



Africa Leadership Forum

OBJECTIVES AND STRUCTURES

AND

REVIEW OF ACTIVITIES

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INTRODUCTION AND BACKGROUND

Experience is increasingly revealing that the core of crisis in Africa is lack of able leadership with the necessary discipline and commitment to genuine national aspirations. The kind of leadership that truly recognizes that real development is not possible without pluralism, popular participation, responsiveness, official accountability and transparency. A leadership that goes beyond “political leadership” by conferring independent recognizable mandate to other sections of society such as business, labour, professional associations, associations, trade unions, women, youth, farmers cooperatives, non governmental bodies and grassroots organizations.

Development within and outside Africa have pre-eminently made good governance the major issue of the continent. African leaders themselves adopted a resolution at the OAU Summit in July 1990 on the necessity for the democratization in Africa. The Arusha Charter for popular participation was also adopted at the level of an OAU Summit in 1990. In 1991 the Africa Leadership Forum in collaboration with the OAU and ECA organized a gathering of some 500 persons including several current and some former African Heads of State adopted The Kampala Document which contains the framework for a Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA).

Outside Africa, aid donors and multilateral organizations all recognize, without exception the necessity for improvement in governance in Africa to enhance the prospect for socio-economic transformation in the continent. In the final analysis, however, governance in Africa and elsewhere is an issue of human resource development. All the recent major studies and programmes on Africa highlight the importance of the development of the human dimension.

The socio-economic crisis of Africa has persisted in spite of painful economic reforms. In few instances, some political reforms have also been undertaken. In most cases, however, the economic crisis the continent faces is traceable to social strife and instability. The daunting task facing Africa therefore is not just to pull its self from the brink but to lay down a foundation for long term prosperity. In every case whatever the cause of the crises, or the long term strategy for development, the solution lies in good leadership.

In recognition of the vital necessity for developing and improving leadership capabilities in Africa, the Africa Leadership Forum (ALF) was established in 1988 at the initiative of General Olusegun Obasanjo, former Head of State of Nigeria with the support of other individuals. ALF was founded to remedy a peculiar African anomaly where leaders have often come to office with nothing other than their own personal experience, recognized at first hand that the task for Africa was, and remains, the necessity to ensure that the emerging and future leadership of Africa is given the exposure, the interaction, the knowledge and the training for the burden and challenges of leadership.

One of the central ALF activity has consisted of networking and outreach through which, based on the latest figure, about 9,000 individuals in all works of life from all over Africa and outside

the continent have in the process been identified and associated in one way or the other with the ALF. These associations have been elicited through the ALF's seminars' meeting or resulting publications. The individuals in the outreach include a younger generation of emerging future potential African leaders who in the mean time will continue to be associated with and support the effort of ALF.

In pursuance of its broader leadership development objectives, ALF organized a number of international conferences to address specific issues of major concern to Africa; it also organized various informed dialogues among Africans to address specific sectorial issues. ALF training programmes specifically targeted at young leaders include the Junior Business Seminar and the Professional Seminar Series. The international conferences together with the informal dialogues were followed *Sensitizations* missions made up of several expert Africans to selected African and non- African countries to the conferences and from the informal dialogues. As a result, it has been possible for civic society organizations and governments in Africa to make use of the findings of events organized by ALF.

Since inception in 1988 the Africa Leadership Forum has continued to pursue vigorously in consonance with the priorities and modalities it set for itself in its inaugural programme in October, in 1988, with the evaluation, re-examination and due flexibilities where necessary to respond to immerging challenges of Africa. While the forum places high premium on follow up to its previous programmes, proportionate attention is paid to fresh initiatives in the overall attempts to address other issues covered in the objectives and purposes of the organization under its carefully adopted modalities.

The creation and sustenance of democratic structures and institutions has been a central element of the **Kampala Document on a Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA)**. The Africa Leadership Forum initiated and played a key role in preparation for document in 1991 and hence it has adopted its proposals, elements and ideas as the underlying document guiding the Forum's activities ever since.

The CSSDCA proposals often described as Africa's *Magna Charta* have since won the support of numerous civil society institutions at large including non-governmental organizations and influential individual and opinion-leaders. Strong support has also been forthcoming from development partners in industrialized countries.

The Setting:

Since the beginning of the 1990s, the African political scene has witnessed a number of changes, mostly representing positive developments. Following the ouster or removal of many dictatorial, autocratic and racist régimes, other remarkable changes occurred through a visible and palpable *liberalization of political space* in many countries of the continent.

This has both inspired and facilitated institutions of civil society to contribute more meaningfully to the development process while creating a sort of countervailing power to the institutions and activities of the State. The trend gives rise to hope and optimism for the future. Yet, in other respects similar positive developments are lacking, especially as regards the contents of the ongoing liberalization processes. More specifically, the challenge is to institutionalize and sustain the political liberalization and to translate political liberalization into increasing improvement of the welfare and well-being of the people. The welfare of the people and the quality and performance of their leadership are closely linked.

Hopes and expectations are high, as are fears that these positive developments may not come to pass. In some African countries, a reversal of some gains of political liberalization has already occurred. In others, mutinies have undermined stability and caused renewed foreign intervention. In yet others, only adroit negotiation and political sagacity of the leaders saved hard-won accomplishments. Furthermore, there is often the military as a constituency to contend with.

In many countries, long years of repression both under military ruler ship or one party dictatorship have given rise and bred a highly militarized political culture and model, creating an environment and atmosphere that neither recognizes nor tolerates dissent, dialogue, compromise or negotiations.

The creation and liberalization of political space and the emergence of institutions is not an end in themselves. They must be complemented by a process of sustaining the democratic gains. The institutionalism and reinforcement of political liberalization in Africa must be based on mechanisms and modalities as well enhanced quality of leadership in a broad range of institutions of civil society. Their fledging capacity must be shored up to assist in the delivery of the goods of political liberalization.

As Africa prepares for the challenges of the next millennium, it has become quite evident that strengthening the capacity of the institutions of civil society remains a critical point in the effort to consolidate, entrench, deepen and institutionalize the gains of the ongoing twin processes of economic and political reforms in Africa.

The Kampala Document on CSSDCA has recognized the *role of institutions such as the parliament, the Media, the judiciary; professional bodies and other civil society organizations* as crucial in the quest to achieve the objectives of transforming African states, to release and galvanize the creative energies of civil society, and to define a framework for political liberalization of the state and its institutions. However, thus far most of these institutions in Africa have shown scant initiative and ability in this regard. They have proven to be weak, indecisive and almost eternally afraid of their own capacity. They have in that sense succumbed to the very limitation they are supposed to manage. Increasingly, the weakness of institutions of civil society has become part of the problem, not the solution.

Africa has a long way to go to achieve a sufficient degree of preparedness for its emerging and young generations of potential leaders who Africa must now depend for a sustained transformation. The effort of the ALF so far can be considered to have succeeded in making both a very modest contribution and more important leadership capabilities which is now vital to meaningful change in the continent.

ALF is one of the existing private institutions in Africa devoted to preparing potential leaders to acquire some global outlook in geographical terms and issues. The crises in Africa has exacerbated the dearth of relevant and timely information on major national, regional and global issues- as an important input in decision making by leaders. Above all, declining social and economic conditions resulting into desperate effort for national and individual survival in most countries in Africa has restricted attention to a focus on signed issues which hardly affords African countries and experts the opportunity to devote sufficient time for critical review and reflection on major issues or exhaustive search of latest relevant information.

Having succeeded in laying some foundation on a new vital activity for Africa's emerging and future leadership will spread its services throughout the African continent.

WHAT IS ALF?

The organs of the Africa Leadership Forum (ALF) are:

- 1) The Council of Convenors
- 2) The Executive Committee
- 3) The Secretariat
- 4) Africa Leadership Foundations

1) The Council of Convenors:

The council provides a necessary political guidance and leadership to the forum. It meets once a year jointly with the Executive Committee. Within the purview of its mandate, it reviews the activities of the Forum and suggests to the Executive Committee areas that require additional effort and others that require additional effort and others that require fresh initiative and drawing on the collective experience and political wisdom of its members. The Acting Chairman of ALF and the Project Manager attend the meetings as ex-officio members. At such meetings, the Acting Chairman serves as secretary while the Project Manager serves as the Assistant Secretary. The current members of the council are: H.E. Mr. Nicephore Soglo, former President of the Republic of Benin; Arch Bishop Desmond Tutu, Chairperson, Truth and Reconciliation Commission of South Africa and Retired Anglican Arch Bishop of Cape Town; H.E. Dr. Mario F. da Graca Machungo, former Prime Minister of Mozambique, H.E. Dr John Malacela, former Prime Minister of Tanzania; and H.E. General Toumani Toure, former President of Mali. The membership of the Council of Convenors would be progressively expanded as and when deemed fit by the Joint Meeting of the Council Convenors and the Executive Committee.

2) The Executive Committee

The Members of the Committee are senior and experienced African personalities with a track record of achievement, integrity and technical competence. The Executive Committee meets twice every year, and one of its meetings is held jointly with the Council of Convenors. The ALF presides over its deliberations with the Project Manager attending as an ex-officio member and serving as secretary. Members of the Executive Council were drawn from the defunct Governing Council with the injection of a few additional members based on their past relationship with ALF activities and an indication of willingness to serve in this capacity.

The Executive Committee is made up of the following members: Dr. Francis Deng (Sudan), former Sudanese Minister of State for Foreign Affairs, currently, Senior Fellow Brookings institution, Washington, and Acting Chairman, Africa leadership Forum; Prof Tekena Tamuno (Nigeria), former Vice Chancellor, University of Ibadan; Prof Thomas Odhiambo (Kenya), former Executive Director, ICIPE, currently Chief Executive Officer and Publisher, Quest &

Insight; Mrs. Graca Machel (Mozambique), former Minister of Education of Mozambique and Chairperson of Associacao Para O Desenvolvimento De Comunidade; Ms. Vivian Derryck (America), former President of the African-American Institute; Dr. Hans d'Orville (Germany), President, Africa Leadership Foundation; Mr. Drago Najman (Yugoslavia), former Assistant Director General, UNESCO; Amb. Ahmedou Ould Abdallah (Mauritania), Executive Secretary, Global Coalition for Africa; and Mr. Ayodele Aderinwale (Nigeria), Project Manager, Africa Leadership Forum. The membership of the Committee will also be progressively expanded. New members are to be appointed based on past association with the activities of the Forum as well as a willingness to serve in this capacity.

The Executive Committee is essentially charged with the responsibility of drawing up programmes and activities of the Forum, budgetary matters, fundraising as well as other executive decisions that may be required to keep the Forum on course.

Both the Executive Committee and Council of Convenors met for the first time in August. Dr Francis Deng was unanimously designated by the Council of Convenors and the Executive Committee as Acting Chairman. He will be assisted in this task by Mrs. Graca Machel and Prof. Thomas Odhiambo.

The inaugural meeting of the two bodies was held in Cape Town in August, 1996 from the meeting inter-alia made the following proposals.

The meeting identified the activities to be carried out by ALF over the next 13 months in the various CSSDCA calabashes:

- Security Calabash: Conflict management; role of the military; personal security and safety.
- Stability Calabash: Women in development; urban management; military; sovereignty. The youth, individual security and safety.
- Development Calabash: Women in Development; entrepreneurship development; ethics and professionalism; privatization; democratization; capacity building; development of science and technology; youth.
- Cooperation Calabash: Sub-regional approach to the overall development of science and technology as a strategic factor for future development; individual security and safety.

Transcending of all these issues is the question of national sovereignty, extending from the nation to regional and global levels which should henceforth be conceptualized as a responsibility (and opportunity).

The meeting agreed that care should be taken to avoid duplication with ongoing activities by other African organizations and that thus for each activity a specific niche must be defined, either pursuing a genuine approach or complementing ongoing activities by others.

In strategic terms, it was agreed that the Forum should pay priority attention to three areas:

- a) Parliamentary leadership and development.
- b) Security and stability issues, in particular, conflict resolution.
- c) Economic development

Cutting across all three areas, the focus on women and youth must become paramount dimension of ALF's efforts. A particular challenge to be addressed by ALF is to go beyond recommendations by conferences and meetings and move to the realm of action seeking to implement and gain acceptance for its recommendations. To that end, it was suggested and agreed that every conference of ALF should devote two hours of its final day deliberation of possible follow-up actions.

3) The Secretariat:

A small secretariat carries out day to day activities and operation of the Forum. It undertakes programming, organization and provides coordination, backstopping, and secretarial, administrative and logistical support. The Project Manager of the Forum supervises and directs the day-to-day activities of the Forum.

4) Africa Leadership Foundations:

The Africa Leadership Foundation is a legal entity registered in Nigeria as a non-profit organization to support the Africa Leadership Forum.

Two Trustees provide policy and programme advice and are responsible for the legal operation of the Foundation, inter alia, by keeping records and filing necessary returns.

In the United States, an Africa Leadership Foundation, Inc. is registered in New York State as a not-for-profit organization exempt from (US) Federal Income Tax under Section 501©(3) of the Internal Revenue Code of the United States.

Directors of the Africa Leadership Foundation Inc. are Francis M. Deng (Sudan), Dragoljub Najman (Yugoslavia), Olusegun Obasanjo (Nigeria), Hans d'Orville (Germany) and Gbenga Obasanjo (Nigeria).

Officers of the Africa Leadership Foundation Inc. are: Francis Deng, Chairman; Hans d'Orville, President; and Mehri Madarshahi, Secretary to the Board.

OBJECTIVES OF THE ALF

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

The Forum's aims are:

- a) 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;
- b) To develop, organize and support programmes for the training of able, capable and promising Africans with leadership potential so as to expose them to the demands, duties and obligations of leadership positions and to prepare them systematically to assume higher responsibilities and 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 and with a view to fostering close and enduring relationship and promoting life-long association and cooperation among such potential leaders;
- d) To support and encourage the diagnosis and informed search for appropriate and effective solutions to local and regional Africa 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 leadership and decision-makers, scientists and younger persons;
- e) To sensitize incumbent leaders and policy-makers, the media and the public at large both in Africa 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 utilize for settlement of conflicts, reconciliation and establishment of harmony among African countries and among Africans, the influence and moral authority of leaders especially the residual influence and moral authority of those not currently in executive positions;
- g) To undertake actions and measures that will promote and sustain democratic practice and culture in Africa;

- h) To disseminate information, ideas, solutions to problems, works, reports and activities of the Forum through publications of books, journals, video and other means of passing information and knowledge;
- i) To assist in the development of the spirit and culture of entrepreneurship, self-employment and job creation among young professionals, especially those with an inclination towards an interest in business activities; and
- j) To develop close network, outreach and cooperation with organizations, institutions and individuals inside and outside Africa, with a view to promoting and enhancing the work of the Forum and for mobilization and coordination of effort and resources.

OPERATIONAL MODALITIES

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 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) Arraigning 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 the direct bearing on Africa and of problems of sub-regional and regional character;
- c) Organizing events in different African countries and at locations of international organizations, where appropriate, to accomplish a broad outreach;
- d) Disseminating widely 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 unindicted to international exchanges and cooperation, drawn from a network which will gradually be built through recommendations and identification by experienced personalities;
- f) Holding a bi-monthly Farm House Dialogue at the Forum Center in Ota, Nigeria, to discuss issues of a more national interest which may have wider relevance and ramifications for other African countries;

- g) To organize workshop and seminars at the 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 and for the encouragement of entrepreneurship, self-employment and job creation.

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

To disseminate recommendations and conclusions reached at conferences of the Forum, in addition to wide mailing and circulation to, and networking with, personalities and institutions, small missions may be dispatched to African countries to sensitize and apprise Governments 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. Other mechanism and modalities may emerge over time.

PARTICIPANTS

Forum participants may include both experienced personalities and leaders and future leaders from all walks of life in Africa. In order to encourage interaction with, and exposure to other parts of the world, some participants will also be invited from other continents. Participants will be drawn from government, political parties, industries, the business and banking communities, the military, academia and the scientific community, non-governmental organizations, women organizations, international, regional and national organizations, the agricultural sector, writers and media. It is a policy that not less than 50% of participants should be under forty years of age and not less than 50% of the participants should be women.

To introduce major issues and to lead discussions, the programmes will regularly draw on a small number of internationally known, outstanding individuals both from Africa and from other continents that will be able to offer valuable insights into the practical problems of leadership. They are personalities who have been decision makers in and out of government business. They will participate as speakers, discussion-leaders, presenters of case studies, or as experts in high-level seminars.

TARGET GROUPS AND ASSESSMENT

Target Groups:

ALF's target audiences are three interconnected groups of potential and actual leaders in governments, parliaments and the public sector, in the private sector, in academic and research institutions, in CSOs, NGOs and CBOs, in professional associations, the media and the military.

At the junior level targeted participants are young Africans with demonstrable leadership qualities and in particular potential women leaders. The audience should comprise of those who have demonstrated by their various activities a commitment to the common good of their communities and professional groups, combined with a desire to improve their performance in general.

At the middle level, emphasis will be to highlight, understand and assume the challenges, obligations and responsibilities of leadership, particularly in the economic and political liberalization and globalization processes. A typical example of this is the professional seminar series which would deal mainly with the challenges of ethics and professionalism across professions in Africa

The senior level would revolve around current and past office holders. The main task of this group of leaders would be to set the agenda and define a vision for Africa. Deliberations at this level would benefit from and inform the efforts at the other levels.

The core target audiences would be parliamentary leaders; civil society leaders including NGO leaders; the military; academia, established professionals and leaders of political parties with special emphasis of involving women leaders.

Selection Process:

ALF has an ever expanding and constantly reviewed database of individuals that can be invited as participants or as resource persons in its programmes and activities. This data base is compiled drawing on responses to the ALF Nomination Form which is widely circulated in many African countries. To supplement the database, adverts are placed in local media in several African countries announcing programmes and soliciting applications and nominations. Drawing on its network of contacts and associates, additional individuals are also identified. All suggestions and nominations are carefully reviewed and categorized according to gender, age, geographical origin, professional background as well as current and past activities and interests of an individual so as to ensure a relevant and representative participation in the forum's programmes.

Assessment:

In order to make ALF more relevant, it has become imperative to adopt a mechanism for measuring the impact of the programmes on participants in their individual and collective activities. To this end, two mechanisms which have already been tried and tested by the ALF in a few programmes (e.g. Junior Business Seminars) are being reshaped and sharpened.

This evaluation process comprises an assessment of each seminar/conference by the participants combined with a post-mortem analysis by the ALF secretariat. At the end of each seminar/conference, participants will be requested to complete a specially designed Seminar Assessment Form to assist in the adaptation and planning of future programmes. Such feedback will enable ALF, where necessary with the support of consultants, to redefine and restructure the programme activities.

An Individual Action Plan (IAP) shall be prepared for each participant to help them apply concepts imparted by seminars/conferences to real life situations. Each participant will keep a copy of the IAP and a copy will be left at the secretariat. Through a process of random sampling, 50% of the participants would be contacted after nine months following the seminar to ascertain progress or lack of it vis-à-vis the application of seminar concepts, the immediate objectives. The response of each participant shall be reviewed, re-examined and analyzed 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 seminars/programmes concerned.

The experience gained with IAPs by participants at the Junior Business Seminars has been productive and may serve as a basis to extend this practice to other ALF activities.

At the collective level, the approach necessarily will differ. Typically, a workshop or conference would end with adopting an action plan or a series of concrete recommendations which should be followed up. The initial experience with the Addis Ababa and Accra conferences appear to be encouraging and will be further built upon.

Publications:

Publications have continued to play a critical role in accomplishing some of 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, recommended and initiated possible course of action.

All publications are being widely distributed throughout Africa, but also to a select audience in North America, Europe, 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 organizations and NGOs.

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 an ever expanding body of thought and recommendations highlighting 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- while all the time furthering the tenets of CSSDCA. The Forum's publications are frequently being quoted and referred to in the political and academic debates and are utilized by international organizations such as United Nations and its agencies like the World Bank.

Networking and Outreach:

Until now, the Forum has built up a genuine computerized mailing and contact list containing more than 9000 names of individuals, senior political leaders, Civil Society Organizations and Non Governmental Organizations from all walks of life in all African countries and continent. The list is continuously being expanded and updated, drawing on recommendations from senior personalities, participants in the Forum's programmes and the evaluation of publications, journals and reports. In addition, a specially designed nomination form accompanies all publications that are disseminated by the Forum. The form contains a list of future and scheduled conferences and meetings and recipients are encouraged to circulate as widely as possible among colleagues, contact friends and associates or other individuals whose participation in the forum's activities may prove beneficial to complete and return to the Forum.

The Forum utilizes a software programme specifically developed for its Forum's purposes and needs. All mailings receive considerable feedback reaction from the recipients. The list serves as an important tool for identifying younger and other leaders and involving them in the Forum's activities.

Also, as part of the networking drive of the organization, arrangements were intensified in the field of collaboration with foundations, CSOs, NGOs, regional and sub-regional inter governmental agencies for joint collaborative strategy has already produced the meeting of African parliamentarians held in collaboration with the ECA and plans would be intensified in the future to seek to jointly execute more programmes with other CSOs and agencies.

REVIEW OF PAST ACTIVITIES

A) Leadership Development:

1) Inaugural Programme: The Challenges of Leadership in African Development- October/November 1988, Ota, Nigeria:

The issues considered covered a wide range of leadership challenges to African development. They were addressed in lectures, structured discussions and group seminars and interaction. The discussion of well-known exogenous causes of a historic or global nature besieging African development were supplemented by an in-depth analysis of the root problems and related to leadership deficiencies in virtually all the fields of societal activity. The programme resulted in a number of recommendations, the implementation of which may help to pave the way for a more conscious and systematic approach in many sectors paying special attention to the critical factors of leadership performance and capability.

One central message emanating from the first programme was that Africa has become marginalized in world politics and in the world economy. A further deterioration of this situation can, to a considerable extent, be prevented by strengthening the capacity and capabilities of existing and future leaders. To that end, an intensified outreach and sensitization is required with a view to pushing the complex African problems to the forefront of the international debate and have them reflected in, and integrated into, global perspectives and action.

All subsequent programmes carried out during 1989 were drawn up in the light of the recommendations by the inaugural programme.

2) African Parliamentarians Meeting:

From 5th- 7th April 1996 and in collaboration with the UNECA, a meeting of African Parliamentarians was held in Addis-Ababa, Ethiopia, on the theme "*Parliamentarians and the Sustenance of Political Liberalism in Africa*". This meeting was organized as part of the modalities for deepening and widening the support base for the CSSDCA process outside of the formal structures of government. Additionally, it was also a follow-up process on one of the recommendations adopted at the ALF's three sub-regional seminars on Corruption, Democracy and Human Rights.

The Addis meeting was attended by about 60 participants drawn from the civil society, African parliaments, opinion leaders, regional and sub-regional development institutions like the Organization of African Unity, the Economic Commission for Africa, the Inter-Parliamentary Union.

The conference sought to encourage discussion among African parliamentarians, create a conducive environment for frank and mutual exchange of experiences, restate the significance of

the parliament as a repository of critical initiatives and arrive at a plan of action which would form the basis for future action in individual countries as well as a set of mechanisms that could serve as guide for new initiatives.

Specifically, the conference:

- Examined the role of parliaments in Africa, its strengths and limitations and what can be done to strengthen its capacity and release its potential for action;
- Discussed the level of leadership in parliament in terms of how many members respond to standards of integrity, transparency and accountability;
- Facilitated exchange of ideas among African parliamentarians, persons interested in development and international observers, with respect to the role of parliament as an agent of good governance, democracy and development;
- Considered the relationship between the opposition and the ruling party majority in parliament, and how the dynamics of the interaction or non-interaction between both facilitate and/ or impinge upon the function of parliament and the responsibility of government;
- Explored the possibility of establishing opportunities for networking and collaboration among African parliaments and parliamentarians, and through that, to push the principles behind the conference unto the agenda of sub-regional organizations of the OAU;
- Agreed on a plan of action, and an integrity charter to serve as a guide for African parliaments.

Special emphasis was given to a discussion of the strength and limitation of the parliaments, the relationship between the opposition and the ruling party, the promotion of transparency and accountability by the parliament and the establishment and strengthening of the networks and bridges for collaboration among the various parliaments and parliamentarians.

Follow-up recommendations to ALF included:

- A) To establish a working group to explore the possibility of revitalizing the African Parliamentary Union which will reevaluate and strengthen the imperatives of the CSSDCA, outline areas of possible networking and articulate the concerns of parliamentarians;
- B) To convene a follow up meeting to devise ways and means of democratizing African parliaments and parties;

C) To establish a network of African parliamentarians.

With the support of the Economic Development Institute of the World Bank 6,000 copies of the proceedings of the conference were already printed and distributed to all parliamentarians in Africa, and to the United Nations Development Programme. The French edition will soon be published and distributed.

2a) Addis Ababa Follow-up:

Following the meetings and recommendations, ALF initiated contacts with Inter-Parliamentary Union (IPU), African Union of Parliamentarians (AUP), and the UNDP.

One proposal is to organize a follow up meeting on *Democratizing African Parliaments and Political Parties*. This may also be an opportunity to consolidate and synchronize the outcomes of the Addis Ababa meeting with IPU conferences held in Lusaka 1995 and in Ouagadougou in 1996. In November, 1996 the ALF had a one day meeting with senior officers of the Inter-Parliamentary Union at the IPU Head Office in Geneva, Switzerland, on the necessary modalities for revitalizing the African Union of Parliaments as well as to agree on areas of collaboration in the future. The meeting was quite fruitful as it threw additional light on the interface of the dynamics involved in revitalizing the AUP.

Consultations are currently going on with a number of organizations to effectuate necessary concrete action to revitalize AUP as a crucial mechanism for effective networking among parliamentarians in Africa as well as the promotion and sustenance of political liberalization in Africa.

3) Empowering Women for the 21st Century: The Challenges of Politics, Business, Development and Leadership, January, 1997 Accra, Ghana:

The Africa Leadership Forum convened in Accra Ghana from 27 to 29 January 1997 its ninth annual international conference (Ota IX) on “*Empowering Women for the 21st Century: The Challenges of Politics, Business, Development and Leadership*”. It was attended by sixty two participants from twenty six countries, among them women leaders from governments, parliaments, parties, NGOs, academia, the private sector, civil society organizations, and regional and international organizations. The conference was chaired by Mrs. Graca Machel and was addressed and opened by the First Lady of Ghana, Her Excellency Nana Konadu Agyemen Rawlings. The conference adopted a number of recommendations with far reaching implications for the empowerment of African women. These include:

- African nations should be ranked, based on a progressively to be refined set of indicators, to reflect their accomplishment as regards women’s participation in the political and economic spheres in particular with respect to leadership positions, and the advancement of women in general;

- For these indicators, benchmarks should be determined below which the performance of countries shall be deemed unsatisfactory; indicators and benchmarks should also be placed within a timeframe during which progress should be attained; they thus would become targets for policy makers, companies and society at large, who would feel compelled to devise strategies for the attainment of the targets;
- Given the palpable lack of progress in the implementation of the Beijing Plan of Action, a message of concern should be addressed to the next OAU Council of Ministers (Tripoli, February 1997) deploring the absence of tangible progress and the apparent lack of political commitment and will;
- Moreover, at present, the structures, agendas and processes of the Organization of African Unity (OAU) are male dominated; to redress this unsatisfactory situation a series of affirmative gender-sensitive measures must be taken by the OAU to give practical meaning to various provisions and endorsements of international action plans.
- To drive this process and to build necessary commitment and support throughout the organization and its members a small group of independent experts, with a significant representation of women experts, should be set up with the task of suggesting and implementing a more responsive organizational structure of appointing a larger number of female staff, especially at senior levels, in accordance with the provisions of Beijing and other conferences;
- As women rights are human rights, the composition of the African Commission on Human Rights, currently with only two women among its members, must be improved to provide for a better participation of women and to propose to the OAU that they be appointed to the three upcoming vacancies.

3a) African Women's Forum

As follow-up to the African Accra conference, ALF will convene annually an African Women's Forum with the following remit:

- To evaluate progress, exchange experience and stimulate concrete action, building on the programme of action adopted at the Accra conference;
- To invite participants in the African Women's Forum to identify promising female participants below the age of 25 so that at least 1/3 of future participants can be drawn from among youth.

3b) Study on Women's Participation in Leadership in Africa:

One of the recommendations adopted at the Accra 1997 ALF conference also suggested the need for African countries to be ranked based on a progressively refined set of indicators reflecting their accomplishments as regards women's political participation in political and economic sphere, in particular with respect to leadership to leadership positions and the advancement of women in general. To effectuate these recommendations, discussions are currently going on with a consultant on the process of preparing the indicators. The gender divisions of UNDP Regional Bureau for Africa and the United Nations Fund for Women (UNIFEM) have been contacted and have suggested possible modalities. It is hoped that this study can commence by August, 1997 and concluded by November, 1997 for effective report to the next meeting of the African Women's Forum in 1998.

B) Capacity Building:

1) The Impact of Europe in 1992 on West Africa- April 1989, Brussels:

Held at the Headquarters of the Commission of European Communities in Brussels, the purpose of this high-level seminar was to examine the tangible impact of the effects of the 1992 single European market on West Africa and, based thereon, to develop a plan of action for governments and the business community as to how best to adapt to the emerging situation. Further, it was to deduce from the EC experience a blueprint for steps required to move towards a more open and integrated market and more intensive cooperation in West Africa.

Some 40 leading African and European policy-makers participated in a most stimulating exchange. One of its major results was a recommendation to convene an independent group which would be asked to study the causes of lack of progress on sub-regional integration and to propose measure to revitalize the Economic Community of West African State (ECOWAS) as an effective sub-regional organization.

2) The Impact of Changes in Eastern Europe on Africa – 17 and 18 April 1990, OECD Headquarters, Paris:

The high-level conference addressed a series of separate, yet interrelated sets of issues such as:

- The diversion of aid and capital flows by industrialized countries to the countries of Eastern Europe and possible responses of developing countries, especially from Africa, to this development;
- The lessons from the collapse of the political, economic and social systems in Eastern Europe for future governance and socio-economic policies by African countries; and

- The consequences of events in Eastern Europe for developments in Southern Africa and other regions of Africa.

The conference was attended by numerous senior African leaders, among them the Prime Minister of Mozambique, the Secretary-General of the Commonwealth, the President of IFAD and senior officials of ADB, SADCC, etc, and about half a dozen up and coming Africans under age 40. It resulted in a set of detailed recommendations for action by African countries. Among these recommendations were several suggestions for future activities by the Forum, including the convening of a Conference on Stability, Security and Cooperation in Africa and a conference to foster direct investment in Africa.

3) New Avenues for Technical Cooperation in Sub-Saharan Africa-Maastricht, Netherlands, 18-20 October 1991:

In October 1991 the Forum organized jointly with the European Center for Development Policy Management in Maastricht, Netherlands, a seminar on “New Avenues for Technical Cooperation in Sub-Saharan Africa”.

4) 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.

5) Ota VII: Developing the Young African Entrepreneur:

The Seventh Annual Ota International Meeting of the ALF brought 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 Entrepreneurs Organization*.

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 the problems identified in those domains is squarely placed on private initiative and indeed the young African entrepreneur.

6) The Junior Business Seminar Series (JBS):

One of the major problems as Africa moves towards the promotion of sustainable development 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 African higher institutions have churched 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 exploration of whatever opportunities offered to private initiative. Although several 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 became necessary to stimulate for the benefit of the products of such higher institutions of learning, the emerging scenario in the business world.

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

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 instrument of self development and self employment.

6a) JBS Evaluation Meeting:

In 1995, a decision was taken to assess and evaluate the concept of and experience gained with the Junior Business Seminar. The inaugural seminar had been held in November 1991 and in the space of four years, nine seminars were organized. The evaluation was designed to assess the programme comprehensively with a view to enabling ALF improve on modalities, its relevance and utility. A five day evaluation meeting took place in June 1995 in Ota, Ogun State, Nigeria.

The participants overwhelmingly endorsed the maintenance of the programme and highlighted from their individual perspectives the seminars relevance and impact. In fact, some of the participants had even started their own businesses.

To consolidate appraisal and review of its strategies and approaches – as recommended by the Evaluation Meeting, a second Alumni meeting of the JBS was held in 1996. The intent was to garner experiences and ideas of the alumni which could be used to improve future activities in general and the programmes in particular, and to consolidate gains of the seminar. One of the outcomes of the Alumni meeting was the formation of a sub-regional association known as the Junior Business Seminar Alumni Association, to among others, encourage an ongoing exchange

of information and contacts among its currently over 190 members. Various committees were constituted and a constitution drawn for the association. A newsletter known as *The Capitalist* was introduced as part of the one-week programme.

In addition to these seminars held in Accra Ghana, a proposal from former participants from Senegal was accepted and another edition of the seminar was commenced in Dakar, Senegal. The ALF provided the necessary technical assistance and guidance required. Former participants from Cote d’Ivoire and Serra Leone have also requested similar technical assistance to enable them organize on their own initiative and resources national editions of the JBS in their respective countries. It is hoped that with time more countries would also replicate JBS.

7) The Professional Seminar Series:

The emerging scenario for the 21st century places a premium on competent professionals aware of the required ethical demands of their job 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 implications 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 achievements;
- d) Achieve increased productivity for both his personal and society’s benefit;
- e) Reflect in concert with others on the problems confronting his professional and evince possible modalities for dealing with these problems now and in future.

Ethics is of significant importance in laying a solid foundation for competent professional career and management as it has implications for the future conduct of the professional and the management and conduct of other professionals.

These were part of the considerations that informed the decision to focus the about one dozen seminars on “Ethics and Professionalism” in different professions.

C) Economic Development:

1) The Challenge of Economic Reforms in Africa -28 and 28 September 1989, Washington, D.C.:

Organized in the wake of the annual meetings of the Bretton Woods institutions at the Brookings Institution in Washington D.C., the purpose of this conference was to assess in a frank manner the problems of economic reforms, their requirements in terms of sacrifice, inputs and resources, the political dimensions and prospects for outside cooperation with Africa. Participants included a number of African Ministers of Finance and Planning and a panel of distinguished personalities from the various regions of the world who were asked to comment from their view points about the subject, among them, Robert McNamara, former Philippine Prime Minister Cesar Virata and the Deputy Director of the Africa Institute of the USSR Academy of Sciences.

2) Population, Environment and Climatic Change – Their Impact on Development in Africa- 21 to 24 June 1990, Ota, Nigeria:

The keynote speech at this international conference was delivered by former President of World Bank, Mr. Robert S. McNamara. The issue of population had been identified as one of the crucial determinants of future development at virtually every Forum Conference. This conference agreed on a feasible strategic approach and arrived at a comprehensive set of practical measures that will be recommended to governments and national institutions and organizations.

3) The Challenges of Agricultural Production and Food Security in Africa- July 1989, Ota, Nigeria:

This major conference was addressed, among others, by former President Jimmy Carter. As a direct follow-up, missions composed of African conference participants visited about a dozen African countries with view to sensitizing and raising awareness of the issues and problems among a cross-section of governments, administrations officials, chambers of commerce, farmers and women organizations, financial institutions and agro-industry establishments. These missions are also intended to obtain first hand information on agricultural success stories that could be replicated elsewhere and on failures which should be guarded against in other countries.

4) The Challenges of Post-Apartheid South Africa in Africa, Windhoek Namibia- 8 -10 September 1991:

At the invitation of President Sam Nujoma of Namibia, the Forum convened from 8-10 September 1991 a conference in Windhoek on “*The Challenges of Post-Apartheid South Africa in Africa*”. This conference addressed two principal objectives:

- To focus on the need for new economic and social mechanisms to foster economic and regional cooperation in the Southern African region;

- To focus on measures to redirect resources within South Africa with a view to supporting and stabilizing the emerging non-racial society.

5) The Role of Domestic Financial Institutions in Africa Development ADB Headquarters, Abidjan, Cote d'Ivoire, October 1991:

In October 1991, a conference on *The Role of Domestic Financial Institutions in Africa Development* was held at Headquarters of the African Development Bank in Abidjan.

The proposal for this conference resulted directly from the deliberations of and recommendations made at the Forum's inaugural conference and the Brussels seminar on EC-ECOWAS, namely that viable institutions be developed to support economic development both at the national and regional levels.

6) OTA VI – Interaction Forum for Young Africa Leaders:

This was the sixth annual conference of 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. The objective of the sixth edition was to concentrate on the successor generation from all walks of life as such participants were mainly under 40 years of age. The intent was to sensitize the 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, the cultural, the economic and the science and technology challenges confronting Africa now and in the foreseeable future. The fourth day was devoted to the adoption of the recommendations and summary of proceedings.

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 within the continent.

D) Good Governance:

1) 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. One major serendipitous discovery in Benin necessitated the Nairobi meeting. Although the meeting was specifically targeted at the peculiar political

problems of East African sub-region, of course with general implications for the rest of Africa. One major achievement of the meeting was that it brought together major political leaders in East Africa to 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.

2) Democracy and Governance in Africa – Ota, Nigeria, December 1991:

The annual forum conference in Ota was devoted to the subject *Democracy and Governance in Africa*.

The issue of democracy and governance in Africa has become one of the over- arching and central issues in African development and political life in virtually every African country. This had become particularly underlined by the results of the Forum's Paris Conference. Taking advantage of the Forum's comparative advantage of holding this conference in an informal setting, this Ota conference allowed a major examination of the challenges, the possibilities and courses of action and the complexities to be addressed.

3) Corruption, Democracy and Human Rights in Africa:

Between September 1994 and August 1995, the Forum in collaboration with Transparency International organized 3 sub-regional seminars on the theme: *Corruption, Democracy and Human Rights in Africa*. The West African edition was held in Cotonou, Benin, while Entebbe, Uganda, played host to East and Central African edition. The final seminar was held in Pretoria, South Africa, in August 1995. The funding for these seminars was provided by the European Commission.

The 3 seminars undertook an in-depth analysis of the specific manifestations of corrupt practices in Africa as a way of assisting and promoting transparency and accountability in government and public life and human rights as products of democracy.

In light of the global nature of corrupt practices, the seminars agreed that there was a need for enhanced collaboration between the North and the South to implement programmes that would help to:

- a) Build a consensus on the negative consequences of corruption in Africa;
- b) Formulate a comprehensive framework to combat corruption in all its aspects;
- c) Set up mechanisms and procedures that would make business dealings more transparent and open to public scrutiny;
- d) Choose and implement project programmes according to established priorities and criteria; and
- e) Monitor the utilization of aid resources.

The seminar further reached a number of concrete recommendations:

- 1) The development of Africa in general lies basically in the enthronement of democracy, but most essentially in the prevention and elimination of corruption through transparency in the leadership with equal and adequate access of the citizens to popular and informed participation.
- 2) Aspirants to leadership in Africa should not only demonstrate their commitment to transparency and human rights as standard qualifications to compete for public office, but must make an existence of popular mechanisms that would serve as instruments in the fight against corruption, and they would undertake to submit themselves to these mechanisms, irrespective of their personal positions or involvements.
- 3) There is need to heighten public awareness of the destructive effects of corruption and restore the confidence of the people in government by exemplary leadership both of which would create and reinforce the capacity to combat corruption.
- 4) The independence of institutions such as the media, the judiciary, and other institutions that play the role of regulating the operation of public policies should be established and safeguarded under the constitutions and public officers should not only be made to sign an undertaking to safeguard this independence, but also facilitate their operations through cooperation and encouragement.
- 5) All tenderers to public procurement should undertake to disclose details of all amounts and commissions paid for the purpose of such tenders.

It was proposed that measures supporting transparent and accountable management of public resources should become a priority area under the Second Financial Protocol of the Lome IV Convention. This would enable governments to embark on national anti-corruption programmes and address other forms of economic crimes. A similar action should be undertaken at the regional level for a more effective collaboration between the police/anti-corruption authorities of the region.

With regards to the countries of the North, it was resolved immediately to do away with tax deductibility of bribes and to criminalize such practices.

Donor agencies were invited to increase support for civil society institutions, to play a critical role in curbing the endemic spread of corruption by supporting activities which increase the awareness on the devastating effects of corruption on development. This was identified to include seminars such as the one held in Pretoria as well as publications and other materials.

The meeting also resulted in the formal launching of several National Chapters of Transparency International in different countries in Africa.

4) Eighth Annual ALF Conference (OTA VIII) on “Preparing African Civil Service for the 21st Century”:

The major objective of the conference was to further explore ways and means of sensitizing the African public servant to some of the possible challenges, issues and developmental needs of Africa. The meeting reviewed and analyzed the socio-political, economic and other challenges confronting the African public servants with a view to coming up with concrete and practical modalities for establishing a minimum rationale for an effective, customer- oriented African public service in the years ahead.

This meeting which was originally scheduled to be held in Ota, Nigeria but due to the inclement political situation in Nigeria, it had to be rescheduled to Accra, Ghana. The meeting was thus held at the Labadi Beach Hotel, Accra, Ghana from the 22nd to the 24th November 1995. It was the first time since the inception of the ALF that its annual meeting had to be convened away from the Forum’s Headquarters in Ota, Nigeria.

In attendance at the meeting were thirty participants as well as observers and media practitioners covering a cross-section of African life? Among the participants were Pierre Buyoya, former President of the Republic of Burundi; Anatole Kayenkiko, former Prime Minister of the Republic of Burundi; Augustine Ruzindana, Inspector General of the Government of Uganda; Fine Maema, the Attorney General of Lesotho; Robert Dodoo, Head of Civil Service of Ghana and Chairman of Public Service Commission of Ghana as well as other prominent individuals from different parts of Africa. Justice C.F. Hayfron Benjamin, retired Appeals Court Judge in Ghana and former Attorney General of Botswana, delivered the keynote address.

The conference addressed four key challenges confronting the African public service;

1. Can public servants be made more responsible?
2. Can conditions for decolonization of African bureaucracy be evolved?
3. Can an ethical foundation for African public service be identified?
4. Can an effective continent wide network be established to develop and nurture a new set of values for guiding public service in Africa?

5) The Farm House Dialogue

The Farm House Dialogue is an ad-hoc discussion group of Nigerians invited to informally 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 in the future. The group empanelled 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 50% of the participants are under 40 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 1988, 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 & Democracy; Democratic Process in Multi-nationality. Other areas of focus were Democratic Transition; Economic Democratization; Traditional Institutions & 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, and the Society Series of the Farm House Dialogue was commenced and was held every eight weeks addressing issues of value system, social order, the military, role of women and religion until June 1995.

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 6000 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 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, The New Nigerian and two community Newspapers i.e. Community Magnet and the Parrot has serialized various copies of the report at different times. This has enabled the reports to reach a wider audience.

E) Security Stability & Conflict Management:

1) Towards a Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA)

- a) On 17 and 18 November 1990, a brainstorming meeting was arranged in Addis-Ababa by the Forum in cooperation with ECA and OAU Secretariat on the proposal of convening a **Conference on Security, Stability Cooperation in Africa**. This idea resulted at the

Paris Conference of the Forum. It is expected that some 30 leading Africans will meet at ECA premises to examine the feasibility and practical aspects of convening for Africa a conference patterned along the European experience with the Helsinki Act and subsequent process. The underlying premise of the proposal is that non-African powers may feel a stronger commitment and obligation to support the development of the Continent if they can play a certain agreed role in shaping developments.

A steering Committee was set up to advance the work on CSSDCA and it met twice in February 1991 in Addis-Ababa and in April 1991 in Ota, Nigeria, preceded by a consultation with NGO representatives from throughout Africa.

The CSSDCA proposal was also presented by General Obasanjo to the OAU Council of Ministers in Addis Ababa in February 1991.

- b) In furtherance of the November 1990 brainstorming exercise on the holding of a Conference on Security, Stability Cooperation in Africa (CSSDCA), the Forum, jointly with the Development Policy Forum of the German Foundation for Development held an international round table on CSSDCA on the 20 and 21 March 1991 in Cologne, Germany, to explore lessons that may be learned from European Helsinki experience and their potential relevance for the launching of a similar process for Africa.
- c) From 18-22 May 1991, the Forum, jointly with the Secretariats of the Organization for African Unity and Economic Commission for Africa, convened at the invitation of President Yoweri Museveni of Uganda, the Kampala Forum, on the Conference on Security, Stability Cooperation in Africa (CSSDCA). The Forum was attended by government representatives from Africa, representatives of African NGO's, professional organizations, and leading personalities from outside Africa and representatives of foundations. The Kampala Forum brought together a cross-section of some 500 persons who discussed and adopted the Kampala Document containing a declaration, principles and policy measures as well as specifying the ensuing process for CSSDCA. The Kampala Document was submitted to the OAU Summit held in early June 1991 in Abuja, which after a substantive debate decides to refer the proposal to the Council of Ministers for re submission to the Heads of States or Government at the 1992 OAU Summit.

2) Community Seminar Series:

The community conflict series was designed to be managed 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 was a very instructive exercise as most participants appeared to be meeting at a round table for discussing their problems for the first time. Again for the ALF it was part of a move in the in the area of building

golden bridges across the traditional divide in Nigeria. The center was abruptly closed in 1995 as part of the outfall of the Nigerian political crises.

3) Conflict Management and Prevention Network/Corps of Mediators:

A one-week seminar was held for students of universities and polytechnics in Nigeria at the USIS premises in July 1995. The meeting was held under the auspices of the Conflict Management and Prevention Network of which the ALF is a principal partner.

As was the case with previous editions of the programme held in 1994, the 1995 edition of the seminar was based on the premise that conflicts are parts of the realities of human existence and could indeed be productive, if effectively and timely managed. Thus, a need was perceived to address the issue of conflicts among students who live in an environment characterized by socio-cultural divergences which are prone to conflicts.

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 conflicts prevalent in Nigeria. These were identified to include political violence, border disputes, ethnic and religious strife and campus conflicts. The initial part of the seminar focused on specific kinds of conflict in Nigeria and featured primarily academic as well as practical presentations on the nature of conflicts in Nigeria as well as on the school campuses.

The significant change in the 1995 programme was the decision to extend participation beyond the universities to include also polytechnics in Nigeria. The success of the 1995 edition as well as the previous editions has made the consideration of extending this to other parts of West Africa attractive.

Although the forum had planned to request its corps of mediators to act in the Kembe-Kalabari Dispute as it did with some form of success in the Jos North Local Government Chairmanship Tussle, the political development in Nigeria made it largely inadvisable to do so. Given the nature and disposition of the military authorities in Nigeria, it is most likely that the activities of the corps of mediators will be misconstrued.

4) Meeting of Military and Civil Society Leaders in Africa:

To deepen and widen the process of imparting CSSDCA, a three-day conference was held on *The Military and Civil Society in Africa* in Lilongwe, Malawi, from 23-25 September 1996. About 60 retired and serving senior military officers, actors of civil society, parliamentarians and government representatives participated in the conference which was declared open by the Vice-President of Malawi, H.E. Rt. Hon. Justin Malewezi.

Specifically, the conference:

- Reviewed the current political situation in Africa and its implications for the outbreak of violent conflicts;
- Assessed the possibility and ability of retired senior military personnel in Africa to prevent the outbreak of such conflicts based on their knowledge in the art of the management and deployment of violent;
- Examined the possibility of effective networking among retired military officers and the integration of such a network with other networks in the African civil society framework in Africa.

Some of the major conclusions of the meeting were that:

- a) Mechanisms should be devised to encourage positive interaction between the military and other institutions of civil society as a means of creating the necessary partnership required for future civil military relations.
- b) As a modality for optimizing the efficient allocation and utilization of national resources on defense and security needs, it has become imperative that a compilation of existing studies on defense and security expenditures in select African countries be undertaken. The main thrust of the study would be on ascertaining the actual percentage of GDP that is expended on security apparatuses in African countries specifically the implication for socio-economic development. The exercise would also involve a comparative analysis as well as a rigorous assessment of the data sources. These countries would be selected on geo-political and geo-economic basis.
- c) An in-depth study on existing sub-regional security protocols in Africa should be conducted with view to identifying the points of commonalities and strengthening of points of weaknesses to facilitate the adoption of a sub-regional security framework in Africa.
- d) Total de-militarization was seen as an objective that could be incorporated into a redefinition of security and stability concepts in Africa especially in the formulation of a sub-regional defense and security arrangement.

4a) Follow up On Lilongwe:

As a means of effectuating recommendations nos. b, c, &d above, the ALF, with the support of the Danish International Development Agency (DANIDA), has pulled together a team of researchers/scholars to undertake a comparative study of *existing sub-regional security protocols in Africa*. Discussions are at an advanced stage and it is hoped that by august 1997, discussions would have been finalized to facilitate an immediate commencement of the studies.

Simultaneously, discussions have been held an agreement reached in principle to collaborate with the Oscar Arias Foundation for Peace based in Costa Rica to convene the first in a series of follow-up meetings on Demilitarization and Democratization in Africa. The meeting is tentatively scheduled to hold in Arusha, Tanzania. The de-militarization and democratization meeting is designed to take an in-depth look at the de-militarization as a security concept drawing on the practical experiences of Costa Rica, Haiti and Panama. Thereafter attempting to evolve an agenda for peace in Africa by outlining the sectoral challenges to the effectuation of demilitarization in Africa. These would be broken down into various sectoral challenges to be confronted by Civil Society Organizations, Parliament, Executive, the Military and the International Community.

FINANCIAL ASPECTS

Until June 1997 the Forum has received generous financial contributions from the Government of Japan, the United Nations Development Programme, and the Carnegie Corporation of New York, Daewoo Corporation of the Republic of Korea, the World Bank, the Government of Finland, the Netherlands and France, Mr. Victor Mpoyo, the Rockefeller Foundation New York, the German Foundation for Development (DSE), the Friedrich Naumann Foundation, the Canadian International Development Agency (Canada), European Commission, Global Coalition for Africa, Friedrich Ebert Foundation, United Nations Economic Commission for Africa (UNECA), and Danish International Development Agency (DANIDA Denmark).

In Nigeria, a number of private sector contributors have already extended financial assistance to the Forum.

Interested governments, organizations or individuals may provide funds through the Africa Leadership Foundation, Inc., New York, a not-for-profit organization exempt from (United State) Federal Income Tax under Section 501(c) (30 of the Internal Revenue Code of the United States).