



Africa Leadership Forum

ANNUAL REPORT
1993 & 1994



INTRODUCTION:

The Africa Leadership Forum, a non-governmental and not-for-profit organization established in 1988 took its root from the need to improve the competence and capacity of African leaders in confronting headlong the myriad development challenges of the region. The Forum, therefore, arose essentially as one of the major responses to the crisis of leadership and management. This concern for effective management led to us convening a range of seminars from Agricultural production to Economic reforms, from the end of apartheid to the impact of Europe in 1992 on West Africa. To state briefly, the core objectives of the Africa Leadership Forum are:

1. To encourage the diagnosis, understanding and informed search for solution to local, regional and global problems, taking full account to their interrelationship and mutual consequences, involving both current and future leaders;
2. To develop, organize and support programmes for the training of able and promising Africans with leadership potentials so as to expose them to the demands, duties and obligations of leadership positions and to prepare them systematically to assume higher responsibilities and to meet the challenges of an interdependent world;
3. 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 and with a view to fostering close and enduring relationships and promoting long-life association and cooperation among such potential leaders.
4. 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 countries, sub-regions and institutions, drawing on current leaders and decision-makers, scientists and younger persons;
5. To sensitize 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

The Forum pursues these objectives in variety of ways, encompassing different approaches and modalities so as to build and improve on leadership skills that ensure capacity building and capacity utilization such as:

- a. Exposing mainly young African leaders to recognized 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. Organizing events in different African countries and at locations of international organizations, where appropriate, to accomplish a broad reach-out;
- d. Disseminating widely findings and proposals in priority issues so as to induce decision-makers in Africa and other continents to address the problems and take appropriate action;
- e. Involving both well-known and established personalities and the younger generation, mostly unindicted to international exchanges and cooperation, drawn from a network which will gradually be built through recommendation and identification by experienced personalities;

In line with its stated goals and objectives, especially, 1, 3,'a' and 'e' above, ample concern was demonstrated for leadership improvement in the conception and implementation of its programmes throughout 1993 as in the preceding years.

The forum continues to design its activities in consonance with the priorities which the forum set itself at its inaugural programme in October, 1998. In addition, the Forum also seeks to maintain its ability as a flexible mechanism to respond quickly, effectively and with substantive depth to new developments and changing conditions. This was done again this year, most conspicuously in organizing a conference on the lesson's of Singapore's experience for Africa when the opportunity arose to do so.

The proposal for a Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA), a major initiative launched by ALF in 1991, continues to influence heavily the agenda of the Forum. Having pioneered since its inception programmes dealing with democratization and good governance in Africa, ALF pursues its activities in the leadership area with emphasis on issues of democratization and transparency in Africa.

The programmes carried out in 1993 were again guided by the dual strategy approach chosen since the Forum's inception:

- a. The Forum addressed long-term, endemic problems afflicting Africa's development and their interrelationship with and co-operation issues; and
- b. The Forum responded flexibly to emerging new challenges and events while effectively following up with relevant leaders in Africa on the implementation of various recommendations which had emanated from Forum meetings.

In terms of participation, another duality was further refined: the involvement and deliberate mix of both experienced leaders and younger, promising individuals from various African countries in Forum's programmes. The preponderance of ALF's programmes in 1993 was designed for Younger Africans and especially women.

1993 INTERNATIONAL PROGRAMMES/MEETINGS

A. NAIROBI: Challenges of Leadership in Democracy and Good Governance:

In March 1993, a meeting of essentially East African political leaders was called to discuss the *“Challenges of Leadership in Democracy and Good Governance in Africa”*, from 10th -12th March, 1993. The meeting was basically a follow up meeting to an earlier meeting in Cotonou, Benin Republic in November, 1993. In actual fact one of the major serendipitous discoveries in Benin necessitated the Nairobi meeting. Although the meeting was specifically targeted at peculiar political problems of East African sub-region, of course with general implication for the rest of Africa. One major achievement of the meeting was that it brought together major political leaders in East Africa together for the first time at a round table. The meeting enabled the leaders to rediscover their points of commonalities as against their points of difference (The main report of the meeting is attached as annexure to this report).

B. AFRICA LEADERSHIP FORUM GOVERNING COUNCIL:

The second meeting of the Governing Council of the Africa Leadership Forum was held at the Intercontinental Hotel in Nairobi, Kenya from the 9th- 10th of March, 1993. The meeting discussed among other issues, the UNDP evaluation of the activities of the ALF, (the Mazrui Report). The meeting was informed that the Mazrui Report was largely prompted by reduced budgetary resources and policy changes in the Regional Programming of the UNDP-Regional Bureau for Africa. The Council also took time to examine possible approaches to the issue of leadership development and concluded that the ALF strategy of bringing accomplished and experienced leaders in interaction with young and upcoming leaders while at the same time rubbing minds on major issues of importance to Africa represent the best strategy. The Governing Council also undertook a review of the activities of ALF in 1992, the proposed future activities of the ALF as well as the Financial Report of the Forum. The third meeting of the Governing Council has been scheduled for 15th December, 1994 at the Lake Victoria Hotel, Entebbe, Uganda. This meeting will among other things review the programming/activities of the Forum in 1994 as well as approve the plans/budget for 1995.

C. SINGAPORE: The Relevance of Singapore’s Experience to Africa

In November, 1993 the Africa Leadership Forum in collaboration with the Singapore International Foundation held a three day meeting to look at the relevance of Singapore’s experience to Africa. The essence of the meeting was to examine critically the factors responsible for the phenomenal growth of Singapore as with the rest of the newly industrializing economies of East Asia and to explore the possibilities for Africa in seeking to dovetail the path of growth blazed by these economies.

In seeking relevant lessons for Africa from breathtaking growth and performance of the economies of East Africa in general and the economy of Singapore in particular in the last three decades, due cognizance was taken of the different circumstances and situations. The emphasis was more on similarities of the challenges. In a nutshell the conference agreed that there are principles applied and applicable to Singapore which is equally applicable to countries in Africa. These principles include clean government and effective civil service; unquestionable leadership integrity with accountability, transparency, openness and separateness between personal assets and public funds.

Another is the maintenance of national unity, solidarity, security and social cohesion and harmony irrespective of racial, tribal, linguistic, religious and other differences. Yet another principle is the management and control of population growth. Adoption of pragmatism rather than dogma in economic policy, management and practice and the provision of education for all as an indispensable tool of development and growth and an essential instrument of personal fulfillment, family cohesion, community development and national growth and progress were also identified as other principles upon which the growth of Singapore is predicted. So also is the adequate provision of non-educational physical and social infrastructure of roads, transportation, communication, housing, food and nutrition and health services with fair and equitable distribution or accessibility.

Perhaps a major principle or factor is the demonstrable concern for result orientation as against political correctness. But then it was pointed out that one unique experience of Singapore that probably no African country share is the smallness of the city-state and the total absence of agricultural sector. The geopolitical situation of Singapore during the height of the Cold War years of the sixties may not be comparable with the situation or experience of any country in Africa

These are lessons that cannot be regarded as irrelevant for African Nations and African Political leaders.

With a total of sixteen (16) African participants, from a cross section of African life, it was indeed an eye opener for most of the African delegates. The meeting was generally described as very instructive, enriching and useful by most of the Africa participants.

D. OTA VI- Interaction Forum for Young African Leaders:

This is the annual conference of the Africa Leadership Forum usually held in Ota, Nigeria, the headquarters of the Forum. Previous editions of the Ota meeting have usually been devoted to major developmental issues and challenges confronting Africa. This year's conference was the sixth in the series. Our objectives this year was to concentrate on the successor generation from all walks of life as such participants were mainly under 40 years of age. The intent is to sensitize to the sensibilities of young African Leaders to some of the possible challenges, demands, issues and needs of Africa in the years ahead. The meeting was held from the 28th of November -1st December, 1993.

Each day was devoted to examination, review and analysis of the political, cultural and economic and the science and technology challenges confronting Africa now and in the foreseeable future. The fourth day was devoted to the adoption of recommendation and summary of proceedings.

With the main target as the construction of possible scenarios for the future and reflection on possible modalities for confronting the same, each session was led by an African leader of substance in the field and who is retired. This was to enable the young and relatively less experienced participants benefit from the repertoire of the lead speakers' experience in politics and political management, economic management, science and technology research and application.

It was intended to provide them with an insight to the mistakes and missed opportunities of the past and the short-comings of the present while identifying the critical issues, the challenges and the requirements for the future. Following the lead presentation, there was an immediate response by a

lead provocateur who is a current practitioner in the field and who is younger and relatively less experienced.

A set of practical recommendations emerged at the end of the meeting which would enhance the capacity of young African leaders to manage change effectively. The full debate at the meeting has been published in both French and English languages for effective and wide dissemination with the continent.

E. The Junior Business Seminar:

One of our major problems as we move towards the promotion of sustainable development in Africa is the availability in sufficient quantum of a pool of skillful and resourceful fresh higher institution graduates that are fully aware of the challenges, opportunities and possibilities offered to private initiative by their environment

While our higher institutions have churned out on a yearly basis a number of graduates, the focus of the curricula is seldom on the need to be self-reliant and the effective appreciation of the internal dynamics of the corporate world and the maximum exploitation of whatever opportunities offered to private initiative. Although, governments have over the years established institutions and ventures to promote private investments, most young University graduates are more often than not ill-equipped to seize the opportunities offered to them. It has become necessary to simulate for the benefit of the products of our higher institution of learning, the emerging scenario is the business world.

We therefore design a programme for final year students of Universities and Polytechnics. We strive to mix the very best among the students with the average students. The pilot seminar held in November, 1991 was for mainly Nigerian students. The success of the pilot programme encouraged us to extend participation to West African sub-region.

The institutions are usually requested to nominate a student. While some institutions are to nominate one of their most promising graduates in a specific discipline others are requested to nominate an average student from other disciplines. The main objectives of the seminar are:

- a. Inculcating a culture of entrepreneurship in young graduates of universities and polytechnics
- b. Promising an across the board vertical and horizontal interaction among the students and between them and the seminar lead speakers.
- c. To deepen and widen the practical aspect of their training and profession.
- d. To provide opportunity for interaction and reflection with current practitioners and in different scale.
- e. To expose them to wide range of management of enterprises at different levels and in different scale.
- f. To sharpen the awareness and interest in self-employment and self reliance.

- g. To learn and to be influenced through interaction with successful and accomplished managers and entrepreneurs

By so doing, a major omission in school curricula is filled and the participants are encouraged to identify opportunities open to private initiative. This is done through a range and combination of lectures, simulation exercises and study tours.

Although, the programme is currently restricted to West African sub-region and its proceedings conducted in English language, there have been participants and seminar lead speakers from both English and French speaking countries of West Africa.

At the end of the seminar, participants are requested to complete a Seminar Assessment Form which has become a useful guide in further restructuring and planning future programmes. Four months afterwards former participants would be written to, requesting information on the continued relevance of knowledge gained during the seminar. The feedback process has enabled us to take a decision to hold the Seminar twice a year. One in a neighboring French speaking country and one in an English speaking country. Further successes would be a major pivot in the decision to expand the programme to involve the rest of Africa.

NIGERIAN LOCAL PROGRAMMES

A. FARM HOUSE DIALOGUE:

The Farm House Dialogue is an *ad hoc* discussion group of Nigerians invited to formally deliberate on a particular issue of national or regional interest with a view to understanding present problems and coming up with suggestions on how to cope with the future. The group impaneled for each discussion is different and essentially consist of people with insight into subjects for discussion.

In the composition of the participants the emphasis is on age mix, gender mix, class mix and varied shades of opinion among participants. As a matter of policy there is a deliberate attempt to ensure that fifty per cent of the participants are under forty years of age to give them the necessary exposure and interaction with experienced, more matured and accomplished participants in their own rights. So far the experience has been mutually instructive and rewarding. The Dialogue usually has a short recommendatory report which is then widely circulated.

Since its inception in May 1998, the Farm House Dialogue has dealt with thirteen topics on the Development Series and eleven topics on the Democracy Series. Topics discussed under the Democracy Series include Military & Democracy; Religious Pluralism & Democracy; Poverty and Democracy; Democratic Process in a Multi-nationality. Other areas of focus were Democratic Transition; Economic Democratization; Traditional Institution & Democracy; The media in Democracy among others. The reports of the two series were compiled and published under the titles Elements of Democracy and Elements of Development in 1991 and 1992 respectively.

Having concluded the series on Development and Democracy, the “**Society Series**” of the Farm House Dialogue has been commenced and it was held every eight weeks addressing issues of value system,

social order, the military, role of women and religion. The society series of the Dialogue would also address twelve different topics and issues.

Over the years the reports emanating from the Dialogues have continued to serve as a veritable source of policy input for government policies and other sectors of the Nigerian national life. It has become part of the body of literature that cannot be ignored in serious national development thinking and planning as a follow-up to the Farm House Dialogue on Women in Society, an *ad hoc* Committee has been set up to prepare a position paper for the next constitutional conference in Nigeria.

In addition, the Dialogues have, through informal interactional patterns and processes provided part of the building blocks for constructing golden bridges over the traditional divides of the Nigerian national life.

Over 6,000 copies of each report is published and widely disseminated to several strata and sectors of the Nigerian national life. These include; members of the executive, the parliament, the judiciary, academia, business community, NGOs, students union, labor union, civil service, major employers of labor in the private sector among other categories. In addition, six national newspapers, i.e. The Guardian, The Daily Champion, Sunday Times, Sunday Sketch, The Mail, and The New Nigerian and two community newspapers i.e. Community Magnet and the Parrot have serialized various copies of the report at different times. This has enabled the reports to reach a wider audience.

B. THE PROFESSIONAL SEMINAR SERIES:

The emerging scenario for the 21st century places a premium on competent professionals aware of the required ethical demand of their jobs and the necessary professional competence and outlook. The future relevance of Africa in the next century is particularly hinged on this requirement.

The Africa Leadership Forum as part of its programmes, commenced in 1992 the Professional Seminar Series. The programme is designed for young mid-career professionals to brainstorm on subject matters of national, sub-regional and continental significance and implication as it relates to their individual professions with the major objective of assisting the young professional, among other things to:

- a. Improve his professional capacity and competence;
- b. Understand the challenges of his profession;
- c. Have an across the board vertical and horizontal interaction with older experienced senior professionals with track record of success, integrity and achievement;
- d. Reflect in concert with others on the problems confronting his professional and evince possible modalities for dealing with these problems now and in future.

Surveying professional practice, it was observed that errors of omission and commission are one of the major drawbacks on management competence, efficiency and performance in Africa.

We defined errors of omission as those acts and deeds which are genuinely carried out because the actor knows no better due to lack of training, lack of understanding, lack of experience and lack of

exposure. Errors of commission we depicted as deliberate acts and deeds, known to be wrong but carried out to further, promote and advance selfish and narrow personal interest at the expense of corporate goals and objectives. Such acts and deeds are often time criminal in manifestation and could have very devastating consequences on the profession. It was also noted that the prevalence of errors of commission among most professionals is largely a function of the marginal attention paid to ethical conduct in professions.

Some of the reasons that have been adduced for the upsurge in unethical practices in professions include;

1. The propensity of people to live beyond their income.
2. Overwhelming desire for personal gain/greed.
3. Professional frustration stemming from hostility of the working environment.
4. A strong and perverse urge to break rules, get out of control and beat the system. In the weak-minded, or persons with predatory tendencies, pressures often result in motivational drive; these motivational factors are learnt and acquired within society.
5. More importantly the total inversion of societal values which make misconduct, cheating and other dysfunctional values the norm of the society, rather than an aberration, is a major contributory factor.

The reasons listed above are neither exclusive nor exhaustive; at best it only tells part of the story.

These were part of the considerations that informed our decision to focus the about one dozen seminars on "Ethics and Professionalism" in different professions. The first seminar was held in July 1992 on the topic "***Ethics and Professionalism in the Banking Industry***" while the second was held in May 1993 to discuss the topic "***Ethics and Professionalism in Medical Practice***". The last seminar in December 1993 was on "***Ethics and Professionalism in Legal Practice***". All the seminars were quite revealing. For instance, the seminar on Medical Practice revealed that medical ethics in theory and practice is not part of the curriculum of medical schools. In the interim, modalities are currently being fashioned out to draw up short training programmes for young medical practitioners on medical ethics

The first in the series which discussed "***Ethics and Professionalism in the Banking Industry***" made several recommendations that dwelt on capacity improvement as well as competent professionals. The third in the series showed a strong opposition by members of the bar to the controversial Decree 21 of 1993 in Nigeria and a call for reconstitution of the disciplinary committee to monitor adherence to ethics in legal profession. The programme is easily replicable in most parts of Africa.

C. CONFLICT MANAGEMENT AND PREVENTION

A five day seminar was organized on Conflict Management by the Africa Leadership Forum for University students in Nigeria from 29th January- 2nd February, 1993. This was based on the premise that conflicts are a part of the realities of human existence and could indeed be productive if effectively and timely

managed. Thus, it was reasoned that there is the need to address and issue of Conflicts among university students who by their high propensity of living with social-cultural divergences are highly prone to conflict.

The seminar lead speakers were individuals with varied experience in conflict management techniques both at theoretical and practical levels. The lead speakers described a broad array of the types of conflict prevalent in Nigeria. These were identified to include political violence, border disputes, ethical and religious strife and campus conflicts.

The students used a variety of learning methods: lectures, case studies, small group discussions, simulations- that allowed the students to actually experience the handling of conflict. From the first evening, when the students shared their own conflict to the last day when they had to deal with their campus problems, it was evident to them that conflict is a natural part of life in any setting. The students work very hard to understand the concepts, theories and practice of conflict management. They also worked at the skills which will enable them to put their newly acquired knowledge to good use when they return home.

Interaction among the students from various parts of the country, with differences varying from those of personality to those of ideology, resulted in conflicts that they themselves required the skills learnt in the workshop. Students were also taught skills such as:

- a. Listening to others;
- b. Letting them know that they understand and care about what is being said;
- c. Withholding judgement; and
- d. Treating everyone with respect and dignity.

It was emphasized that mastering these skills, students may discover that they not only have the attributes of good conflict managers but better citizens of their community, of Nigeria and the African continent. The initial part of the seminar focused on specific kinds of conflict in Nigeria and featured primarily academic presentations. General Obasanjo opened the seminar with a discussion of the need for conflict management and resolution, including a specific example of his own mediation effort. This was followed by a discussion of Theory and Conflict Resolution by Prof. John Amoda. The next paper, by Dr. Remi Anifowowshe, looked at Socio –economic roots of Political Violence in Nigeria. A third paper by Prof. A.I. Asiwaju, spelt out Techniques and lessons from Land Border Disputes. Prof. Thomas Imobighe, then gave two presentation: the first on Techniques in Conflict Resolution and the second on Conflict Management Trends in Nigeria. General Obasanjo later gave an informal discussion of the crisis between the government and the Academic Staff of Universities Union. These papers set the theoretical background for the experimental learning, which occurred mainly in the second half of the seminar. Mr. Richard Salem shared his experiences as a professional mediator in the US and South Africa, including specific conflict management skills. The students then practiced some of these skills. In one exercise, the group was divided into trios, with two members acting as student representatives and the third person as the head of department. The focus of negotiation was on a hypothetically poorly performing lecturer.

After the role play, participants analyzed how they felt about the experience, what technique did and did not work, and how they would approach the university administration in similar real life situation.

Other techniques practiced and analyzed included sympathetic listening, reframing of negative comments, paraphrasing the other person's statements, and brainstorming. The issue of trust building, a vital skill for mediators, was brought home in a game called "Win as Much as You Can", in which the individual player has to balance guaranteed personal advantages over uncertain group advantages.

At the end of the seminar, a representative of each participating university summarized what he/she had learnt and how he/she plans to use these new skills and knowledge in the future. The students then broke into groups by universities to plan activities for their own campuses. A summary speech by General Obasanjo, challenging the students to share the benefits of their experiences with others, was answered by a student representative, who promised that they would impart to their neighbors and put into practice what they had been taught, with the dream of a better tomorrow for Nigeria.

About 31(thirty-one) participants drawn from a number of universities in Nigeria and the United States of America attended the Seminar. In essence, this was a prelude to the establishment of a Conflict Management centre by the Forum in Jos.

D. CONFLICT PREVENTATION & MANAGEMENT CENTRE:

In 1993, the Africa Leadership Forum established a Conflict Prevention and Management Centre in Jos in order to address the myriad of conflicts prevalent in Nigeria and Africa in general. The Center would also compile and distribute case studies describing and analyzing the dispute resolution technique which have been and are used to respond constructively to conflicts in Nigeria and other parts of Africa. Additionally, the Center will bring together representatives of parties which tend to find themselves locked in conflicts, such as students and government; religious and ethnic groups. Workshops will also be convened for individuals and organizations' representatives who want to familiarize themselves with current theory and technology in conflict management. Educational seminars will be held to heighten public awareness of conflict management and dispute resolution techniques. Conflict management theory, practice and skills training will be provided through special workshops and the regular curriculum in academic institution. Finally the center will act as a coordinating agency for a corps of experienced mediator and conciliators who will be available to respond to a variety of conflicts as they arise. The Center is based at a new regional office of the Africa Leadership Forum opened in Jos, Plateau State, Nigeria in 1993. The seed money for starting the office was provided by the Friedrich Naumman Foundation, Lagos.

E. COMMUNITY SEMINAR SERIES:

The community Conflict Series is a programme to be run by the Africa Leadership Forum Conflict Management and Prevention Center in Jos. The first seminar in this series was on the "*Settler Question in Nigeria: The case of Jos*" from 16th – 17th December 1993. The seminar provided an opportunity for all the major community leaders in Jos to dialogue and express their fears and anxieties on the knotty question of settlers and indigenes. It is no doubt a very instructive exercise as most participants appeared to be meeting at a roundtable for discussing their problems for the first time. Again for the ALF it was part of a move in the area of building golden bridges across the traditional divide in Nigeria.

F. NETWORKING AND OUTREACH:

Until now, the Forum has built up a genuine computerized mailing and contact list containing close to 6000 names of individuals from all walks of life in all African countries and from outside the continent. This list is continuously being expanded and updated drawing on recommendations from senior personalities, participants in Forum programmes and the evaluation of publications, journals and reports. It utilizes a software programme specifically developed for the Forum's purposes and needs. All mailings receive considerable feedback reaction from the recipients.

This list serves as an important tool for identifying younger leaders and involving them in the Forum's activities.

G. PUBLICATIONS:

Publications have continued to play a critical role in accomplishing the Forum's objectives. With a wide dissemination, they serve as an essential link in familiarizing a vast audience throughout Africa and in other countries with the problems identified and possible courses of action.

All publications are being widely distributed throughout Africa, North America, in West and East European countries and in Asia and Latin America. The head of state of each African country receives personally each publication. The wide reach out extends also to African universities, research organization and NGOs. To facilitate the distribution process and as a basis for networking, the Forum is maintaining a comprehensive address list, which is continuously being expanded.

Given the linguistic diversity in Africa, efforts are made to produce most reports and recommendations at least in two languages, English and French. To ensure quick availability of the results, the Forum is producing routinely reports on recommendations and proceedings in mimeographed form.

The entire range of publications available represents a major body of thought and recommendations to improve on critical factors of leadership performance and capability, apt both for follow-up by the Forum and for action at the various national, regional, continental and international levels. The Forum's publications are frequently being quoted and referred to in the political and academic debate and are utilized by international organizations such as the United Nations or the World Bank.

Three important publications were compiled by ALF in 1993. "***Margaret Ekpo: Lioness in Nigerian Politics***" is a continuation of the biography series of the Forum designed to expose positive leadership qualities in individuals while "***Sustainment of Democratization and Good Governance in Africa***" is a publication of papers and report of two international Conference organized by the Forum in Cotonou in November 1992 and in Nairobi 1993.

H. COUNCIL OF ELDERS:

The invitation and participation of President Kenneth Kaunda and General Toumani Toure was in furtherance of the core objective of the Council of Elders. It was eventually resolved that a meeting of the Council of Elders to explore the possibilities of the Council been utilized for conflict resolution, advancement of democratization and deepening economic cooperation in Africa be convened. The meeting is scheduled to hold by the third quarter of 1994 in Lusaka, Zambia.

I. ACTIVITIES ON THE FOLLOW-UP TO CSSDCA:

The Nairobi Meeting on “*Challenges of Leadership in Democracy and Good Governance in Africa*”, from 10th -12th March, 1993 represented a furtherance of CSSDCA. In addition, the Chairman, General Olusegun Obasanjo held two special meetings with President Nicephore Soglo, H.E. President of The Republic of Benin. At the end of the two meetings President Soglo agreed to represent the CSSDCA at the Summit Meeting of the Economic Community of West African States, (ECOWAS). President Soglo however was unable to formally present the CSSDCA as an Agenda because the Summit Meeting was not attended by the required two-thirds member countries’ Head of State. In the circumstances, President Soglo was only able to mention the CSSDCA at the Summit.

J. FUNDING:

ALF has continued to rely on and enjoy a modicum of support from the donors. Apart from the support from international foundations a series of activities hinged on the publicity of our major reports and books have elicited the response from Nigerians.¹

REVIEW OF THE 1994 ACTIVITIES

The year 1994 has been remarkable in the history of the Forum’s drive to improve the performance and quality of leadership in Africa. The dual strategy approach of the organization adopted since its inception continued to favorably serve as workable instrument for realizing her objectives. As the long term and endemic problems of Africa development were addressed, substantial attention was given to the emerging new challenges, mostly under the current global wave of change. This had been most possible and successful by the flexibility in the methodology of the Forum.

LOCAL NIGERIAN PROGRAMMES:

The Farm House Dialogues have continued to be a useful Forum for brainstorming and free expression of opinions all which are relevant and necessary for development. The Dialogue is gradually emerging as a major contributor to policy making particularly in Nigeria.

Three dialogues were planned for 1994 under the Society of the Farm House Dialogue and this series would be extended to 1996. It is expected that three Dialogues would be held in 1995 and another in 1996.

About four seminars have been to analyze the profession ethics, their implication and adherence by members of the professions. So far, Banking, Law, Medicine and Accountancy have been analyzed in 1994. The military and other professions are being considered for the latter part of 1994 and early 1995 under the aegis of the professional seminar series.

This is considered under the observation that errors of omission and commission are rampant in most institutions, ironically managed by professionals and this has been retarding the development process of many countries in Africa.

¹ Please refer to Annexure A for a breakdown of the utilization of these funds

A Corps of mediators was established by the Forum under its Conflicts Management and Prevention Center in Nigeria to mediate on conflicts within their areas. Members of this corps are pre-eminent and well respected people who understand the socio-political terrains of their environments and would be instrumentally effective for the resolution of conflicts, particularly in these areas. The inaugural meeting of the corps was held in March, 1994. At the meeting members focused on the need for a complementary institution to existing ones for the resolution of conflict, the nature and scope of conflicts to be covered by the corps, when to intervene in conflicts, modalities, techniques and general requirements to intervene constructively and successively in conflicts in Nigeria. This was on the premise that existing modalities and institutions for conflict resolutions and management can no longer cope with these conflicts considering their number and magnitude.

In relation to and in furtherance of the CSSDCA process, the "Corps of Mediators is also partly hinged on the realization of the role, factors such as maturity, respect, wisdom and exposure of interveners among conflicting parties in the prevention, negotiation and resolution of conflicts as hallmark for peace, security and stability in Africa.

The Project on Retired Admiral and Generals also became necessary both as a result of their relevance in the above and in view of their first hand experience of the disastrous effect of conflicts as ex-military officers.

INTERNATIONAL PROGRAMMES/ACTIVITIES

The Junior Business Seminar for young Africans who are currently in their final year of studies in Higher Institutions of learning in Africa has also been vigorously pursued. The fourth of the seminar in this year was held in Accra, Ghana in May, 1994. The result is growing credence to the validity of the programme. The idea has been to encourage the growth of young entrepreneurial class, who, with minimal economic power would be encouraged to participate in the political and leadership processes of their environments with new dimensions and hopes for development on the continent. This would also de-emphasize reliance on the formal sector of the economy for development. The second of the seminar in 1994 planned for the latter part of the year could not hold because of the political situation in Nigeria.

In 1994, self-assessment of programmes/ activities which had been tried and tested with Junior Business Seminar was applied to other programmes/activities of the forum. The process would incorporate an assessment of each seminar/conference, being requested to complete a specially-designed Seminar Assessment Forum which would be a useful guide in further restructuring and planning future programmes.

Six months after each meeting, the immediate objective and the response of participants shall be reviewed, re-examined, analyzed and canalized to determine the degree of success attributable to each programme. In addition and where expedient, services of professional assessors would also be engaged before, during and after the seminar. The feedback process would enable us to redefine and restructure our activities where necessary. For instance, based on the interpretation and review of the assessment of the maiden edition of the Junior Business Seminar in 1991 it became necessary to expand the programme to cover other countries in West Africa.

In a similar vein, simulation exercises were incorporated into the 1993 and 1994 programmes based on the feedback from participant at the 1992 edition. The analysis of the evaluation of the 1993 edition of the programme made the 1994 edition include a practical workshop session. Again based on the assessment of the value of the programme, the possibility of covering a session for East African is under consideration subject to the availability of funds.

It should also be noted that the scope of many of these modalities has enlarged tremendously, demonstrating the concept of practically applying results of evaluations in planning and restructuring of future and follow-up programmes. The philosophy of encouraging interaction between younger generation of particularly emerging leaders and the accomplished ones for instance has been aggressively and severally pursued. The annual international Ota meeting of the Forum is designed for this purpose. In addition to this is the Junior Business Seminar which has since inception in 1991 been expanded and enriched to take cognizance of demands and suggestions for the future. This was due partly in consideration of the concern we received after the first year of operation from the international public, including the internal review by the Carnegie Corporation of New York on practical modalities to prepare the young to assume leadership, but due largely as response to emerging realities of our environment in Africa and in furtherance of the objectives of our mission and this would be furthered in 1995 and after with necessary and possible modification.

In addition, it must be pointed out that the pursuance of the methodology of arranging meetings and face-to face encounters on emerging key issues has also been enlarged to encompass the building of potential to intervene in conflicts in some parts of Africa.

The practicalization of modalities to integrate younger Africans into leadership highly emphasized in 1993 in the Young African Leaders- Ota VI and in 1994 with Ota VII, the older generation of African entrepreneurs and scientists would be brought together to jointly examine the past operational difficulties and current possibilities and peculiarities of the African socio-economic and political milieu with a view to evincing and mapping out required actions for confronting future challenges of the African Entrepreneur. The conference is both a logical outgrowth of the Junior Business Seminar as well as a follow-up on the recommendations of Ota VI.²

Further activities would be taken both as a follow-up to recommendations of earlier meetings as well as fresh initiatives. Beginning in 1994 and spreading on to the second quarter of 1995 focus of the forum would also be on addressing corruption, human rights, transparency and other negative indices affecting the democratic and development process in Africa.

Consolidating and advancing the activities of the Forum commenced in previous years as well as initiating fresh attempts to respond to emerging and deepening challenges was a major pre-occupation of the Forum in its activities in 1994.

As part of the evolution of the ALF based on self evaluation to further enhance the capacity of the Forum to cope with and reflect the changing realities of the continent and the suggestions as discovered in past programmes, the Africa Leadership Forum expanded the scope of the Junior Business Seminar in

² Please refer to annexure B

1993 to include Simulation Exercises as suggested by participants in 1992 programme based on their evaluation that put the overall quality and value of the programme to them at 75%.

In the 1993 evaluation on the overall quality of the programme, 78% of participants commented that it was very good, while the rest representing 21% said it was good.

In 1994, the seminar incorporated Practical Workshops as suggested by participants in 1993 to avail participants of the opportunity to acquire skills that would serve as instruments for self development and self employment. It is hoped that consideration would be given to the suggestion by participants at the 1994 edition for the extension of the programme to a two week programme in future sessions.

Similarly as recommended in September 1994 Conference of the Forum organized in collaboration with transparency International on "*Corruption, Democracy and Human Right in West Africa*" held Cotonou, Benin Republic, three different groups of participants at the meeting initiative plan to establish local chapters of Transparency International in Mali, Nigeria and Benin Republic in addition to other far reaching recommendations to combat the twin problems of corruption and human rights abuse which have vitiated the institutionalization of democracy and the attainment of sustainable democracy practices. It is also hoped that at the end of the meeting in Uganda, similar action would be taken to establish chapters of Transparency International in some countries in East Africa. For instance, there are positive indications towards this end in Uganda the host country. All these are based on the philosophy of restructuring our programmes and activities in line with evaluation and assessments.

Ota VII: Developing The Young African Entrepreneur-

The just concluded annual Ota International meeting of the ALF was indeed a very successful meeting. Bringing together participants from ten countries, one major outcome of the meeting was the decision of participants acting in concert with other young entrepreneurs in Africa to set up an organization to be known as The Young African Entrepreneur Organization. The interim report of that organization is attached as an annexure to this report.³

The essence of the meeting was to look at existing and potential politico-linguistic issues, economic policies, the general political and economic environment in Africa as they affect the integration and indeed development of the continent. Before the decision to form the organization, key issues such as Technology Utilization, Capital Formation, Information Management, Environmental Protection and other relevant issues, were discussed, the conclusion of which was that overcoming most of the problems identified in those domains is squarely placed on private initiative and indeed the Young African Entrepreneur.

Preparing for the Future: The CSSDCA Process

ACTIVITIES ON THE FOLLOW-UP TO CSSDCA:

The Nairobi meeting on "*Challenges of Leadership in Democracy and Good Governance in Africa*", from 10th- 12th March, 1993 represented a furtherance of the CSSDCA. In addition, the Chairman, General Olusegun Obasanjo held two special meetings with President Nicephore Soglo, H.E. President of The

Republic of Benin. At the end of the meetings President Soglo agreed to formally present the CSSDCA process at the Summit Meeting of the Economic Community of West African States, (ECOWAS). President Soglo however was unable to formally present the CSSDCA as an Agenda because the Summit Meeting was not attended by the required two-thirds member countries' Head of State. In their circumstances, President Soglo was only able to mention the CSSDCA at the Summit.

In 1995, the emphasis would be placed on conflict prevention mechanism. Towards this end, and in collaboration with the International Consultative Association of Retired Generals and Admirals, a conference of Retired African Generals and Admirals is being proposed for February, 1995 in Accra, Ghana.

Again, in collaboration with the OAU the available Continent wide Conflict Prevention Mechanism would be reviewed and re-examined within the context of the proposal contained in the CSSDCA documents. Also as a means of further advancing and deepening the CSSDCA process, three conferences would be held starting from August 1995 bringing together, African NGOs, Media practitioners and parliamentarian.

An essentially African initiative involving the ALF and three other African non-governmental organizations tagged a "Mission of Conciliation and Evaluation" was undertaken from 28th July-3rd August, 1994 to Burundi essentially as a preventive action to diffuse the situation of the country. As a follow-up to this earlier mission, a twenty one day mission of "Confidence Building" to strengthen security and stability in Burundi would be undertaken. The visit would of course be extended to some countries and leaders whose actions have implications for the security and stability situation in Burundi. The mission will also seek to assist in consolidation of the political dialogue in Burundi drawing on centers of power and influence with the sub-region. The mission would be undertaken as soon as the presidential election in Burundi is concluded. Similar missions may be undertaken to other countries/sub-regions in the continent as we learn from the Burundi experience. Thus building up on an earlier experimentation that was undertaken in 1992 where the Forum through the Chairman mandated Archbishop Desmond Tutu to mediate in the then simmering crisis in Cameroon, the success recorded therein provided the logical basis for the August initiative and justifies the confidence to expand the Corp of Mediators concept to different sub-regions of the continent, through the instrumentalities of national chapters of ALF. In addition to the above, case studies of successful and some unsuccessful attempts at conflict resolution would be undertaken.

The success of these initiatives is largely contingent upon effective networking and general collaboration with other NGOs and groups interested in common issues like Burundi Mission.

On the 5th of December, 1994, a meeting between ALF Chairman, General Olusegun Obasanjo and Dr Francis Deng, Member Governing Council of ALF was held at the Brookings Institution in Washington to explore additional modalities for advancing the CSSDCA process. At the end of the meeting it agreed that the American Academy of Science and The African Academy of Science will jointly undertake a reassessment and study of the current and previous efforts at advancing the CSSDCA process as well as making necessary suggestions for the future in this regard. The study is scheduled to commence in 1995.

In addition, a mini-Presidential Forum aimed at further deepening the advancement of the CSSDCA process to be led by President Joachim Chissano, President of Mozambique is planned to be held in 1995 as part of the move in this direction.

As a continuation of a new phase in the ALF thinking and strategy which commenced with convening in 1993, the Young African Leaders Forum, the annual Ota, International meeting of the Forum in 1995, would bring the first generation of African heads of civil service in interaction with the current heads of African civil service. The essence of the meeting would be to review the evolution of the civil service in the last thirty years especially with a view to coming on with the necessary strategies required by Africa to establish certain basic minimally acceptable standards required for pursuing effective sustainable development and achieving a modicum of stability.

The ALF Permanent Secretariat:

After about six years of active operation and with the repatriation of the entire activities of the Forum to Ota, a critical phase has been reached in the process of transition from infancy to adulthood. Physical constraints of size and accommodation are a serious limiting factor. The required institutionalization of the activities of ALF cannot be effectively realized within the current limitation of size.

There is also the dire need to build up a rich library to facilitate further multi-disciplinary and intercultural research into core developmental and operational problems confronting Africa. While ALF has enjoyed a modicum of support from the donor community, the grants from the donors are usually programme specific. The sustainability of the ALF in the future would depend on its ability to have a core revenue base that can continue to guarantee its financial independence. This, the ALF would be able to maintain a crucial independence of thought and action.

A fund raising dinner scheduled for 30th of June 1994 in Nigeria could not hold because of political crisis in Nigeria. It is hoped that this dinner would be in the 1st quarter of 1995.

Establishment of Chapters:

Plans have reached an advanced stage to formally establish the national chapters in Mali and Ghana. Consultations are currently being held and it is hoped that these consultations would be concluded by January 1995. Everything suggests that the National Chapters on Mali and Ghana will be launched before the end of first quarter of 1995.

The Secretariat has also received a formal letter of request for establishing a National Chapter in Togo. It is hoped that these may also come to fruition before the end of 1995.⁴

⁴ See Annexure D

ANNEXURE D

SCHEDULE OF ACTIVITIES OF AFRICA LEADERSHIP FORUM FOR 1995

INTERNATIONAL MEETINGS

February 1995: meeting of Retired Generals and Admirals for Peace in Africa (CSSDCA) follow-up

April 1995: corruption, Democracy and Human Rights in Southern Africa

May 1995: Junior Business Seminar V

August 1995: African Parliamentarian meeting

September 1995: Meeting of the African Mass Media Practitioners.

October 1995: African NGOs Network for Development.

November 1995: Ota VIII African Civil Servant Meeting.

LOCAL MEETINGS

March 1995: Farm House Dialogue 31

May 1995: Profession Seminar Series V

July 1995: Farm House Dialogue 32

December 1995: Farm House Dialogue 33