



Africa Leadership Forum

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Postal Address

P.O. Box 776
Ota, Ogun State,
Nigeria.

Secretariat

ALF Plaza,
Number One, Bells Drive
Klm 9, Benja Village,
Idiroko Road, Ota,
Ogun State, Nigeria.

1. Background and Introduction

The Africa leadership forum(ALF), Africa's premier civil society and not-for-profit organization established in 1988- took its root from the need to assist in improving the competence and capacity of African leaders in confronting the myriad development challenges of the African continent. Thus, the forum's creation by General Olusegun Obasanjo was motivated by a wide spread and palpable crisis in leadership and management. The quest for effective leadership and efficient management and the enhancement of leadership capabilities and skill in all works of life led was to be addressed through a range of high level international conferences, regional, sub regional and international meetings of both current African leaders and potential African leaders from civil society. Complementary to the conference programme, ALF launched a number of other related activities such as training, conflict resolution, studies and publications. The forum's activities essentially continue to be based on the priorities which the forum set for itself at its inaugural conference in October 1988, as subsequently refined in May 1990 by the Kampala Document on a conference on security, stability, development and co-operation in Africa (CSSDCA). This frame work notwithstanding, the forum has always operated with a modicum of flexibility so as to enable it respond quickly, effectively and in substantive depth to new developments and changing conditions.

In 1997 as in previous years, the core aims of ALF's programmes were to broaden the knowledge about the provision of CSSDCA and to deepen the support, among government and civil society alike for the acceptance and eventual adoption of the CSSDCA process for Africa. This involved the cultivation of support from within and outside governance structures as well is frank and open examination and discussion of some of the critical obstacles to and issues of governance, democratization and the stabilization of the continent. It entails an across-the-board vertical and horizontal interaction between senior, experienced African and young Africans whilst building a network among African youth to address the challenges of the next millennium.

ALF's core objectives are:

Developing, organizing and supporting programmes for the training of able and promising Africans with leadership potential so as to expose them to demands, duties and obligations of leadership positions, to prepare them systematically to assume higher responsibilities and to meet the challenges of an independent world;

- Generating greater understanding and enhancing the knowledge and awareness of development and social problems within a global context and young potential leaders from all sectors of society, cutting across national, regional, continental professional and institutional borders with a view to fostering close and enduring relationships and promoting life-long association and cooperation among such potential leaders;
- Supporting and encouraging diagnosis and informed search for appropriate and effective solution 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-region and institution, drawing on current leaders and decision makers, scientist and especially younger persons;
- Sensitizing 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 contribution to solutions.

The forum pursues these objectives in a variety of ways, encompassing different approaches and modalities so as to build and improve on leadership skills, capacity building and capacity utilization.

- a) Exposing young and promising Africans to recognized and accomplished leaders from within and outside Africa so as to exchange views in an informal setting and to share in their specific experiences;
- 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 the problems of sub-regional or regional character;
- c) Organizing events in different African countries and at locations outside Africa, where appropriate, to accomplish a broad reach-out;
- 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 action;
- e) Involving both well known and established personalities and the younger generation, mostly uninducted to international exchanges and cooperation, drawn from a network which is gradually being built through recommendations and identification by experienced personalities

The impact of ALF's efforts

ALF and its leadership were fully aware that pursuing its aims was to be a long-haul effort and would not yield easy and quick results. To perceive and measure positive changes and impact in leadership area, a timeframe of four to six years is a minimum framework.

The impact of ALF's strategy can, in general terms, be described as follows:

- a wider awareness and knowledge of the CSSDCA principles across Africa;
- a recognition of the inter-linkage of the myriad problems besetting Africa;
- a recognition of the absolutely critical role of effective leadership and integrity, beginning at the top, and complemented by the development of skills and capacity at all levels;
- the development of detailed action plans for the leadership development of women;
- the elaboration of proposal to demilitarize Africa, societies;
- the systematic discussion and exploration of measures and activities to give sustenance to African parliamentarians and parties to strengthen their democratic practices;

- involvement in contributing to a solution of conflict situation- an activity which is expected to regain more prominence among ALF's activities with the freedom of Gen. Obasanjo, drawing on his exclusive ability to access and engage current leaders – a major comparative element to be effective in conflict management, especially in an environment where conflicts have flared up in dramatic numbers on the continent without much African-led mediation visible;
- regular programmes for young business people to impart skill and knowledge about responsible and accountable business practices and teaching of requisite management skills.

The Forum prides itself in the ability to initiate concrete follow-up activities to its programmes and activities, thus maintaining a consistency in programming and increasing the impact of its activities within the continent.

To be sure, ALF has proven that it can make a difference. But which benchmark might best capture the impact of ALF's endeavors? In a "soft" area as leadership trainings, this may be difficult to present and measure in concrete figures and enhance the need to provide instead descriptive and discursive assessment.

Nevertheless, it may be argued that the number of international initiative and declaration focusing on leadership and integrating explicitly or implicitly the CSSDCA approach and principles represent tangible results;

ALF has initiated several concrete, sectoral initiative- especially with regard to define and concretise element of responsible government to which it has given political substance through the elaboration of detailed action programmes. These have subsequently been taken by operational regional and international organization for implementation (e.g. Economic Commission for Africa (ECA) or OAU with respect to parliamentarian, gender issues, demilitarization etc.; funding support to ALF from UNDP).

This may be interpreted to express an acknowledged capacity to ALF to serve as a catalyst for and stimulate conceptualization and strategy development ("quiet leadership" especially through the credibility and the standing of the principals involved and the diversity and representativeness of the participants at large), while the implementation tasks are being assumed by others (in a sense, an unspoken and pragmatic division of labour). The number of participants – and their; breakdown by age, gender and professional groups- may express the demand for the type of programmes offered by ALF as well as the confidence into ALF as an impartial and competent organization; the extent of practical collaboration with other regional and sectoral organization is another benchmarkable aspect.

In the case of ALF, effective partnership have been developed with organizations and groups like Akina Mama wa Afrika, ECA, the Inter-parliamentary Union, the Africa Union of Parliamentarians, the Arias Foundation for Peace, the African Institute for Economic and Development Planning, ACCORD, and others; the demand for the manifold and multi-lingual publications of ALF and hits on its website constitutes a different type of indicator to measure outreach and to convey a sense of acceptance, standing and recognition; the increasing number and diversity of donors (in addition to Carnegie Corporation there are now UNDP (with a three year agreement of support), the Friedrich-Ebert-Foundation, the Global Coalition for Africa, the Danish International Development Agency (DANIDA), the Canadian International Development

Agency (CIDA), the Government of Netherlands, the Ford Foundation, the Economic Development Institute of the World Bank (EDI) and the European Union) attest to confidence by donors in the ability to ALF to deliver and to make a difference. The consistent financial support of the Carnegie Corporation of New York clearly strengthened the ability of the forum to leverage such additional funds structured feedback process from among the participants in Forum's event has enabled it review and adjust so as to meet the expectation of its participant and audience.

The Performance of ALF

The imprisonment in mid-1995 of the Forum's founder and Chairman, General Olusegun Obasanjo, by the Nigerian authorities, was feared to cause a serious setback to the Forum's activities. Nevertheless, these fears never materialized during the year 1995 to mid-1998- when Gen. Obasanjo was released from prison. True, the operations and activities became more complex, demanding and challenging, but ALF demonstrated its ability and capacity to operate independently, create sustainable institutional structures and garner broad-based support across the continent. This was made possible through

- a reorganized governance structure (through the establishment of a council of Conveners consisting of former African Heads of State or Government and of an Executive Committee, composed of senior African and international personalities details see below);
- effective operations and administrative performance, with the main, very small Secretariat temporarily out posted to Accra, Ghana while maintaining a Nigeria base;
- rich programming under the CSSDCA umbrella (the CSSDCA concept was presented at the outset of each conference and re presented thus a "red thread" of strategy continuity) effective programme delivery and follow-up activities;
- an ability to produce original substantive result and policy recommendations
- an inclusive and growing outreach effort;
- an inclusive and growing outreach effort;
- constructive co-operation with other organization in and outside Africa;
- a broadening of the support and funding base.

In terms of co-operation with other organizations, ALF will be redefining its operations and future orientation in the light of lessons learned- some of which were already described above. ALF has excelled in serving as a catalyst, simulator of action and collaborator with many other organizations to pursue shared goals in the leadership area and under the overall umbrella of the CSSDCA agenda. Co-operation with other organizations will be a key for future success, but will require that roles are being increasingly- and early on defined. This pertains especially to the financial contribution expected from each organization, where ALF has more often than not born the brunt of the lack of resources of other partners. Moreover, ALF will seek to strengthen the

relationship not only with sectoral and regional organizations, but even more so through linkages at the national and local levels so as to maximize impact, promote integration of efforts and avoid overlap and duplication. On some issues of CSSDCA calabashes, ALF may not be a major factor in point; it may be sufficient to generate ideas and to push them to a level where they would be acted upon.

Modalities of ALF activities

ALF's quest for effective leadership and efficient management and enhancement of leadership capabilities and skills in all walks of life has been and will continue to be addressed through various means:

- a) Conference and workshops: high level international conferences, regional, sub-regional and national meetings involving current African leaders, potential African leaders from civil society and accomplished international experts and practitioners;
- b) Training capacity-building programmes for special groups such as women, young business people, students and trade unionist.
- c) Conflict mediation, prevention and management activities, especially through leadership intervention and engagement at higher levels.
- d) Building a network of committed Africans, especially among women and the youth.
- e) Studies publication and web presence.

Various operating modalities are being deployed in that context:

- a) Exposing young and promising Africans to recognized and accomplished leaders from within and outside Africa so as to exchange views in an informal setting and to share in their specific experiences;
- b) Arranging seminars, meetings and face-to-face encounters on emerging key issues bringing together African leaders in an effort to focus on both global questions with direct bearing on Africa and in problems of a sub-regional or regional character;
- c) Organizing events in different African countries and at locations outside Africa, where appropriate, to accomplish a broad reach-out;
- d) Disseminating widely, findings and proposal on priority issues so as to induce decision makers in Africa and other continents to address the problem and take appropriate action;
- e) Involving both well-known and established personalities and younger generation, un-inducted to international exchanges and co-operation, drawn from network which is gradually being built through recommendations and identification by experienced personalities.

ALF aims during 1998

In 1998, as in previous years, the core aims of ALF's programmes were to broaden the knowledge about the provision of CSSDCA process for Africa. This involved the cultivation of support from within and outside formal governance structure as well as frank and open examination and discussion of some of the critical obstacles to good governance, democratization and stabilization of the continent. It entailed an across-the-board vertical and horizontal interaction between senior, experienced African and young Africans whilst building- a network among African youth to address the challenges at hand.

REVIEW OF 1998 ACTIVITIES

1. Demilitarization

1a. High level conference on leadership challenges of Demilitarization in Africa-Arusha, Tanzania, July 1998.

Designed as part of the follow-up activities to the 1996 Lilongwe Meeting of military and Civil Society Leaders in Africa, this high level conference was held in collaboration with UNDP, the *Arias Foundation for Peace & Human Progress* and the Government of Tanzania. The core objectives of the conference, among others were;

- I. To assess the possibility and practicability of demilitarization in Africa.
- II. To identify countries whose political and social realities would allow them to serve as pilot cases for demilitarization; and,
- III. To establish a permanent working group on demilitarization and security in Africa.

In attendance at the conference were one hundred and eleven participants representing a diverse cross-section of senior military leaders, civil society leaders and political leaders, including representative of international organizations and foundations.

The three-day conference undertook a brief review of Africa's existing security situation with particular focus on existing sub-regional security networks. Thereafter, the conference examined and analyzed the consequences and associated problems of demilitarization in Africa. The analysis provided a clear background for identifying the main challenges that lie ahead in the quest for demilitarization as a new security concept. The experiences of Central America provided participants with valuable lessons for confronting the challenges ahead. Thereafter, the conference reviewed the different sectoral challenges in the effectuation of demilitarization in Africa.

One of the major outcomes of the conference was the decision to establish a permanent working group on demilitarization in Africa. This working group which is made up of retired military leaders, leaders of civil society organization, political leaders, researchers and experts will operate for the initial period under the chairmanship of H.E. Dr John Malacela, former Prime Minister of Tanzania and member of ALF's council of conveners. It was agreed that the working group should develop its own agenda, including modalities for persuading the leadership of countries to accept and internalize demilitarization with a view towards providing a compelling sensitization missions as required to build support and consensus for the idea.

The group's activities- falling under the conflict management focus of ALF's future activities- will include confidence-building mission, advising political leaders, and persuading those in critical leadership position to consider demilitarization as a central part of Africa's future security arrangements. The working group will also receive the support of the Central Dialogue for Security and Demilitarization, a network of individuals and institutions working towards a redefinition of the security agenda in the region.

While the group will ultimately define and adopt its own agenda, the following framework will guide its activities:

- a) Deepening and widening the support base for demilitarization in Africa by identifying possible obstacles; suggesting modalities for creating a wide support base at the highest political level possible; devising means for sensitizing African social, economic and political leaders about demilitarization;
- b) Making recommendations for dealing with the challenges of security and stability in Africa and serving as a wider platform towards achieving the ultimate goal of a demilitarized Africa;
- c) Initiating a process of substituting political solution to conflict in place of military solution, institutionalizing mediation efforts to prevent national and regional military conflicts;
- d) Initiating a campaign for arms reduction in Africa and seeing that it becomes an immediate priority for all countries not involved in conflicts. For other countries, it should become a priority as soon as they have disengaged themselves from conflict;
- e) Educating about the need for drastic reduction in military and security expenditures to preserve human development investment;

Working to strengthen the control of civilian institution over the military and to work towards the consolidation of professional civilian polices forces, while raising citizen's security empowering civilian control over security-related issues.

The initial activities of the working group will be coordinated be the Secretariat of the ALF for a period of one year. It is hoped that after the first year of operation, the working group should be able to fund its existence through sources other than ALF funds. As an immediate post conference activity, former Costa Rican President Oscar Arias held an information consultative meeting with the Sierra Leonean delegation. The five-member delegation had expressed the abiding interest of President Kabah's government in effective demilitarization as a major government objective.

Based on the discussion during the consultative session, Dr. Arias telephoned and discussed further with President Ahmed Tejjan Kabbah of Sierra Leone. This discussion was followed up with another informal discussion session with General Olusegun Obasanjo. The series of consultation and discussion provided a much needed consensus on countries to serve as pilots for demilitarization exercise.

1b. Comparative Study of Existing Sub-security Protocols in Africa

A comparative study of existing sub-security protocols in Africa is being carried out pursuant to one of the resolutions that had been adopted at the meeting of military and civil society leaders organized by the African Leadership Forum (ALF) in Lilongwe, Malawi, September 23-25,1996. The meeting had reiterated the importance of the Kampala Document and its focus on the interconnections of the problems of security, stability, development and collective action on the continent. The meeting among other things recommended that; "An in-depth study on existing sub-regional security protocol in Africa should be conducted with the view to identifying points of commonalities and

strengthening of points of weakness to facilitate the adoption of a sub-regional security framework in Africa". With the financial support of the Danish International Development Agency (DANIDA) the study was commenced in November 1997. Unfortunately, the study could not be completed within the initial stipulated time frame because of the relocation of the team leader to Nigeria. The draft report of the study has recently been received by the ALF secretariat and a **Review Seminar** will be convened shortly to access the findings and recommendations of the study. Thereafter a process of popularizing the findings of the study will commence and will become one of the core tasks of the ALF/ARIAS Foundation Permanent Working Group on Demilitarization in Africa.

a) Democratization and Parliamentary Development

2a. Democratization of African parties and parliaments- Gaborone, Botswana, June 1998

The conference on *Democratization of African Parties and Parliaments* was convened as one of the key follow-up activities to the 1996 ALF conference of African Parliamentarians in Addis Ababa, Ethiopia. Over eighty participants mainly parliamentary leaders, party leaders and leaders of civil society organizations in Africa- attended the conference, which was opened by President Festus Mogae of Botswana. Following his release from prison, General Obasanjo attended this conference and was warmly welcomed by all participants (see also report on Joint Meeting of Council of Conveners and Executive Committee, July 1998).

At the end of the three-day deliberation the participants adopted, inter-alia, a code of conduct for African parliamentarians and party leaders. Subsequently, the **Code of Conduct** was presented to the Secretariat of the African Union of Parliaments for deliberation at its August 1998 meeting in Niamey, Niger Republic.

The **Secretariat of the Commonwealth Parliamentary Association** also requested for and was furnished with a copy of the code of Conduct to serve as one of the major documents for deliberation at its **October 1998 meeting in Auckland, New Zealand**. This will be in addition to the report of the 1997 Accra ALF Conference on **Empowering Women**, which was listed as one of the main documents for the meeting. Likewise, Transparency International has chosen the document for deliberation at its September 1998 conference in Malaysia. It has also posted the code on its website. The Global Coalition for Africa also indicated interest in utilizing the **Code of Conduct** as one of the main documents for its December 1998 Meeting of Parliamentarians.

The Gaborone conference noted with regret the insufficient number of capacity building activities for African parliaments and parliamentarians. Regrettably, the paucity of available programmes and activities is compounded by a perceptible degree of duplication of efforts and consequent waste of limited resources on the part of organizations seeking to improve the capacity and capability of African parliaments. Consequently, the Conference requested ALF to convene a meeting of leading organization in parliamentary training and development in Africa to harmonize strategies, programmes and collaborative activities with a view to maximizing the impact of such training programmes. Subsequently, ALF and GCA have agreed in principle to convene a one-day meeting of these organizations during the December 1998 GCA conference of African parliamentarians.

The Gaborone conference also discussed the Interim Report of the Joint ALF/AUP Study on Revitalizations of the African Union of Parliaments (see 2b. below). The discussion provided the consultants with the required comments, reactions and observations that eventually strengthened the quality and trust of its main recommendation and conclusions.

2b. Revitalization of the African Union of Parliaments

One of the main recommendations adopted at the Addis Ababa 1996 ALF conference was the need to assist in revitalizing the African union of Parliaments (AUP). It was envisaged that this would enable the AUP to truly serve as a forum for a cross-national pollination of ideas and devising cross-national approaches for protecting and ensuring the rights, privileges of minority party members of parliament and in politics generally. ALF in collaboration with AUP and in consultation with the Inter-Parliamentary Union facilitated the study.

Towards this end the ALF recruited Professor SKB Asante, former Senior Regional Adviser of UN-ECA and Mme Kafui Kpegba-Dzotsi, Member of Parliament from Togo as consultant on the project. The consultants were requested to:

- Undertake a review of the organizational structure of the AUP; its strengths and weaknesses
- Make a comprehensive assessment of the organizational problems which impact effective operations;
- Suggest strategic mechanism for revitalizing, operationalising and improving the effective functioning of the AUP.

Subsequently, the consultants:

- Conducted a survey of AUP, executive including the secretary general and a cross-section of past and present officers in select African countries, offered a critical generic assessment of the political, structural and financial operations of the AUP.
- Collated and analyzed information and data on AUP activities from select countries.

The final report of the study made numerous recommendations and was presented to the Executive Meeting of the AUP in Niamey, Niger, in August 1998. The Executive Committee adopted the report by and large and further invited the consultants to the IPU meeting in Moscow in September 1998.

3. Leadership Training and Development

3a. Democratic Sustenance Workshop for Trade and Student Union Leaders

To advance the democratic process embarked upon by African countries since the beginning of the early 1990s, to provide for the liberalization of the political space and to enhance the active participation of the citizenry in the democratic processes in Africa, ALF in collaboration with the African Institute for Economic and Development Planning (IDEP) organized the first of a series of a Democratic Sustenance Workshop for Trade and Student Union Leaders in Africa. The workshop was held in Dakar, Senegal from May 11-15, 1998.

The workshop provided a forum for a cross-sectional fertilization of ideas between trade union, student leaders and resource persons. The training workshop sought among others to imbue in these leaders the necessary attitudinal disposition supportive of the emerging liberal

political structures and processes, as well as promoting as ascendancy of values, constitutionalization of the right dissent and adaptive leadership.

The workshop was organized to achieve the following objectives:

1. Broaden the support base for political and economic reforms in Africa.
2. Mobilize student and trade union leaders to support the process of the Conference on Security, Stability, Development and Co-operation in Africa (CSSDCA) as a fundamental basis for reforms in Africa.

Specific objectives towards achieving these were:

- a. To facilitate the sharing of country experiences in the democratization process in Africa.
- b. To improve the quality and capacity of young trade and student union leaders to continuously expand their bilateral political space towards sustaining democracy in Africa.
- c. Provide the opportunity for inter-union networks and linkages towards positive collaboration at both lateral and vertical levels.
- d. To enhance opportunities for trade and student union leaders to sharpen their leadership skills in participatory democracy and governance
- e. To increase the capacity of young leaders in managing the expectations of their constituencies.

Twenty-five participants from eight West African countries attended the five-day workshop. The participants were all student leaders in variable capacities and one trade unionist. The 35 age limit set for participants restricted the participation of more trade unionist, as most trade unions in the sub-region presented candidates well over 45 years whose participation were turned down in line with the set age limit for participation. The countries represented include Benin, Cote d'ivoire, Ghana, Guinea Bissau, Mali, Nigeria, Togo and Senegal.

Following a broad overview of the democratic structure in Africa vis-à-vis the rest of the world, the participants were offered skills in effective communication, managing expectation, coalition building and managing change. Participants were also exposed to adaptive leadership and personal empowerment programmes, simulation exercises and case studies. Group work interspersed the training session, giving participants the opportunity to put in practice the skills they have gained. At the end of the workshop, all participants had to draw up their individual action plans for implementation upon their return to their countries. At the conclusion, there was a sharing of country experiences, with participants presenting a broad perspective of the democratic structures and administration in their individual countries. This was required of participants as part of the preparations towards participating in the workshop. A study tour was organized to Gor-6e Island where the caretaker of the slave castle briefed participants on the history of the castle, four hundred years of slave trade and its consequence on Africa's traditional democratic structures.

At the end of the workshop, a structured assessment form was given to participants to evaluate the five-day workshop. One part dealt with the general quality and organization of the program, and the second part with specific lessons of the programs. An analysis of the responses indicates that all participants judged that the overall quality of the program was good, whilst the value of the programme to their respective individual and collective leadership was excellent. The major

challenge relates to the rather short duration of the workshop, as information and skill training had to be compressed, thus restricting the opportunities for more detailed discussion and informal interactions.

3b. Junior Business Seminar

The Junior Business Seminar (JBS) was designed with two core objectives in mind. First, to assist in imbuing young Africans graduates with necessary skills that could enable them to maximize the opportunities available for private initiative on the continent. Secondly, to facilitate an across the board vertical and horizontal integration between and among young West Africans as part of preparing the successor generation of Africans for the challenges of the future. These were the core concerns at inception of the programme in 1991 and they have remained valid and relevant. These concerns informed and instructed the three editions of the (JBS) held in 1997 and 1998 respectively. In addition, 1997 witnessed an expansion in the utilization and spread of JBS format in Francophone West Africa. In 1998, the successor of the JBS strategy has prompted its replication in other countries while Senegal has gone ahead to increase the frequency of the programme.

3c. African Perspective on Leadership

With a view to defining the challenges of leadership drawing on African perspective, the Forum designed and circulated a questionnaire on leadership perspective in Africa to both participants at its programmes as well as recipients of its publications. The responses served to inform two activities:

- To develop additional instructional materials for subsequent programmes of trade and student union leaders, held in the first half of 1998;
- To become an integral part of the ongoing ALF book project on *African Perspective on Leadership* and planned profiles of *Contemporary Women Leaders in Africa*.

4. Empowering Women

4a. Index on the Status of Women

The Accra Conference also recommended that African nations should be ranked based on a progressively to be refined set of indicators- to reflect their accomplishment as regard women's participation in political and economic spheres, in particular with respect to leadership positions and the advancement of women in general. For these indicators, benchmark should be determined. 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.

Pursuant to the above, ALF engaged the services of a team of leading African gender consultants to develop the index to be used for the ranking of African countries and governments. The consultants were required to:

- Review existing data on female participation in critical positions of leadership in business, political decision making, and civil society and identify data gaps.

- Source fresh set of data on percentage female participation in leadership positions in selected sectors of economic social and political structures in Africa.
- Undertake an interpretive analysis of data collated.
- Design an index on the status of women in Africa based on a broad and rigorous set of data that can be used as indicators.
- Consult widely to determine the benchmark for the index.
- Determine based on the consultation the time frame during which benchmark would be progressively reviewed.
- Recommend additional modalities for improving the status of women in Africa.
- Suggest how the index may be utilized as a building block for a strong platform for negotiation by civil society organization with African governments.

The first draft report of the study was submitted in October 1998 and was the focus of a Review Seminar in November, 1998 in London. The review seminar commended the draft report and pointed out main issue areas for improvement. The final report incorporating the comments of the review seminar will be the focus of the next main Africa Women's Forum scheduled for the first quarter of 1999. It is expected that the final report will be forwarded to development agencies; African Heads of State and Government, Intergovernmental Organizations, Civil Society Organization, Private Sector Corporation and Gender Focused Institutions. The report and recommendation for action will be posted on the ALF website as well as the separate website of African Women's Forum.

4b. African Women's Forum- Cape Town, 28-30 May 1998-11-24

As decided by January, 1997 Accra conference, ALF convened the first meeting of the African Women's Forum, in collaboration with Akin Mama wa Afrika, from 28-30 May, 1998 in Cape Town, under the main theme of "Leadership and Communication For Empowerment." The meeting was convened with the following objectives:

- To assess, review and evaluate individual and collective progress made since Accra in promoting the participation of women leaders in political and economic development.
- To establish a consensus on priorities and mechanism to sustain the gain of, and build continuity from the Accra Meeting.
- To devise strategies aimed at enhancing the visibility and effective application of the leadership capacity and capability of women in decision making positions.
- To promote and strengthen gender networks in the region.
- To build an effective movement on core issue areas for women.
- To strengthen link between women community leaders and gender development professionals.

At the end of the three meeting, participants agreed, inter-alia, that:

- The Africa Women's Forum should function essentially on an average arching spatial framework and should be seen as a major mechanism for facilitating and providing necessary building blocks for construction bridges across current divides within the various sections and segments of the women's movement in Africa.
- The African Women's Forum should not become another structure, but a modality for advancing and collaboration with a view to strengthening the work of existing organization.
- The Forum has a collective nature of leadership, ownership and operations.

Participants reasoned that the effectiveness of such a space would depend on the ability to share task and establish a feedback process, to develop a communications system to undertake a process of capacity assessment and to seek to go beyond the confines of a meeting only. In so doing, a procedural mechanism must be established to facilitate exchanges between the various sections of the movement.

The Africans Women Forum was also mandated to identify and establish focal point through which it can channel ideas and create opportunities for networking at the regional and sub-regional levels. There should be focal points in each African country. The meeting resolved that the African Women's Forum should be designed as a space where all different networks come together to discuss and find common ground, and can work in collaboration and partnership.

5. Joint Meeting of the Council of Conveners and the Executive Committee

5a. July 1998

The 1998 Joint Meeting of the Council of Conveners and the Executive Committee of the Africa Leadership Forum was held on 15th July 1998 in Gaborone, Botswana. Participants formally welcomed General Olusegun Obasanjo to the joint meeting and invited him to resume his position as Chairman of Africa Leadership Forum. General Obasanjo thanked all the members of both the Executive Committee and the Council of conveners for their individual and collective commitment in his absence and expressed the hope that his return will not be taken as a reason for them to reduce their commitment and contribution to the ALF.

The meeting reviewed a number of suggested names and resolved to invite additional members to join the Executive Committee, among them Mrs. Gertrude Mongella, Mme Aminata Traore and Mrs. Ellen Johnson Sirleaf. General Obasanjo subsequently nominated Dr. Mario Machungo to serve as Deputy Chairman. The nomination was seconded by Professor Tekena Tamuno and was unanimously wild range of programmes and activities within such a short time span. Participants urged the secretariat to keep up the good work it was doing so effectively. Previewing future activities, the meeting agreed that there is a perceptible change in Africa's political environment. This change it was noted made the formal adoption of the CSSDCA by African governments easier to realize than was previously the case. In re-launching the process, it was agreed that a series of consultative meetings, both sub-regional and regional will be an effective framework and strategy.

Collaboration and partnership with other organization and institution was suggested as an effective strategy. The meeting was informed about a possible collaborationist the Michelson Institution in convening the first in this series of meetings. The secretariat was instructed to work out the modalities for such collaboration with Dr. Deng.

The meeting was briefed about the draft Report of the **Index on the Status of Woman in Africa** and the review seminar convened in London. Participants expressed delight and satisfaction at the draft report of the index on the status of women and urged that the final report be considered as a periodical to be issued by the ALF.

General Olusegun Obasanjo informed the meeting formally of his decision to participate in next round of presidential elections in Nigeria. In light of this he craved the indulgence of the meeting to formally accept his voluntary relinquishing the office of Chairman. Dr. Mario Muchungo, former Prime Minister of Mozambique and member of the ALF Council of Conveners was subsequently appointed to act as Chairman for the Forum.

7. ALF Tenth Anniversary: Africa and the Successor Generation- 26-28 November 1998, Cotonou, Benin.

The successor generation of Africans must become increasingly participate in the preparations for the next millennium. Unfortunately, the leadership recruitment process in Africa remains skewed and without a carefully thought out programme of deliberate preparation. There is therefore the need for a systematic, irreversible and progressive grooming of the successor generation with a view to addressing the continuous deterioration of public spiritedness, the ever-increasing problems of ethnic, and the imperatives of globalization. The emergence of a younger generation in other parts of the world with a broader outlook and more open attitude and the need to deepen the knowledge of democratic principles underlines the urgency with which concerted efforts must be undertaken in this direction. ALF recognized 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. As part of its response mechanism ALF devoted its tenth annual international meeting of African leaders to the theme: **Africa and the Successor Generation.**

In the same vein and with the same rationale underlying the establishment of the African Women's Forum, ALF was requested to create a youth forum for young Africans to facilitate the exchange of information among themselves and serve as means of information among themselves and to serve as means of information gathering for leadership training and development in Africa.

A highlight of the activities marking the tenth anniversary of the ALF was the inauguration announcement of the creation of an **ALF Prize for Leadership Excellence** among young African leaders who have demonstrated and continue to demonstrate leadership qualities in their various and diverse fields of endeavour.

As part of the activities marking the tenth anniversary of the ALF, there was an anniversary lecture by Sir. Shridath Ramphal, former Secretary General of the Commonwealth.

8. Publications, Information Systems and Technology Networks

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 course of action.

All publications are being widely distributed throughout Africa, North America, Europe and Latin America. The head of state of each African country receives personally each publication. A wide reach out extends particularly to African Universities, research organizations and NGOs.

Given the linguistic diversity in Africa, efforts are made to produce most reports on recommendations and proceeding in mimeographed form.

The entire range of publications unavailable represents by now a major 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.

The Forum's publications are frequently being quoted and referred to in political and academic debates and are utilized by international organization such as the United Nations and the World Bank and its Economic Development Institute (EDI).

Undoubtedly, one of ALF's major strength remains its outreach capacity. In effect continuous expansion of that capability and capacity remains a constant preoccupation of the Forum. Towards this end, the ALF embarked on a three-phase outreach programme. The first stage which was launched in the last quarter of 1997, commenced with the creation of an internet website for the Forum. The website for the ALF can be accessed at <http://www.africaleadership.org>

Building on the first phase, the second phase will commence in the third quarter of 1998. It aims at facilitating the creation the creation of an *Information Systems and Technology Network* connecting civil society organization in Africa to primary and secondary sources of information; strengthening existing network and coalition for sub-regional and regional effectiveness; ensuring timely accessibility to information at the community and grassroots level. The ALF Information Networks System will thus become a database-clearing house for Africans NGOs, CBOs and CSOs. The network will seem to strengthen the knowledge base of target groups and by so doing enhance their output and contribution in specific development issues in the social, political, economic and cultural spheres.

The third phase will concentrate on the resuscitation of the dormant ALF journal, the **Africa Forum**, in electronic form.