which was

adopted by the Organisation of Africa Unity (OAU) in year 2000 at Lome, Togo, during the Assembly of African Heads of State and Government. To date, ALF remains the first and only civil society organisation that has performed such a feat. The CSSDCA is a standing conference that will convene every two years to review the progress made by African countries as it relates to all the commitments entered into by them under the CSSDCA.

Also, the Africa Leadership Forum has been in the forefront of working with and building the capacities of African Women for leadership and development, which culminated in the creation of Africa Women Forum (AWF). The forum seeks to identify and establish a medium through which it can challenge ideas and create networking opportunities. The AWF has been convened several times in the past years.

ALF's involvement with leadership development spans 17 years' existence. ALF's workshop alumni have become political and business leaders in Nigeria, Senegal, Ivory Coast, Republic of Benin and Namibia among others. In addition to this, ALF has organised training conferences, workshops and capacity building sessions for young and old leaders from various walks of life. Moreover, ALF had been involved in policy advocacy and research activities that have been of tremendous benefit to both Nigeria and the African continent. We are currently working on a convergence model that will synthesise all three newly introduced initiatives in Africa. These are the CSSDCA, NEPAD and the African Union.

Mission and Objectives

The principal objective of the Forum is to enhance leadership qualities and performance at all levels and in all walks of life in Africa.

The aims of the Forum are:

- a) To encourage the diagnosis, understanding and informed search for solutions to local, regional and global problems; taking account of their inter-relationships and mutual consequences, involving both current and future leaders;
- b) To develop, organise and support programmes for the training of able, capable and promising Africans with leadership potentiality so

- as to expose them to the demands, duties and obligations of leadership positions and to prepare them systematically to assume higher responsibilities as well as to meet the challenges of an interdependent world;
- c) To generate greater understanding and to 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; with a view to fostering close and enduring relationships as well as promoting life-long association and co-operation among such potential leaders;
 - d) To support and encourage the diagnosis and informed search for appropriate and effective solutions to local and regional African problems from an African perspective-within the framework of global interdependence- including consideration of phased action programmes that can be initiated by various communities, countries, sub-regions and institutions, drawing on current leaders and decision-makers, scientists and young persons;
 - e) To sensitise incumbent leaders and policy makers, the media and the public at large- both in and outside Africa- on national, regional and global problems of development, strategy, environment and management in a way to facilitate their effective contributions to solutions;
 - f) To harness and utilise the influence and moral authority of leaders especially the residual influence and moral authority of those not currently in executive positions, for the settlement of conflicts, reconciliation and establishment of harmony among African countries
 - g) To undertake actions and measures that will promote and sustain democratic practice and culture in Africa;
 - h) To disseminate information, ideas, and solutions to problems, work reports and activities of the Forum; through publication of books, journals, videos and other means of passing information and knowledge;

- i) To assist in the development of the spirit and culture of entrepreneurship, self-development and job creation; among young professionals, especially those with an inclination towards and interest in business activities;
- j) To develop close network, outreach and cooperation with organisations, institutions and individuals in and out of Africa, with a view to promoting and enhancing the work of the Forum and for mobilisation and coordination of efforts and resources.

Programmes and Activities

The Forum pursues its objectives in a variety of ways, encompassing different approaches and modalities so as to build and improve on leadership skills, experience and exposure in all walks of life, such as:

- a) Exposing African leaders to recognised and accomplished leaders from within and outside Africa so as to exchange views in an informal setting and to partake in their specific experience particularly in an African environment;
- b) Arranging seminars, meetings and face-to-face encounters on emerging key issues bringing together African leaders in an effort to focus both on global questions with a direct bearing on Africa and on problems of a sub-regional or regional character;
- c) Organising events in different African countries and at locations of international organisations, where appropriate, to accomplish a broad outreach;
- d) Disseminating findings and proposals on priority issues so as to induce decision-makers in Africa and other continents to address the problems and take appropriate actions;
- e) Involving both well-known personalities and the younger generation, mostly *uninducted* to international exchanges and co-operation, drawn from a network which will gradually be built through recommendations and identification by experienced personalities;

- f) Holding bi-monthly Farm House Dialogues at the Forum Centre in Ota, Nigeria, to discuss issues of a more national interest which may have wider relevance and ramifications for other African countries;
- g) Publishing a journal of leadership and development for wide distribution and circulation amongst Africans and non-Africans. The journal carries articles and analyses on African or Africa-related problems and in-depth/detailed interviews with accomplished leaders.
- h) Encouraging the establishment of National Chapters of the Forum in African countries, essentially to undertake programmes similar to the Farm House Dialogue in Nigeria and other national programmes; and subsequently to foster the emergence of a continental network for outreach and international activities of the Forum;
- i) To organise workshops and seminars at national, sub-regional or continental level for specific young professional and interest groups; for the purpose of widening and deepening experience, contacts, exposure and the practice of their profession and civic responsibilities as well as for the encouragement of entrepreneurship, self-employment and job creation.

Each programme may include lecturers, panel discussions, small group discussions, case studies and/or simulations as well as field visits.

To disseminate recommendations and conclusions reached at the Forum's conferences, in addition to wide mailing and circulation to, (and networking with) personalities and institutions;

To sensitise and appraise government and non-government leaders and relevant groups and organizations with a view to soliciting their support, endorsement and eventual adoption of proposed measures and policies through the dispatch of small missions.

Founding Chairman

H.E. Chief Olusegun Obasanjo

Council of Conveners

J.S. Malecela, Tanzania

Nicephore Soglo, Benin
Toumani Toure, Mali
Desmond Tutu, South Africa
Mario Machungo, Mozambique (**Chairman**)

ALF's Executive Committee

1. Francis Deng
2. Kpegba-Dzotsi Kafui
3. Ibrahim Agboola Gambari
4. Adama Dieng
5. Hans d'Orville
6. Draoljub Najman
7. Graca Machel
8. Ahmed Ould Abdallah
9. Ayodele Aderinwale, *Executive Director*



Project Reports

Democratic Leadership Training Workshop

The Democratic Leadership Training Workshop (DLTW) is one of ALF's most enduring programmes. The Forum organised eleven workshops between December 2004 and January / February 2006. NORAD supported the Forum in organising the usual five-day training workshops. The programme was borne out of the need to facilitate a process of empowerment for male and female young leaders in democracy, towards meeting the challenges of sustaining the fledgling democratic process initiated in Nigeria.

It is acknowledged that the core of the crises in Nigeria's democratic practice is the lack of able leadership with the necessary discipline and



commitment to genuine national development. Thus, for the successor generation of Nigerians to become increasingly participative in democratic governance, ALF responded by creating a forum for improving the capacity of young leaders in

Nigeria to continuously expand their liberal political space and enhance their opportunities to sharpen their leadership skills, in participatory democracy and governance. It was also to facilitate intra/inter political, ethnic and social networking while inculcating in young leaders the values and concepts of effective democratic leadership.

Objectives of the workshop are to:

1. Initiate a process of empowerment for male and female youth leaders in democracy and human rights issues towards meeting the challenges of sustaining the democratic processes in Nigeria;
2. Improve the capacity of young leaders in the country to continuously expand their liberal political space;

3. Provide opportunity for inter-political networks, inter-party networks and linkages, towards positive collaboration at both lateral and vertical levels;
4. Enhance opportunity for young leaders to sharpen their leadership skills in participatory democracy and governance;
5. Inculcate in young leaders the values and concepts of effective democratic leadership.

Target Audience

Participants are largely drawn from young leaders in the professional, voluntary organizations; pressure groups and inter-party members in Nigeria. The target groups for each workshop are females, student union leaders, general public group, civil society groups, NYSC Merit Award winners, and political party elite.

Altogether, three hundred and seventy seven (377) young men, women and youths between the ages of 18 and 45 have attended the workshops.

Evaluations of short-term results derived from the assessment forms filled by participants at the end of the workshop indicate that the following results were achieved:

- i Familiarity with Leadership Qualities:**
98% of all participants indicated their familiarity with leadership qualities and the essentials of leadership characteristics.
- ii Skills Building and Strengthening:**
92% also demonstrated that their skills in participatory democracy and governance had been improved upon and strengthened.

It is expected that the knowledge and experience gained by the primary beneficiaries will cause ripple effect through activities in their various constituencies drawing from their leadership and critical positions of influence. Essentially, the workshop focus is on key areas of strengthening effective participation in the democratic processes.

Consultative Meeting on Youth and Corruption in Nigeria

The Africa Leadership Forum (ALF), in collaboration with the United Nations Development Programme (UNDP) - Nigeria convened a one-day *Consultative and Planning Meeting on Corruption and Corrupt Practices in Nigeria*. The meeting, which was held on July 26, 2004 at ALF Plaza, had in attendance a cross section of stakeholders from all over Nigeria. These include principals of secondary schools, including the National and zonal Presidents of *All Nigerian Conference of Principals of Secondary Schools (ANCOPSS)* and media practitioners from both electronic and print media, joined by other distinguished and accomplished men and women from the organised civil society.

The meeting, which was a follow-up to some of the recommendations emanating from these series was aimed at mobilising the Nigerian youths against corruption and corrupt practices through a three - component project, comprising (1) *A National Essay Competition on "Corruption, Corrupt Practices and Honest Leadership in Nigeria"*, (2) *Survey of Youths' Perception on the Nature and Causes of Corruption in Nigeria* and (3) *Youth Summit on Corruption and Corrupt Practices in Nigeria*

The main objectives of the meeting were to:

- Discuss the intent of the project and deliberate on modalities for its implementation
- Review the draft anti-corruption survey questionnaire
- Map out strategies for disseminating anti-corruption posters and survey questionnaires
- Map out plans for mobilising the Nigerian youths for effective participation
- Devise frameworks and mechanisms for sensitising the masses on the impact of endemic corruption.

Participants commended the Africa Leadership Forum for convening the meeting and for its efforts in curbing corruption and corrupt practices that continue to undermine socio-economic development attempts in the country. They also appreciated UNDP for funding the project. Furthermore the meeting saluted the courage, efforts, foresight and the vision of the

UNDP and ALF for launching the anti-corruption project and commended them for involving the selected stakeholders in the project planning and execution. This, they noted would go a long way in advancing the objectives of the project.

Participants agreed that the project was a timely initiative and one with great potentiality for rejuvenating the nation's political and socio-economic life. They lauded the project in its entirety (National Essay Competition, Survey and the Youth Summit) and commended the ALF for targeting the Nigerian youths, who have also imbibed the culture of corruption from childhood. They recognised the imperative of deepening the understanding of the Nigerian youth, on the negative impact of corruption and enlisting them in the campaign against corruption and corrupt practices.

Participants reviewed the draft project documents and discussed every aspect of the project. The meeting concluded on specific modalities to follow on the competition; assessment of entries; the youth summit; award ceremony; administration of survey questionnaires and timetable for the survey. Representatives of media organisations also spelt out the roles their organisations would play towards the success of the programme.

Africa-wide Launch of the UNDP Human Development Report

A Technical Workshop on the Human Development Report 2004 held at the Hilton Hotel, Abuja, Nigeria, on July 21-22, 2004. The event preceded the official presentation of the report held on July 23, 2004. The United Nations Development Programme (UNDP), in collaboration with the Africa Leadership Forum organized the workshop. Participants attended from across the African continent.

With the presentation of the UNDP report, discussions and papers centred on managing cultural diversity, with special emphasis on Africa. The multifarious roles that culture, religion, ethnicity and language play on socio-political development were highlighted. Strategies for making them impact positively on development were given.

Summary and Conclusions

1. Managing diversity: ethnic, religious, linguistic, etc is a central challenge for democracy and development in Africa. In fact, the report could have been written for Nigeria to help resolve conflicts since the three priorities are (i) poverty, (ii) security, and (iii) managing diversity, all of which confront Nigeria.
2. Put culture on the front burner of development and democracy. "Who are we?" "Who do we want to be?" are the critical questions for Africa to resolve. This is not just about the past but the future and cultural adjustments.
3. Managing conflict, building inclusive socio-economic policies and ending discrimination.
4. Identity in Africa is multiple and fluid.
5. Goal of unity in diversity is difficult to achieve. Federalism, quota system and multiplication principles are still required in addressing the issues of who is indigenous.
6. Establish links with universities and other academic communities.
7. Convene a small group of African experts to look into the report and translate into concrete and pragmatic recommendation.

8. Encourage religious dialogue and tolerance. That is, encourage “Islam-Christian Dialogues,” Jihad against HIV/AIDS, and the “Bishop Tutu-kind of reconciliation.”
9. To come up with a dynamic vision in the five policy areas identified in the report.
10. This whole exercise would serve as input to the conference of intellectuals of Africa and the Diaspora coming up under the auspices of the African Union.
11. With the wake-up call of HDR 2004, countries should seek the creation of more opportunity and the promotion of equity, to enhance peaceful coexistence and the economic potentialities of the people to put an end to conflicts.
12. Fostering cultural freedom requires increased international intervention.
13. How can we help Nigeria go deep in implementing these recommendations, strengthen its unity in diversity, which can have a significant impact on the sub-region?

The Impact of Increases in the Prices of Petroleum Products on Standard of Living of Nigerians

The United Kingdom's Department for International Development (DFID) commissioned a study on the impact of increases in the prices of petroleum products on Nigerians' standard of living. The study was prepared by the Forum and the Centre for Democracy and Development (CDD) and carried out in Nigeria's six geo-political zones; comprising thirty-six states and the Federal Capital Territory (FCT).

One of the main objectives of the study was to determine the quantitative and qualitative impacts of price changes on the standard of living and material welfare of households between 1999 and 2004, in the six geo-political zones of Nigeria, and help in formulating recommendations on possible policy options and scheme of compensation, for the consumers' welfare losses due to price adjustment.

Major Findings

1. The combined volume of all petroleum products consumed in Nigeria has been on the decline since 2001 moving from 84.373 million barrels in 2001 to 80.546 million barrels in 2004. However, gasoline (PMS), lubricants and bitumen consumption were on the increase during this period. For kerosene, its supply and consumption, contrary to that of gasoline has been on the decline, moving from 12.888 million barrels in 2002 to 7.95 million barrels in 2004.
2. Gasoline accounts for 65% (in volume terms) of all the petroleum products sold in Nigeria between 2001 and 2004. This is followed by diesel (19.64%) and kerosene (12.05%).
3. In all, 78.89% of the products sold in Nigeria between 2001 and 2004 were done through retail outlets, while 21.11% were direct supplies to the industries.

4. The average volume of gasoline consumed in Nigeria is about 53.210 million barrels per annum; and this has been on the increase since 2001. Although most of the respondents interviewed during the survey indicated a reduction in personal consumption. The overall growth in gasoline consumption between 2001 & 2004 was about 10%; representing about 2.40% annual growth rate which is consistent with the growth in GDP of 3.8% (2000), 4.2% (2001, 3.5% (2002) and 10.2% recorded in the Central Bank's Annual Reports.
5. In terms of distribution and control, 37% of the gasoline (PMS) market is controlled by Independent marketers while their control over kerosene and diesel markets stood at 58% and 50% respectively between 2001 and 2004. This means that this group of marketers play a major role in determining the shape, the nature and direction of both prices and products within the Nigerian petroleum products market. The action of this group will definitely have serious implications on the household; especially in the area of prices and product availability. As the study has shown, prices of kerosene seem to be prohibitively high, across the country and it seems that the product is not subjected to any form of regulatory framework.
6. There is a high level of awareness about the incessant price increases though majority of the respondents feel that these increases cannot be justified because of the adverse effects that such increases have generated. These negative consequences include; closure of many micro and small-scale enterprises, (which has aggravated the unemployment crisis) increase in transportation fare; high inflation rate and frequent strike actions for reduction in prices of products by organised labour.
7. Although government insists that the deregulation of this vital sector of the Nigerian economy is geared towards increased performance and benefits to all Nigerians particularly, alignment of prices of products and elimination of scarcity, the nagging issue of price mis-alignment subsists. In fact this has been exacerbated by the deregulation policy. During the time of the survey, the official price of petrol was N50.5 per litre. In the North-East, petrol price ranges between N51 and N63 per litre, in the North-Central, it hovers between N52 and N92 per litre. In the South-East it oscillates between N60 and N71 per litre, in the South-West it is between N48

and N53 per litre while in South-South, it was between N48 and N70.

8. Most of the respondents in South-South, South-West, South-East and North-Central procure their petroleum products from the petrol stations. The case of North-East is very peculiar in this instance because it posted more than 50% patronage of the black market, compared to zones like North-West with 27% and South-South with 18.4%. States like Adamawa, Taraba, Bornu and Yobe that share borders with neighbouring countries like Cameroun, Chad and Niger Republics seem to experience greater exploitative tendencies from markets than others as a result of lucrative business of smuggling. The problem of porous borders was noted to have contributed immensely to problems of price alignment in these states. A case in point is found in Banki, Bama LGA (Bornu State), a border town between Nigeria and Cameroon where houses are built in-between the international boundary, such that one half of those houses is in Nigeria while the other half is located in Cameroun. A phenomenon of this nature has wider and grave implications for national security.
9. One positive consequence of deregulation is availability of products. A greater percentage of respondents believed that the products are more available compared to pre - 1999 situation. About 66.2% of the respondents from the North-West attested to this development. Others include North-Central (61.76%), South-South (80%) and South-West (65%). However, the unpalatable trend is that majority of the population in our areas of study cannot afford the high prices of products. The contradiction that is thus confronting the consumers, lie at the two extreme ends of availability and affordability.
10. Flowing from (9) is that consumers are adopting various coping mechanisms such as switch to alternative sources of energy to ameliorate the negative impact of the price increases. The most common switch is the one from kerosene to fuel wood. This development has the potentiality of promoting environmental degradation especially in the far north where desert encroachment has been a major development challenge.

11. Insufficient functional capacity of Nigeria's four refineries was seen by majority of the respondents as a major reason for the periodic increases in the prices of petroleum products. This situation, according to the respondents, has forced the country to depend on importation of locally consumed petroleum products from the international market, which is characterised by volatility. Ironically, importation of petroleum products was conceived as an *ad hoc* arrangement to satisfy local demands while the refineries are being rehabilitated, but this has become a permanent domestic energy policy thus reinforcing the phenomenon of price increases.
12. Although both federal and state governments have taken actions, to cushion the impact of the price increases on consumers, through adoption of palliative measures and setting up of petroleum task force to check diversion of products, the impact of these measures is not felt by the consumers compared to the destabilising effect of the increases on household income and living conditions. It was also discovered that the state government's and DPR's inability to monitor its task force on petroleum products, encouraged diversion and sale of products well, above official rates and also encouraged arbitrary price increases.

Recommendations

1. The Nigerian **borders must undergo effective reconnaissance and proper mapping** to help the customs plug the points of smuggling of petroleum products from Nigeria into the Republics of Benin, Cameroun, Chad and Niger. There is an urgent need to check and bring under effective and firm control the activities of black marketers and smugglers along the borders. However, the capacity of the Customs Services in term of equipment, personnel and supervision needs to be strengthened along the border towns and villages. The balkanisation of the Nigeria-Cameroun frontier, reported in this study should be urgently investigated by the Federal Government.
2. In the domestic market, government should also strengthen its **regulatory agencies** (DPR and PPPRA) to monitor compliance with agreed prices. Apart from ensuring compliance, it is also necessary to make sure that products are not diverted elsewhere. A special

attention should be given to the activities of independent marketers considering the volume of products, especially kerosene that passes through their outlets.

3. As a reinforcement to (3) above, there is a need to create a civil society based **Price Monitoring Volunteers Corps (PMVC)** to monitor and report on compliance with price official regimes as part of the overall framework to protect and strengthen consumers' rights in Nigeria.
4. While it is true that deregulation links the domestic and international market together in terms of price movement, the need to stabilise citizen's income regime has made it imperative for the government to introduce **Fuel Price Modulation Scheme (FPMS)**. Under this scheme, price swings in the market for petroleum products can be managed in such a manner that it will absorb the frequent increases in the prices of products and consequent socio-economic destabilisation which this induces. One way to achieve this under the current dispensation is to utilise part of the excess crude oil revenue to establish the scheme so that current wave of price increase can be brought under control. This kind of compensatory mechanism is consumer-focused compared to the current palliative measures, which are subject to manipulation by state and rent-seeking actors.
5. In addition to the FPMS, there is the need to integrate **Cost of Living Adjustment (COLA) Index** into collective bargaining mechanism so that the contentions and heat, often generated during wage negotiation can be brought to the barest minimum.
6. As part of the long term development strategy for the oil industry, there is a need to create a **Strategic Refined Oil Reserve (SROR)** that can be deployed at critical times of need especially in time of internal and external crisis. Examples of well-managed refined oil reserves are in Japan and USA, which can guarantee 154-day and 60-day flow respectively.
7. An **impact and policy assessment study** of fuel increases on the environment should be instituted, in the nearest future, as part of an overall framework that will guide price movement and alignment. More importantly is the fact that such an initiative will promote

environmental sustainability which will assist the government and communities in controlling the consumption rate of fuel wood and thus check the process of desertification, soil erosion and loss of soil fertility.

8. The **Public Information System** of the government needs to be strengthened and made more responsive to government policies, in terms of information dissemination and awareness creation because most of the prejudices against government reform programmes stem from ignorance; even among the elite.
9. Finally there is the need for the government to take strong and proactive steps and decisions concerning local refining and distribution of petroleum products in Nigeria. These measures may include (but not limited to the following):
 - Acceleration of the **privatisation process** of the refineries through creation of conducive investment climate for private investors which must include a deliberate policy that will encourage major marketers to build and own refineries in different parts of the country;
 - Reactivation and effective utilisation of the existing depots and supporting pipelines, as these would help in the reduction of price misalignment currently being witnessed in the country.
 - The government and the major marketers should consider the possibility of investing in **rail transport** as a cheaper and efficient option for long distance haulage of petroleum products. Complementary to this, is the formulation of a viable rehabilitation of the existing rail system through a public-private partnership arrangement.

African Experts' Group Meeting on UN Reforms

The Africa Leadership Forum was given the brief by the United Nations Development Programme (UNDP) to organise an African Experts' meeting on the United Nations' Secretary General's Report of the High Level Panel on; "Threats, Challenges, and Changes". The meeting took place at the UN Headquarters in New York, USA, February 7-9, 2005.

In November 2003, the UN Secretary General, Dr. Kofi Annan had convened a 16-member High-Level Panel on "Threats, Challenges and Changes", chaired by the former Prime Minister of Thailand, Mr. Anand Panyarachan. This was a response to a steady clamour for reforms in the United Nations system. It was also the consequence of emerging developments and changes in the geo-political relations of states and regions; the emergence of new actors in the international arena, and its attendant implications for the charter of the United Nations to provide collective security.

Part of the terms of reference for the panel was to assess current threats to international peace and security; to evaluate how existing policies and institutions have done in addressing the above; and to make recommendations for the strengthening of the United Nations, so that it can provide collective security for all; in the twenty first century.

In his letter of transmittal of the report to the UN Secretary General on November, 2004, Mr. Panyarachan said, "The report puts forward a new vision of collective security, one that addresses all of the major threats to international peace and security felt around the world." The Panel insisted that the interconnectedness of contemporary threats to global security is significant. "Issues such as terrorism or civil wars or extreme poverty cannot be treated in isolation. The implications of this interconnectedness are profound and response strategies must be comprehensive."

Highlights of the panel's report include an emphasis on "*development as the indispensable foundation of a new collective security.*" For Africa, the relevance of the report stems first from the recent profound structural and organisational reforms involving the evolution of the Organisation of

African Unity (OAU) into the African Union (AU) and in the panel's recommendations on reforms involving but not limited to the following:

- Recommendations involving poverty, infectious diseases and environmental degradation (Recommendation 1 - 11)
- Recommendations on conflict between and within states (Recommendation 12 - 20)
- Recommendations involving the reform of the Security Council of the United Nations (Recommendations 73 - 81)
- Recommendations concerning the establishment of a Peace Building Commission (Recommendations 82 - 85)
- Recommendations regarding regional organisations (Recommendation 86)
- Recommendations regarding the Charter of the United Nations (Recommendation 97 - 101)

The opportunity therefore exists for Africa, within the framework of the African Union (AU) and other regional institutions; as well as its civil societies, to review its mechanism of engagement with the United Nations as well as the international community, in the light of the recommendations. Specifically as it relates to dealing with those issues that are pertinent to Africa's well being and are being addressed by the programmes of the New Partnership for Africa's Development NEPAD.

The UNDP Regional Bureau for Africa, and the Office of the Special Adviser on Africa (OSAA) and the Africa Institute of South Africa collaborated with the Africa Leadership Forum in facilitating the meeting.

National Survey on Corruption

Corruption has become a national *malaise* in Nigeria; as well as many African countries. Most of the efforts at curbing corruption and corrupt practices in the country have been targeted at operators and managers of systems; mainly politicians, military rulers, technocrats (public and private) as well as leaders of opinions and civil servants. Significantly, the youth have been left out. However, in order to fill this gap, ALF carried out a *National Survey on the; "Nature and Causes of Corruption in Nigeria"*.

Though the survey was concluded in 2005, the Forum had on July 26, 2004, organised a consultative and planning meeting with stakeholders to prepare for the survey, among other projects on corruption.

The objectives of the survey were to find answers to the following questions among others:

- i. How have the youth been exposed to corruption?
- ii. How do the youth define corruption?
- iii. Are they aware of the negative consequences that corruption has on their future?

The survey project was conceived as a national study to cover all the nation's six (6) Nigerian geo-political zones. The demographic information shows that 402 or 62.6% of the respondents were male and 232 or 36.0% were female while 8 or 1.3% did not state their sex. The analysis shows that 78.5% of respondents were students (in secondary and the tertiary institutions) while 21.5% were out of school or workers. Majority (73.6) of the respondents were rural, young persons in their prime and formative years. A total of 26.4% were urban dwellers.

A total of 437 or 72.4% of respondents understood what corruption is and about 167 or 27.6% do not. Bribery (54.4%), embezzlement (12.8%) and examination malpractices (9.4%) are ranked the first three most prevalent cases of corruption in the country and are followed by theft, sex hawking and fraud in that order. On the effects of corruption on the developmental

growth of the country, a staggering number of 554 or 88.5% believe that corruption has led to the nation's underdevelopment.

Ranking Institutions to be blamed most for the prevalence of corruption in Nigeria, the family 49.66% schools 22.79%, and religious institutions 3.57% were ranked the first three by respondents. In ranking the government institutions to be blamed the most for corruption in Nigeria on the continuum of 5, the Police 72.8% placed first, followed by the Customs Services 46.5% Examination bodies JAMB, NECO, and WAEC followed with a rating of 31.0%, 30.8%, and 28.8% respectively. For law enforcement agencies and examination bodies to be highly rated for corruption means that if the War Against Corruption is to be won, then, these institutions must be restructured and made to adopt new moral values. Respondents identified poverty 55.61% as the major cause of corrupt practices in the country. Greed 35.2%, upbringing 4.08% and peer pressure 2.55% followed in that order.

The following are some of respondents' complaints about government officials:

1. They spend so much money on jobs not done (properly)
2. The reasons for (their) going into office is just to embezzle government funds, and
3. They all believe in '*Ghana-must-go*' (embezzlement syndrome).

Majority 75.6%, n=460 of respondents support popular opposition to corruption and claimed that they 83.8%, n=519 are willing to join a network of youths or a vanguard of youths against corruption in Nigeria. They identified politics, the economy and education in that order as the aspects of life that are worst hit by corruption. By implication, it means that the political institution is believed to be the one that is most affected by corruption.

In conclusion, the survey study has shown that corruption is widespread in the nation and that no aspect of the Nigerian society is immune to it. It further reveals that the various efforts and institutions emplaced as anti-corruption mechanisms are indeed inadequate to stop its rampaging effects. In addition, Nigerian youth themselves are already involved in several corrupt practices. Except rigorous efforts are made to re-orientate the youth and make them desist from the various forms of corrupt

activities, the future of the country hangs on a precarious balance. There is therefore, the need to focus extensively on the youth and engrain in them virtues that will enable them to be worthy citizens, and nation-builders for a glorious Nigerian state. Thankfully enough, there is a ray of hope that; quite a number among the youth are determined not to get involved in any act that would be detrimental to the development of the nation.

The following recommendations have become imperative for the anti-corruption campaign to gain roots in the youth and succeed with them.

- i. There should be a rigorous campaign to strengthen the anti-corruption institutions and spread their activities all over the country so that people would be aware of these institutions' activities.
- ii. There must be deliberate efforts to sanitise and improve the image of the various law enforcement institutions/agencies to gain the respect of the citizenry.
- iii. Elected officials should also improve on their image by ensuring that they live decent lives in order to be excellent role models to the youth. They should be transparent in the discharge of their duties.
- iv. There should be calculated efforts to re-orientate the Nigerian youth to imbibe positive virtues as a means of stifling corruption in the country.
- v. Those who are integrity models in the society, should be identified and celebrated as a means of encouraging the youth to emulate them.
- vi. There must be a blueprint to ensure that there is transparency and accountability in every aspects of the Nigerian society.
- vii. Public examples should be made of corrupt people, both great and small, as a deterrent to others who may want to engage in corrupt activities. It should not be business as usual.
- viii. The old positive family values of integrity, fairness, justice, love; etc that our traditional societies were known for must be revived in our family institution. This means that the parents as instructors of the youth must train them properly for the society.

There is the need to extend this pilot survey study to cover the entire 36 states of the federation and the Federal Capital Territory (FCT), in an elaborate manner to get more of the views of the Nigerian Youth.

National Workshops on Africa Peer Review Mechanism

The Africa Leadership Forum (ALF) in collaboration with the Centre for Democracy and Development (CDD), with the support of the United Kingdom's Department for International Development (DFID) organised series of National Workshops on African Peer Review Mechanism (APRM) at Nigeria's geopolitical zones starting from the South West zone at Ota, Ogun State on March 4- 5, 2005. Others held later at Abuja, Port Harcourt and Kaduna.

The Workshop had in attendance a cross section of civil society players drawn from the geopolitical zones, joined by senior government officials and ambassadors. Other participants included leaders of Civil Society and Non-Governmental Organisations, community/faith-based organisations, labour unions, women and youth organizations, the academia and professional associations as well as major media representatives from across the zones.

The workshop had the following specific objectives:

1. Increase the required level of legitimacy through the creation of broad based awareness of NEPAD and APRM among stakeholders in Nigeria;
2. Identify, sensitise, mobilize and prepare key stakeholders that will be involved in the implementation of the African Peer Review (APR) process in Nigeria.
3. Provide a platform for Civil Society stakeholders to discuss the APRM and define a framework and strategies for engagement in the country Review Process (CRP);
4. Ensure that the APRM process serves the purpose of monitoring good governance in Nigeria;
5. Provide all relevant technical input and information on the APRM process in a manner that would raise the technical competence of stakeholders as it relates to administration, assessment and review of the APRM questionnaire

6. Initiate a process that would transform the APRM process into a formidable mechanism for consensus building on national development process.

The Workshop focused on three main issues:

1. Background, Evolution and Prospects of the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM)
2. Operationalisation of the African Peer Review Mechanism
3. Mobilisation and Engagement Strategies

The following were listed as some of the characteristics of the APRM:

- APRM is a demonstration of the aspiration of Africa's leaders for good governance.
- It is a mutually agreed instrument, voluntarily acceded to for, self-monitoring.
- Theoretically carries neither punishment nor sanction.
- Its primary mandate is to encourage member states to adopt policies and practices, which promote good governance.
-

APRM's four thematic areas of governance are said to include:

- Democracy and Political Governance
- Economic Governance and Management
- Socio-economic Development
- Corporate Governance

A number of strategies to implement the APRM in Nigeria were identified. Some of these are:

1. **Communication and outreach strategy** which concerned the development and dissemination of basic information materials on APRM, structured use of local media sensitisation dialogues with target stakeholders, establishment of APRM communication cells, etc
2. **Mobilizing development partner support** - developing criteria and modalities for development partner support, etc
3. **Questionnaire** - criteria for enlisting respondents, list and contact addresses of prospective respondents, unbundling of questionnaires, etc
4. **Funding and resource requirement** - annual budget, sourcing technical/financial backstopping

5. Review of the draft Guidelines for countries to prepare for and participate in the APRM.

The following are some of the key recommendations arising from the workshop series:

1. Networks of civil society groups (CSGs) that will strengthen the support base and expand knowledge of APRM in the South - West geopolitical zones to be created. This should also be replicated in each of the six states of the South - West geo-political zone; as well as in all the states in the other five geo-political zones in the country. The CSGs will function under the supervision of ALF and CDD;
2. ALF/CDD should seek the support of donor agencies, development partners, organised private sector and government for the programmes of the CSGs to organise other substantive meetings and capacity-building programmes on the APRM
3. ALF and CDD in collaboration with the APRM secretariat should coordinate the activities of civil society networks in the various states and provide them with the regular update on CRM;
4. ALF and CDD should develop an evaluation mechanism to monitor the activities of participating CSGs and liaise with the APRM secretariat in Abuja;
7. APRM documents should be translated into the three major Nigerian languages- Hausa, Igbo and Yoruba;
8. The area of competence of the various Civil Society Organizations (CSOs) should be identified with a view to utilising their services in the various stages of the APR process;
9. CSO liaison desk be created at the APRM Secretariat and that CSOs should regularly update themselves by visiting the NEPAD and APRM websites, www.nepad.org and www.aprmnigeria.org
10. Develop and produce Information, Education and Communication (IEC) materials, i.e. Leaflets, pamphlets, stickers, posters and newsletters to be distributed at major civil society events in the

- country. An advantage of major local, national and international events should be taken to publicize APRM and NEPAD;
11. Zonal coordinating centres on APRM and NEPAD should be created in each of the six geo-political zones in Nigeria.

National Youth Summit on Corruption

The National Youth Summit was the conclusion of the three-part project; on corruption targeted at the Nigerian youth by the Africa Leadership Forum (ALF) and the United Nations Development Programme (UNDP), Konrad Adenauer Foundation (KAF) supported the project. It included a survey titled, *“Youth’s Perception on the Nature and Causes of Corruption in Nigeria”*. There was also a national essay competition titled, *“Corrupt Practices and Honest Leadership in Nigeria”*, with awards for outstanding performances. The third part was the National Youth Summit with the topic, *Corruption and Corrupt Practices in Nigeria”*.

The Summit was held on September 9-10, 2005 at the ALF Conference Centre. Top Nigerian government officials attended the programme. There were three thematic presentations in all; with speakers giving definitions of, and extensive views on corruption.

The award ceremony was held on September 10, 2005 also at the ALF Conference Centre. It was in honour of the winners of the national essay competition titled, *“Corrupt Practices and Honest Leadership in Nigeria”*. It was emphasized that the project was primarily conceived with the mind to promote effective youth involvement and participation in the campaign against corruption. The essay competition winners were awarded with complete multi-media computer systems and printers.

The following is the communiqué issued at the conclusion of the programme:

The participating youths resolved to--

- Engage in the re-orientation and re-negotiation of value systems at individual, community and national levels, through advocacy and research, and to disseminate messages against corruption in Nigeria.
- Organise anti-corruption campaigns through the use of information, education and communication (IEC) materials, to sensitise the public against corruption.

- Develop Internet websites to promote information dissemination on corruption and its effects on good governance.
- Build youth capacity through sensitisation workshops and training.
- Provide self-development and positive role modelling.
- Engage in peer education on corruption and corrupt practices

The youth also urged the government to -

- Allocate resources to youth initiatives on corruption as a means of achieving mainstream youth perspective and involvement.
- Enact and implement legislation against cyber-crime and related activities.
- Facilitate transfer of information on corruption and corrupt practices.
- Effect enforcement/enactment of new laws and implementation of existing new laws on corruption and corrupt practices.
- Re-modify the secret code act of the judiciary system.
- Re-structure the National Youth Council.
- Increase youth involvement in policy formulation and implementation.

Capacity Building Workshops for Parliamentary Support Staff

The Africa Leadership Forum (ALF) organised three five-day capacity building workshops for parliamentary support staff drawn from the Nigerian National and State Houses of Assembly in November 2005. The workshops were held at the International Conference Centre of the Africa Leadership Forum. They were organised under the auspices of the Parliamentary Support Institute (PSI) of the ALF. The support for hosting the workshops came from the United Nations Development Programme (UNDP) Country Office.

The workshops were organised towards fulfilling the vision of the PSI, which is:

Participants at the workshop included senior civil servants drawn from the two arms of the National Assembly and State Houses of Assembly, joined by resource persons, among who were experienced professionals, foreign consultants, Members of Parliament (MPs), ambassadors, academia, and the media.

"To provide on continuous basis, training and technical support services for members and staff of the National and State Houses of Assembly, towards enhancing the capacity of parliamentarians in the performance of their legislative oversight and representative functions."

The workshop was a coordinated framework for enhancing the technical capacity of the parliamentary support staff. It was designed to imbue the individual trainees and parliaments, with requisite skills for effective functioning of the parliament; through a combination of training techniques, such as experiential learning, mentoring, and exposure, to best practices as well as impartation of technical and relevant information.

The main modules in the interactive and engaging sessions include, "The State, Leadership and Political Liberalisation;" "Legislative Practices in Nigeria" And "Accountability, Transparency and Integrity in Public Finance." Others were; "Legislative Research"; "Briefs and Law Making Processes;" "Communication and Information Management" and "Strategic Thinking and Scenario Building", "Measuring Parliamentary Performance", and "Inter-Personal Skills."

The following are some of the main recommendations put forward:

General:

- Sustained capacity building of the parliamentary system through orientation of legislators on resumption and continuous training and retraining of the career parliamentary support staff in particular.
- Need for strategic thinking and psychological restructuring of mindsets of parliamentarians and support staff;
- Sensitisation of participants and parliamentary leadership on debates and contemporary issues;
- Improved executive-legislative relations, which should be aided by the establishment of a strong liaison Institution.
- Promotion of focused interaction between legislators and parliamentary staff, to ensure success and growth;
- Call for transparent and productive use of legislative power;
- Constant familiarisation with rules and regulations of legislative practice, to improve quality of political leadership and ensure professionalism among both legislators and support staff;
- Call for investigation of financial misappropriation among legislators and support staff;
- Call for a fool-proof electoral process and education of both the electors and the elected;
- Involvement of all stakeholders in budget formulation and implementation;
- Establishment of a permanent commission to handle recruitment of professionals, into legislative aides and support staff positions, to improve efficiency.

Information and Communication Technology

- Increase awareness and promote greater utilization of ICT;
- Provision of requisite infrastructure - computers and Internet access in the parliamentary buildings to ensure ICT compliance;
- Transformation of the Legislative Library into a modern legislative information centre;
- Construction and maintenance of functioning websites by States and National Assemblies to ensure adequate access to relevant information;

Mainstreaming of gender and pro-poor in development policies

- Establishment of gender democratic base and development of consultative fora across the country;
- Need for public awareness campaign to effectively take care of budgetary allocations for women in all areas;
- Urgent re-orientation on gender issues and participatory approach to budgeting to promote accountability and transparency;

Technical Workshops on the Implementation of APRM

The African Peer Review Mechanism (APRM) is an instrument voluntarily acceded to, by member states of the African Union; as an African governance self-monitoring mechanism, specifically under the New Partnership for Africa's Development (NEPAD). The mandate of the African Peer Review Mechanism is to ensure that the policies and practices of participating states conform to the agreed political, economic and corporate governance values, codes and standards contained in the declaration on Democracy, Political, Economic and Corporate Governance as a means of fostering stability, economic growth, sustainable development and accelerated sub-regional and continental integration.

The APR process more or less focuses on assessing the performance of African countries and their development partners; in working towards achieving the MDGs by focusing on improved governance. The adoption of APRM posed a challenge of implementation, which the United Nations and UNDP in particular are striving to meet through, strengthened institutional and technical support to APR countries and organisations involved in its implementation process. This project thus falls within the purview of the support programmes of UNDP for the APRM in Nigeria.

For effective country level of the APRM, a structured and interpretative understanding of the process by the identified stakeholders is critical. In order to put Nigeria on firm footing for the APRM process, a series of Technical workshops is being organised for ten groups of stakeholders. These include: the media, the Civil Society Organisations, legislators, judiciary, private sector executives, public officials and Labour Union leaders, etc. These technical workshops seek to consolidate the gains of the earlier zonal sensitisation workshops organised by the Africa Leadership Forum.

B. Objectives of the workshop

Broad objectives

1. To broaden the support base and deepen the understanding of the African Peer Review Mechanism among the various stakeholders in Nigeria;

2. To create a conducive environment for the implementation of the APRM process in Nigeria;
3. To ensure effective domestication and integration of the APR process into the Governance process in all tiers of Government in Nigeria;

Specific objectives:

1. Increase the required level of legitimacy through the creation of broad-based awareness of NEPAD and APRM among the stakeholders in Nigeria;
2. Deepen the understanding of the structure and processes of APRM among critical stakeholders to be involved in the review process;
3. Increase the level of interpretative understanding and overall technical competence of the key stakeholders;
4. Identify, mobilize, sensitise and prepare all the key stakeholders that will be involved in the implementation of the APRM in Nigeria;
5. Review and redefine the role of key stakeholders in the implementation process based on the lesson learned from Ghana, Rwanda and Kenya;
6. Identify the immediate challenges that are likely to confront the implementation process;
7. Create a forum for information sharing and collation of inputs for the implementation of the APRM process in Nigeria;

C. Focus of the Technical Workshop

The workshops have been designed to increase the level of interpretative and structured understanding and overall technical competence of the key stakeholders in the implementation of the APR process in Nigeria.

Specifically the focus groups are Media Practitioners and Professionals; Labour and Trade Union leaders; Private Sector Executives; Federal Legislators and State Legislators; Political Party Executives; State Speakers and their Deputies; Federal Judiciary; State Judiciary; Academics and Civil society organisations; Federal and State public service officials; Chambers of Commerce and Members of the National Work Group on the APRM.

D. Target Group

Workshop I (Media Practitioners and Professionals)

1. **Workshop II** (Members of the National Working Group and Technical Research Institutions)
2. **Workshop III** (Executive members of the Private Sector in Nigeria)
3. **Workshop IV** (Labour Unions/ Trade Association Leaders)

E. Description of the Workshop modules

Intensive workshops that involve in-depth interrogation and analysis of the primary issues around the concept of APRM, its implementation procedure, possible challenges as well as its capacity and potentiality for the improvement of governance process in Nigeria. Modular presentations by knowledgeable Resource Persons and professionals involved in the implementation of the APRM process within Nigeria provided the basis for discussions with the guide of an experienced and distinguished chair.

Modules delivered during the workshop.

Module 1: Understanding the Principles of APRM Process:

- Governance Challenges in Africa and Nigeria
- The Evolution, Objectives and Benefits of NEPAD and APRM
- The Management Structure and the Current Continental status

Module 2: The Generation of Country Assessment Report: The Procedure, Validation and Acceptability:

- Statutory Requirements and Preparation for APRM
- The Tools of Assessment (Thematic Questionnaires and Domestication Process)
- Country Self Assessment Process and the Role of Stakeholders and the Validation Process

Module 3: The Generation of NPOA: Process, Procedure and the Inputs of Stakeholders

- The Purpose and the Procedure for the Generation of NPOA
- The Inputs of Stakeholders and the Validation Process

Module 4: The Role and the Purpose of Country Review Team in the APRM Process

- The Role of the Country Review Team in the APRM Process
- The Management of the CRT and the Utilisation of the Country Review Report

Module 5: The Implementation of NPOA

- NPOA as Development Framework (NEEDS, SEEDS, and LEEDS)
- Funding the NPOA
- Integration of NPOA into National Legislations
- Developing, Monitoring and Evaluation Framework for NPOA

Module 6: Coordination Framework for APRM Process and Periodic Review

- The Nature and the Structure of Existing Coordination Mechanism
- The Political Peculiarity of Nigeria and the APRM Process
- Decentralisation and Devolution of the APRM Process in Nigeria

F. Workshop Methodology

All workshops that have held were conducted as technical workshops; with resource persons drawn from professionals and senior government officials who are in the core, of the implementation of the APRM process in Nigeria. The relevant Resource Persons carefully drafted objectives of the session and expectations for impartation. A participatory approach was used where participants brainstormed on issues after in-depth presentations and analysis by resource persons. Group-work amongst participants was conducted so as to enable participants identify those areas and opportunities that the APRM presented for inputs. Individual and group action plans were administered to enable participants develop their own ideas and projects to extend the sensitisation as well as the implementation of the process in Nigeria.

G. Assessment

In order to assess the efficiency of the workshop in relation to the achievement of the stated objectives, participants were allowed to freely and anonymously assess the workshop as it related to their own perception from various angles. The comments and preferences of the participants were then analysed using percentages. The outcome is presented below.

1. Quality and Value of the Workshop

In all, about 47 percent of the participants rated the workshop as 100% satisfactory while the remaining 53 percent awarded it 75%. It thus gives an average rating of 84% on the quality of the workshop. It can then be deduced from this that the average quality of the workshop is excellent, going by participants' assessment. Following the same line of reasoning, 53 percent of the participants saw the workshop as 100% valuable while 42 percent valued it with 75% rating and only 5 percent saw it as 50% valuable. From this, participants on average attached 86.8 percent value to the workshop. It thus follows that the quality and the value of the workshop to the participants, are excellent.

2. Participants' Assessment of the Workshop

There are ten modules altogether in the workshop, which cover different topics. The reaction of each and all the participants to each and all of these topics differ from one another and also vary from one participant to another. In order to give qualitative justice to this analysis, the assessment is viewed from two different angles.

42 percent of the participants were 80%+ satisfied with all the workshop sessions, while the remaining 58 percent of the participants believed it to be between 60-70% satisfactory. Aside this average conclusion, it is evident from the analysis that there is a considerable degree of variation in the assessment by the participants with the range of 30. That is, one participant assessed it to be 97.5% satisfactory and another participant assessed it to be 67.55% satisfactory. The difference in the opinion can be attributed to factors, which are not covered by the assessment form. For instance, the familiarity of some participants with facilitators, initial understanding of the concept or the general mood or state of mind of the participants during the workshop, may go a long way in determining the satisfaction from the session(s). The variation notwithstanding, since the assessment of the sessions altogether is above 60%, it can be concluded that the participants enjoyed all the sessions of the workshop.

3. Participants' assessment of each workshop Session:

The participants' satisfaction levels from each of the workshop sessions differ from session to session. A quick rundown shows for instance, that, the participants attributed the highest of 84% of satisfaction to the topic; **"The Political Peculiarity and the**

Challenges of Institutionalisation of APRM in Nigeria.” This is followed by 78.9% assigned to; **‘The Process, Procedure and the Inputs of Stakeholders in NPOA.’** Following this is 77.6% valuation given to; **‘Revisiting the Tools of Assessment: Current Challenges, Issues and Roles of NWG’** and **‘Country Self Assessment Process and the Role of NWG in the Validation Process.’** Next to this is the, **“Fund, Management and Integration of the NPOA into National Legislations”**, which was rated with 76.3%. The session least valued was; **‘Current Update and Situation Report on the APR Process’** and it was given 65.8% assessment. The **range of assessment is 18.4**, which is relatively small.

The variation of the sessions’ assessment can also be attributed to many factors such as the nature of the topic, the period of the day, the time allotted, pre-knowledge of the participants about a session and the facilitators’ teaching methodology. It can be concluded, regardless of these variations, that the sessions were fully articulated.

H. Follow-up:

Workshop 1: Support group for the APR process was formed to expand media interest in the APRM process, as well as ensure its extensive coverage by members of the public.

Workshop 2: Members of the National Working Group to initiate and implement a stepped-down sensitisation on the APR process. A letter was prepared and sent to the President and Commander-in-Chief to initiate a process that will lead to launch the APRM at the Federal, State and Local Government Levels

Workshop 3: Strategic partnering to further expand private sector inclusion in the APRM process in Nigeria, and the inclusion of Chambers of Commerce, in the subsequent technical workshops.

Workshop 4: To inaugurate formal activities that would lead to the establishment of APR desks in all the state branches of the labour/trade councils and associations.

Advanced Research and Policy Dialogue

On October 17-18, the Forum served as institutional partner to the Council for the Development of Social Science Research in Africa (CODESRIA) for a programme titled Advanced Research and Policy Dialogue. The dialogue, which held at Nigeria's capital city, Abuja, was a structured exchange between some of Africa's top leaders, statesmen and women and scholars. H. E. Nigeria's President Olusegun Obasanjo presided over the meeting.

The Dialogue centred on the objective of renewing the foundations for African citizens. The theme, *Africa: Reaffirming Our Commitments*, rallied participants to rethink citizenship in Africa and renew a sense of collective responsibility to making the continent-all parts of the continent- a home to its peoples.

The following 12 propositions for a Renewed Commitment to Africa formed the bases for the dialogue:

1. Living Together: Local and Pan-African Citizenship
2. History and Culture
3. Making Governance Work for all Africans: Towards a New Social Contract
4. Men, Women and Gender Complementarities
5. Language and Communications
6. Production and Trade
7. Re-thinking Social Policy
8. Keeping the Public Sphere Open and Democratic
9. Conflict, Violence and Peace: Bringing Politics Back.
10. Renegotiating Africa's Place in the World
11. Research and Policy Making
12. Reinventing Our Future

Participants from all over Africa shared ideas and mapped out strategies on the way forward for the region.

Africa and the Emerging Global Challenges: Desirability of African Union Government

A key part of Africa Leadership Forum's objective is to "sensitise incumbent leaders, policy makers, media, and the public, both in and outside Africa; on national and regional problems of development, strategy, environment, and management in a way to facilitate their effective contributions to solutions." This is one of the crucial bases on which the Forum collaborated with the Federal Government of Nigeria to hold a two-day conference on the theme, "*Africa & the Challenges of the Changing Global Order: Desirability of a Union Government.*" It was held on November 12-13, 2005 at the State House Banquet Hall, Abuja, Nigeria.

The conference had in attendance African heads of governments as well as the Chairperson of the AU Commission. Also participating at the conference was a broad section of the African civil society movement as key resource persons. The Abuja conference, which was convened by H.E. Chief Olusegun Obasanjo, Chairperson of the African Union was in pursuance of the decision by the African Union Assembly of Heads of State and Government, held in Sirte, Libya. The decision was to facilitate a deeper reflection on the content and thrust of the report presented by President Yoweri Museveni of Uganda during the ordinary session of Heads of State and Government of the African Union, held in Sirte, Libya in July, 2005.

The conference had the following as its objectives, among others:

- Provision of further conceptual clarifications on the notion of Union Government in Africa;
- Provision of opportunity for stakeholders from the five African sub-regions to discuss the desirability of a Union Government as a framework for Africa's effective participation in a rapidly globalising world;
- Discussion of the possible constitutive, operational and institutional challenges of creating a viable Union Government and define appropriate strategies for tackling them;
- Deliberation on the possible national constitutional challenges; and the implications for African countries.

President Obasanjo observed that four fundamental factors were critical in the formation and the management of Union Government. These factors are:

1. A Union government must be motivated by a clearly identifiable set of goals.
2. The pursuit of these goals must be based on a set of clearly identifiable shared values and commonality of interest which are non-negotiable.
3. These values determine the constitutive and regulative rules of the Union.
4. Such rules are expected to be based on the principle of strict adherence.

The following are of the points that participants noted at the conference:

1. The issue of Union Government has been with Africans since the wave of independence in the 1960s. The issue is not building from the roof; it is whether or not Africans intend to finish the house.
2. Having agreed that the Union Government is a positive objective, there is no contradiction between building on what we have right now and moving towards a Union Government.
3. The continental government project must be based on rigorous empirical analysis rather than concocted rhetoric.
4. The project must take into account issues of nationality, ethnicity, gender equality and sensitivity, race, tribes, fair and equitable distribution of resources and emphasis on the rule of law.
5. The project of a Union Government must address important constitutional issues such as the status of current states and reconfiguration of the political authority of existing leaders within the new arrangements. What titles would they have and what competence?

6. The debate should really focus on whether or not we will be fixated by the issues that have been with us in the debates of the 1960s or show a new political will to move forward.
7. Decisions on building a Union Government must be taken by representatives of states that are truly independent.
8. Decisions taken by African leaders on Union Government must be supported by a mandate of the people of various states.
9. There is a need for a layered approach to the subject of a Union Government that must identify and clearly assign specific roles to states, sub-regional entities and the continental government. We need to identify areas such as environmental issues, trade negotiations, etc, where coordination is best handled at confidential level and assigned such responsibility there.
10. The Union Government ideal must be based on shared values.
11. Approaches to the ideal of a Union Government should not necessarily assume unanimity. Based on the experience of the European Union, it should be possible to have a fast-track component where those who want to move forward can go ahead and others may join later.
12. There is a need to define the modalities for the implementation of a union government project by establishing an appropriate roadmap and a strategy for its attainment.

Major Conclusions and Recommendations:

The deliberations produced the following conclusions and recommendations:

1. The necessity for eventual Union Government is not in doubt. It is even characterised as an imperative in the fulfilment of the dream of the successive generations of African leadership, and as a response to the collective aspirations of African peoples as well as developments in other regions of the world.

2. As a corollary to the above, the conference recommended that it must be a Union of the African people and not merely a union of states and governments. As part of this recommendation, it is important to popularise the Union project and extend its constituency beyond the leaders. To effect this, it is recommended that a multi-pronged and multi layered campaign be undertaken to inculcate the ideals of Pan Africanism in African learning institutions, media and other organs of civil society.
3. The Union Government must be motivated by a set of clearly identifiable goals.
4. The pursuit of these goals must be based on a set of clearly identifiable shared values and commonality of interest, which are non-negotiable. Such values may include, among others, democracy and human rights, social solidarity, good neighbourliness and peace.
5. These values must determine the constitutive and regulative rules of the Union. Such rules are expected to be based on the principle of strict adherence.
6. For effectiveness and sustainable results, a carefully thought-out and detailed roadmap on the Union Government project must be developed and used as a guide.
7. The formation of a Union Government must be based on a multi-layered approach. In that respect, basic internal contradictions at the national level must be reviewed and resolved. The same must also happen at sub-regional levels. Thereafter, the next logical step must be to identify and clearly assign specific roles to states, sub-regional entities and the continental political framework.
8. There must be continuous work towards the Union project simultaneously at national, sub-regional and regional levels. The architectural framework which was constructed for the African Union; only three years ago should be strengthened by the correction of the identified weaknesses and the provision of necessary resources for the effective implementation of its vision and mission as well as approved programmes.

9. The multi-layered approach must also work on the principle of gradual '*incrementalism.*' Core issue areas such as major environmental challenges, collective and joint trade negotiation strategies and frameworks, infrastructural development, agricultural development and the fight against HIV/AIDS, where coordination is best handled at continental level, must be prioritised with responsibilities assigned accordingly.
10. Regional Economic Communities (RECs) must be made more effective as the building block for the continental framework. In particular, a clear decision must also be taken in terms of current and future competence of the regional blocks and the continental framework. A clear decision must be made on rationalising the sub-regional economic communities so that investments are made to build synergies between the RECs and the Union Government.
11. The Pan-African Parliament and Economic Cultural and Social Council (ECOSOCC) and other independent Pan African Organisations will require be strengthening, adequately resource and carrying along as part of broader investments in citizen participation.
12. The conference urged a faithful implementation of the protocol on the Pan African Parliament, which requires that members be elected directly from all countries instead of being selected from national parliaments, and the Pan African parliament should exercise an oversight function over the Union Government.
13. The African Union Commission must be directed to conduct an audit of what already exists on the ground with respect to:
 1. The state of the implementation of all relevant agreements, treaties and programmes.
 2. Resources and capacity for the AU and its organs.
The works of the Regional Economic Communities and their harmonization.
 3. The urgent establishment of other organs of the African Union such as the Central Bank, Court of Justice & Human Rights, African Investment Bank, etc.

14. The African Union Commission must establish a team of experts, which will work with the seven-member AU committee to draw up detailed recommendations for submission to the African Union Summit.
15. Participants commended the conference and urged that such a dialogue be continued and participation at future conferences of this nature should be expanded.

In view of the track record and demonstrated competence of the Africa Leadership Forum (ALF), particularly in convening high-level consultative dialogues and policy meetings, it should be mandated to mobilise continuous civil society involvement and engagement with the new AU leadership. The ALF, in consultation with the African Union Commission, should organise similar conferences for civil society organisations, among others, in different parts of Africa.

Gender Mainstreaming and Development Planning Workshop

The Forum organized a Gender Mainstreaming and Development Planning Workshop for the Senior and middle management staff of Shell Petroleum Development Company of Nigeria Limited (SPDC), Warri, Delta State, Nigeria on November 28-29, 2005.

The workshop objectives were to:

- Sensitise participants on gender concepts and the effect of gender on social relationships between women and men
- Build the capacity of staff to appreciate and identify gender gaps in projects planning and conception stages
- Strengthen programming skills to appropriately mainstream gender into programme planning for community development

The workshop methodologies: included case studies, brainstorming, plenary discussions, power point and flip chart presentation, group work etc. In the first session, participants defined development as positive change over time; and as an event causing a change; and qualitative growth. Various definitions of development like the Human Development Index (HDI); Gender and Development Index (GDI) and the Gender Empowerment Measure (GEM). Parallel to the change in thinking, various theories of development began to emerge as solutions for evoking gender balance in development. Characteristics and flaws of three specific theories; proffered over the years as solutions for evoking gender balance in development, were discussed in details. The theories are Women in Development (WID) of the early 1970s, Women and Development (WAD) of the late 1970's and Gender and Development (GAD) of the 1980's.

Gender Terms

There were also definitions of gender, sex, gender stereotypes, gender relations etc. The following definitions were provided:

- *Sex* refers to the biological differences of women and men. They are given at birth and cannot change.
- *Gender* - socially attributed roles and responsibilities of women and men. They are social construct therefore; they change from place to place. Men and women are socialized into roles early in life. They begin to live out these roles and as they grow begin to identify with these roles. Sites of gender socialisation include the family, school, religion, media and the public arena.
- *Gender Stereotype* - a general picture and preconceived notion (that may not be correct) but is held and common by members of a group or society representing the simplified opinions, views, and attitudes deemed to be appropriate and characteristic of an individual and gender. These gender stereotypes; dictate gender roles which put a lot of burden on both men and women; for instance, the image of the man as the breadwinner. Once a man is unable to provide, he begins to feel incomplete and like a weakling. He may begin to get disgruntled and sad especially if his wife has taken over this role. He feels castrated and in some extreme cases can kill himself or become violent with his wife and family members.
- Movement from a simple or worse situation to a sophisticated and better situation. It is both qualitative and quantitative. It is both a process and an end. It must include a human element because structures alone have no meaning unless they transform lives.
- Allocation of Activities on the basis of sex which is learned and clearly understood by all members of a given society. Changes can take place when the society is under some form of stress (Migration).SDL is the most significant social structure governing gender relations.

- **Gender Relations-** Social relations between women and men. These could be relations of cooperation, connection and mutual support and conflict, separation and competition, of difference and inequality.
- **Empowerment** - about people developing their ability to take control over their own lives. It can be both individual and collective.
- **Productive work** - goods and services for exchange in the market place for income. Women and men contribute to family income with various forms of productive work, although men predominate in productive work. Historically, in most societies, changes in economic structure and hence in productive activities; have led to changes in division of labour and gender relations.
- Activities pertaining to sustenance of life within the household - **Social reproduction**
- **Access, Control, Resources:** **Access** - gives a person the use of a resource. **Control** - allows a person to make decisions about who uses the resource or to dispose of the resources. **Resources** could be economic, political and time
- **Practical Gender Needs** - These are needs that women and men can easily identify as they relate to living conditions - food, shelter, water, health care etc.
- **Strategic Gender Needs** - those that women identify because of their subordinate position to men in the society. They relate to issues of power, control, structures and systems.
- **Condition:** refers to the day to day material conditions of women and men which development efforts strive to improve.
- **Position:** refers to women's social and economic standing in the society relative to men. For example, disparities in wages, employment opportunities, unequal ownership of land and property, vulnerability to violence

- *Equality* -refers to similarity of treatment as legally and constitutionally driven. It is a fundamental right.
- *Equity* -refers to a fair sharing of resources, opportunities and benefits according to a given framework. Equity is measurable and manifested in parity.

Mainstreaming was defined as inter-related sets of dominant ideas and practices; that influence decisions on developmental directions. Gender mainstreaming was defined as a strategy for making women's and men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes, in all political, economic, and social spheres so that women and men benefit- equally and inequality is not perpetuated.

Some of the major recommendations at the end of the workshop are:

- Gender mainstreaming should be introduced into school curricula and in conventional development approaches
- Monitoring framework for follow up of participants' post-workshop activities on gender mainstreaming
- Workshop should also be held for staff at lower cadres
- Workshop should be organized for SPDC staff in policy making positions
- More of gender mainstreaming and development planning workshops to enable development practitioners make the strategic connections in our work/policies/programmes
- Expand the horizon and bring in more participants so that the majority of Shell staff would be gender sensitive in their work and private lives.

Landmark

Ayo Aderinwale Elected ECOSOCC Vice President

ALF's partnership with other African civil society in consolidating civil society's inputs into the African Union, through the Economic, Cultural and Social Council (ECOSOCC) received a further boost, with the election of its Executive Director, Mr. Ayodele Aderinwale as Vice President of the Interim Standing Committee of ECOSOCC (West Africa). This was at the African civil societies meeting at the Hilton Hotel in Addis Ababa, Ethiopia on 26th – 30th March 2005. Also elected was H.E. Prof. Wangari Maathai as President of the Standing Committee of ECOSOCC. Other officers elected on the same platform include Mr. Charles Mutasa, Vice President, Southern Africa, Mr. Maurice Tadadajeu for Central Africa and Mrs. Fatima Karadja for North Africa.

Mr. Aderinwale is currently a member of the National Steering Committee of NEPAD's African Peer Review Process; as composed by the President of the Federal Republic of Nigeria, Chief Olusegun Obasanjo. The ALF's Executive Director is also the chair of the Parliamentary Support Network, (PARLIANET), of the African Capacity Building Foundation.

The Interim Standing Committee is the executive body that coordinates ECOSOCC's work. The presiding officer is expected to give an annual report to the assembly of Heads of States and Governments, at the annual summit of the Africa Union.



Mr. Ayodele Aderinwale, MFR

ECOSOCC, amongst other things, and in conformity with the objectives of the Africa Union as provided for on the Constitutive Act, seeks to promote continuous dialogue between all segments of the African people on issues concerning Africa and its future. It also works to forge strong partnerships between governments and all segments of the civil society, in particular;

women, the youth, children, the diaspora, organised labour, the private sector and professional groups. Finally, it is to ensure the participation of Africa's civil society in the implementation of the policies and programmes of the Union in the sphere of peace, security and development.

Landmark

Chatham House and NIIA Top Staff Visit ALF

Senior personnel of the Royal Institute for International Affairs, “Chatham House” and the Nigerian Institute for International Affairs (NIIA) had a familiarisation tour of the Africa Leadership Forum and the Covenant University Ota, (a private Nigerian university) on April 9, 2005. The Director-General of the NIIA, Prof. Joy Ogwu and the Head of the Africa programme of Chatham House, Mr. Alex Vines, led the group. Both institutes are their countries’ foremost think-tank on foreign policy.

While at the ALF, the group commended ALF for its contributions to national discourses as well as for its enduring capacity-building programmes. Specifically, Prof. Ogwu thanked ALF for ensuring that the country’s civil society remained visible amongst other civil society organisations in Africa.

Ayo Aderinwale, Executive Director of the Africa Leadership Forum, thanked the group for giving ALF the privilege of the visit. He gave a brief account of the development of the ALF and the challenges and prospects in achieving its mission. Responding on behalf of the Royal Institute, Mr. Alex Vines also gave a brief historical account of “Chatham House” and concluded that his team was indeed proud to have been at ALF while in Nigeria.

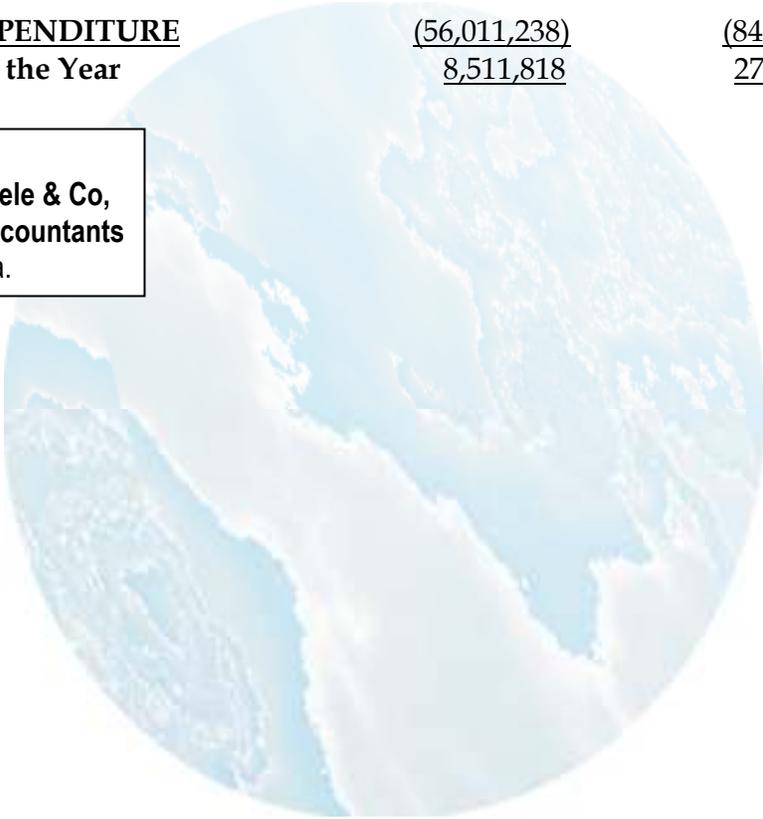
Both groups exchanged publication materials, after which Mr. Aderinwale led the group on a tour of the Forum’s facilities and those of The Temperance- a conference and training centre.

Summary of Accounts
Africa Leadership Forum
Income & Expenditure Account, 2003 & 2004

	(Note)	2004	2003
		=N=	= N=
<u>REVENUE</u>	9	64,523,056	112,174,406
Less			
<u>ADMINISTRATIVE EXPENSES</u>			
Salaries and wages		19,158,495	15,618,373
Motor Vehicle Expenses		232,495	363,253
Medical & Welfare		612,365	1,267,993
Rent & Rates		285,648	496,680
Electricity		454,247	372,949
Repairs & Maintenance		1,241,770	1,750,256
Insurance		2,133,303	109,593
Security Expenses		<u>898,750</u>	<u>1,135,662</u>
		<u>25,016,933</u>	<u>21,114,759</u>
<u>PROGRAMME EXPENSES</u>			
Transport & Travelling		2,931,276	17,279,974
Accommodation & Lodging		4,046,794	16,214,703
Printing of Books & Stationeries		1,731,115	2,478,703
Miscellaneous Expenses		1,787,228	815,202
Entertainment/Public Relations		-	355,170
Advertisement		3,623,402	747,463
Consultancy		4,048,131	2,331,550
Subscription for Bandwidth		3,210,699	2,646,900
Postages & Communications		2,785,025	3,018,649
Bad debts		1,220,586	-----
Investment		<u>1,558,715</u>	-----
		<u>26,942,971</u>	<u>45,888,364</u>
<u>PROFESSIONAL & FINANCIAL CHARGES</u>			
Bank Charges		925,201	1,656,573
Interest on Loan/Overdraft		1,714,268	3,631,812
Legal Fees		-	
75,000			
Audit Fees		367,500	367,500

Depreciation	468,750	9,368,864
Equipment Rentals	543,730	1,411,580
Loss on Sale of Fixed Assets	-	1,251,350
Loss on Exchange Rate	<u>31,885</u>	-
	<u>4,051,334</u>	<u>17,762,679</u>
<u>TOTAL EXPENDITURE</u>	<u>(56,011,238)</u>	<u>(84,765,802)</u>
Surplus for the Year	<u>8,511,818</u>	<u>27,408,604</u>

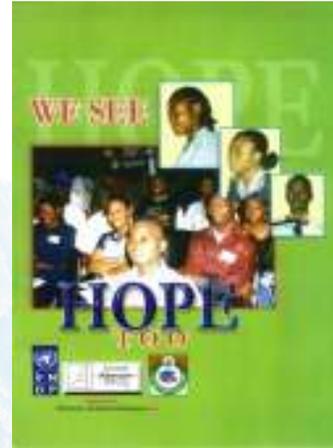
Audited By:
Aremu Akindele & Co,
Chartered Accountants
 Lagos, Nigeria.



Publications

We See Hope Too

This is a compilation of leading essays in the National Essay Competition for Nigerian Youths on Corruption. The essay titled, *Corrupt Practices and Honest Leadership in Nigeria* presents the views of Nigerian youth on corruption and their recommendations on the way to fight the monster. Competition winners have since been awarded prizes but this publication captures the views for posterity.



***Akuko!!!* Newsletter**

The Forum's online newsletter is still a crucial instrument for dissemination of information on the Forum's activities. It has garnered thousands of subscribers, bridging the information gap between the Forum and its publics. It is available on the Forum's website.

To purchase any of the ALF publications, please make check/postal order (plus 5% postage and handling charges) to:

Africa Leadership Forum,
ALF Plaza,
P.O. Box 776,
Ota,
Ogun State, Nigeria,

Telephone: 234 807 463 4176

Facsimile: 234 39 600 043

E-mail: democraticleadership@africaleadership.org

www.africaleadership.org

Donations/Contributions' Form
Be part of ALF's vision:

Yes, I/We believe in the vision

.....
Amount donated

.....
Type of Currency

.....
Organisation

Towards.....

Tear Out This Form and Join Our Cause!

Mail to: Africa Leadership Forum,
P.O. Box 776, Ota, Ogun Sate, Nigeria
Tel: 234 39 722 730-3
Facsimile: 234 39 722 751
E-mail: info@africaleadership.org

Address (Please circle one)

Mr. Mrs. Miss. Dr Other.....

Name.....

Mailing Address.....

.....

.....

Country:

Telephone.....

E-mail.....

Africa Leadership Forum
Would You Like to Fellowship With Us?

NOMINATION FORM

The Africa Leadership Forum is interested in building its dossier of knowledgeable and articulate individuals who can be asked to participate in some of its sessions. Leadership for the Forum is not restricted to those in government offices.

It also includes members of the executive of political parties, the second echelon of executive managers in the various aspects of business; intellectuals, penultimate and second ranks in the military; and directors in various arms of the civil bureaucracy.

You can assist by filling this form or by sending this nomination form to people known to you for completion. Completed forms should be mailed to:

The Executive Director,
Africa Leadership Forum,
P.O. Box 766, Ota, Nigeria.
Tel: 234-39-722730-3
Fax: 234-39 – 722742
e-mail: info@africaleadership.org
Website: www.africaleadership.org

Please, type or print clearly when filling this form

Surname.....

First Name.....

Date of Birth.....Sex.....

Nationality.....

Occupation.....

Home Address.....

.....

Home Telephone.....Fax.....

Postal/Business Address.....

.....

Tel.....Fax.....E-mail.....

Please, give brief career and educational details:

Professional Interest.....

Other Non-Professional Interest.....

Are you already on our mailing list? (Yes) (No)

Have you participated in any of our previous programmes? (Yes) (No)

If yes, indicate which one:

Any additional information please?

.....

.....

.....