



**Africa Leadership Forum**

**REPORT OF ACTIVITIES: 2000**

## **Introduction and Background**

The end of the cold war had pulled down the proxy cover for leadership and administrative inadequacies in and around Africa. The implication of this is in form of new sets of challenges for the continent and its leadership, in terms of devising concerted and workable strategies for combating the myriads of problems the continent has faced. In practical terms, it is imperative that a strategic framework informs Africa's engagement with the rest of the world. Such an agenda, must in turn, evolve within the framework of an African collective solidarity on issues of socio-economic development, integration, security and stability, democratisation and human rights.

Within these broad challenges, the Africa Leadership Forum, as the premier civil society organisation has been able to locate a central role for itself. In consultation and active collaboration with the United Nations Economic Commission for Africa (ECA) and the Organisation of African Unity (OAU), the ALF organised a series of consultative meetings culminating in the May 1991 Kampala Forum. The result of this meeting is the adoption of a the Kampala Document containing the proposals for a Conference on Security, Stability, Development and Co-operation in Africa, (CSSDCA).

Over the years, the CSSDCA proposal, often described as Africa's *Magna Carta*, has won the support of numerous Africa states and especially non-governmental Organisations, influential individuals and opinion leaders. It however, failed to garner the very crucial support from the Organisation of African Unity, OAU. The inability to secure the adoption of the CSSDCA proposals by the continental body itself was however, largely a result of the phobia the process has excited in vulnerable countries across the continent, which feared the process might provide an instrument for curbing their free reigns. This is to say that within the continental body itself, there is no concerted opposition to the process itself. And, the two countries that have overtly opposed it have done so purely on matters of national policy.

However, while the Kampala Document had not received the kind of instant applause it deserves at the OAU level, it has nevertheless become a veritable resource base for policy formulation in some countries and within some regional or sub-regional organisations. For instance, the provisions of the CSSDCA largely informed the South African defence policy. Similarly, the SADC Inter-State Committee on Defence also drew largely from the Kampala Document. Security and stability calabashes of the CSSDCA also largely informed the OAU Secretary-General's initiative on conflict management. The Entebbe Joint Declaration of Principles, as signed by the US President Clinton and the Greater Horn region in March 1988 also drew in large measure from the CSSDCA. All these indicate a various acknowledgement that the CSSDCA as a process has provided the much-needed compass for policy definition on the continent. Drawing from this conviction, the ALF has also adopted

the Kampala Document as the guiding framework for its activities. Other NGOs, Inter-governmental organisations, IGOs as well as governments have equally found the document profound and useful. Consequently, for almost a decade, and as an abiding commitment, the ALF has continually striven to broaden the base of acceptance and support for the CSSDCA, both in Africa and beyond.

This report provides a bird's eye view of the activities of the Africa Leadership Forum in the 2000 project year. The report will cover the following programme activities: The Conference on Security, Stability, Development and Co-operation in Africa, (CSSDCA), which formed the crux of the **ALF international programme** for the year under review. On the local Nigeria scene, the **Nigeria Leadership Project** incorporating the Democratic Leadership Training Workshop, the workshop on Improving Service Delivery in Local Governance and the Farm House Dialogue, Nigeria @40, the Needs Assessment Workshop for Trade Negotiators, Women & Issues will be the focus point. The report will also provide a cursory overview of the publications strategy of the ALF in particular the *Africa Forum*, the ALF journal of democracy, leadership and development, which acts as the institutional media for disseminating ideas, views and principles on its activities and programmes.

## **Section one: The Conference on Security, Stability, Development and Co-operation in Africa, CSSDCA.**

**1:1. CSSDCA: Towards Re-launching the Process:** The year 1999 provided a major break through for the ALF on the CSSDCA project. What follows below is a summary of the activities on the CSSDCA.

- **Algiers, July 1999:** At the July, 1999 OAU Summit in Algiers, Algeria, President Olusegun Obasanjo of Nigeria urged his colleagues to re-focus on the Kampala Document and he offered to initiate the process that would ultimately culminate in its re-launch. A resolution was thus adopted designating the year 2000 as the Year of Peace and Security in Africa. The Summit also agreed accordingly, to re-introduce the Kampala Document as the main guiding framework for the African development process. The Africa Leadership Forum was represented at this meeting and it distributed published materials on the CSSDCA, including the Kampala Document, to all the delegates.
- **Abuja, August 1999:** As a follow-up to the decision of the Algiers Summit on the CSSDCA, a one-day Consultative Meeting was convened in Abuja Nigeria on August 28, 1999 by the Nigerian Foreign Affairs Minister and chaired by H.E President Olusegun Obasanjo. In attendance at that meeting were former Prime Ministers, Ministers and Deputy ministers from Tanzania, South Africa, Nigeria, Togo, Mozambique, Egypt, Sudan and Senegal as well as the representatives of the Secretary-General of the OAU and the Executive Committee members of ALF. After exhaustive discussion, this consultative meeting, among other things, constituted the CSSDCA Steering Committee and mandated the committee to initiate the process that would further advance the CSSDCA process, mobilise support for its launching and look into the legal and technical issues involved. ALF was mandated to serve as the main technical and logistical organisation for the Steering Committee.
- **Sirte, September 1999:** The Fourth Extra-Ordinary Summit Meeting of Heads of States and Government held in Sirte, Libya Arab Jamahiriya in September 1999 provided another opportunity for further advancing the cause of the CSSDCA. At that Summit, a resolution was adopted requesting the OAU Secretariat to convene a Ministerial Conference on CSSDCA as soon as possible. At this point and by this declaration, the CSSDCA became an OAU affair, with the active technical backing of the ALF. Following the Algiers and the Sirte Declarations

- and in response to demands and request of the Steering Committee, ALF revised the Kampala Document.
- **New York, September 1999:** The New York meeting of the Steering Committee was essentially convened to concretise the resolution of the Sirte Extra-ordinary Summit. The meeting agreed mainly that a meeting of the OAU Council of Ministers would be convened to exclusively discuss CSSDCA before the Council of Ministers Meeting fixed for February 2000. It was also projected that the Meeting of the OAU Central Organ fixed for October 1, 1999 would give the necessary legal backing to the Steering Committee. This Meeting also agreed that ALF would undertake the translation of the Revised Kampala Document into the four working languages of the OAU: English, French, Arabic and Portuguese languages.
  - **Addis Ababa, October 1999:** The 59<sup>th</sup> Session of the Central Organ of the OAU Mechanism for Conflict Prevention, Mediation and Resolution, held on October 1, 1999, in compliance with the New York Meeting, endorsed the establishment and composition of the Steering Committee and the appointment of Nigeria as its Chairman. It was also agreed at that meeting that the Secretary-General of the OAU provide the necessary support to facilitate and enhance the work of the Steering Committee. The Steering Committee was also mandated to keep the Central organ informed of its activities and submit a progress report to the Council of Ministers Meeting in February 2000.
  - **Arusha, December 1999:** The Steering Committee Meeting in Arusha, Tanzania, was also attended by the Secretariat of the OAU led by the Secretary-General, Salim Ahmed Salim, the Africa Leadership Forum and the Economic Commission for Africa. The meeting commended the Africa Leadership Forum for having revised the Kampala Document and making it available in all the working languages of the OAU. It also noted with satisfaction the desire of the ALF to continue to be part of the driving force for the process despite of its appropriation by the OAU. The ministers also emphasised the need to maintain the African character of the initiatives as well as the need to locate the process squarely within the agenda evolved by the OAU since 1991, with a view to invigorating it. In this regard, the meeting recalled the pertinent decisions that have been adopted by the OAU, such as the 1990 Declaration, the 1991 Abuja Treaty, the 1993 Cairo Declaration establishing the Mechanism for Conflict Prevention, Management and Resolution, and other relevant decisions. The meeting also decided to establish a Group of Experts from member states of the Steering Committee, open to participation by other OAU Member States, with a view to

preparing a working Document for the envisaged Ministerial Conference on the CSSDCA. Another significant achievement of the Arusha Meeting was the adoption of a definite time-table and work plan that will culminate in the submission of a final report and the re-launching of the process by the 36<sup>th</sup> Ordinary Session of the Assembly of Heads of State and Government in Lome Togo in July 2000.

- **Addis Ababa, January 2000:** From January 8<sup>th</sup> to 10<sup>th</sup>, a preparatory meeting of the Group of Experts was held at the OAU Secretariat in Addis Ababa, Ethiopia. The meeting was called primarily to brainstorm on the agenda, structures and modalities of the operations of the Group's substantive meeting scheduled for February 2000. Representatives of the Africa Leadership Forum, the Economic Commission for Africa and the Organisation of African Unity attended the meeting. It was also decided at this meeting that there is an urgent need to explore the modalities for providing opportunities for the Civil Society Organisation in implementing the CSSDCA process as a follow up activity of the Group of Experts.
- **Addis Ababa, February:** The Group of Experts Meeting held also at the OAU Secretariat comprised of the members of the Steering Committee, some other OAU members, representatives of ALF and ECA. Principally, examined the Kampala Document more closely and eventually agreed to revise further and rewrite some aspects of the Kampala Document.
- **Pretoria, February 2000:** The Steering Committee Meeting held in Pretoria, South Africa, reviewed the report of the Group of Experts and called for a revision of the document.
- **Lome, April 2000:** Following the decision of the Group of Experts Meeting in Addis Ababa in January of 2000, the Africa Leadership Forum convened a meeting of Civil Society Organisations from 20 African countries in Lome, Togo between 17<sup>th</sup> -19<sup>th</sup> April. The meeting discussed the proposals on CSSDCA with a view to increasing the role of the civil society in the process towards and beyond the Ministerial Conference in Abuja in May. Consequently, the meeting recommended among other things that the civil society should be brought into playing a central role in further developing the CSSDCA Document and the organisation of the conference. It also suggested that in addition to other issues contained in the Document, there should also be a Calabash focussed mainly on gender. The meeting also suggested that a systematic campaign be launched and undertaken by all African civil society organisations and other concerned

parties in raising awareness on the process; that the Ministerial Meeting takes into consideration the views of the civil society in the formulation of the Final Document, which is to be submitted to the Heads of State Summit in Lome in July; and that a small, well funded secretariat be set up to implement the CSSDCA. Participants also called on the United Nations to support the future implementation of the CSSDCA process.

- **Abuja, May 2000:** Between 8<sup>th</sup> and 9<sup>th</sup> of May, OAU Council of Ministers met in Abuja on the CSSDCA. The main purpose of the meeting was to prepare a final document for the 36<sup>th</sup> Heads of State and Government Summit in Lome, Togo. At the end of the meeting, the Ministers agreed on the following implementation mechanism for the CSSDCA:
  - That a Standing Conference be established that should meet every two years during the OAU Summit, and provisions should be made for African Parliamentarians to make their contributions to the Conference through the Pan-African Parliament, while representatives of the civil society may forward their views and recommendations to the standing Conference through the OAU General Secretariat.
  - That a Ministerial Meeting be convened every two years to prepare for the summit and senior officials of the OAU member states to monitor the implementation of the CSSDCA decisions, in-between sessions of the Standing Conference. To this end, it was requested that the OAU Secretary General to work out the modalities for realising this objective.
  - That the CSSDCA be incorporated into the principles and guidelines in national institutions that would have responsibility for helping in the monitoring the implementations of the CSSDCA activities.
  - That the Secretary-General be entrusted with the task of initiating internal administrative arrangements for designating, within the OAU Secretariat, a Unit to co-ordinate the CSSDCA activities.
  - That detailed discussions be undertaken on the various calabashes in order to operationalise the CSSDCA process. In this regard, the Secretary General is requested to undertake consultations to determine modalities for convening the meetings on the calabashes.
  - That the progress report of the Secretary General deriving from these meetings and discussions after considering the outcome of consultations to be undertaken by the Secretary-General, during the Ministerial Summit in Sirte, Libya in 2001 and also submit the conclusions of the discussions of the various calabashes to the summit of the year 2002.

### **1: 3. Evaluation:**

As reflected in this report, the Africa Leadership Forum, since 1991, has pursued a strategy aimed at building a wider constituency for the CSSDCA outside of the OAU and formal structures of government, namely among organisations and individuals within the civil society in Africa, while at the same time demonstrating a preparedness and capacity to work closely with such formal structures at the national, regional and international level in advancing the cause of the process. This was reflected in its partnership activities and technical support efforts for the OAU and the ECA in driving the activities leading to the launching of the process at the 36<sup>th</sup> Summit of the OAU Heads of States and Government in Lome, Togo, consequent upon the adoption of the recommendations of the Ministerial Conference in Abuja in May.

Accordingly, ALF has over the past nine years remained the main promoter and proponent of the process. In this regard, ALF has also in the process created forums for frank and open discussions of some of the critical obstacles and issues of good governance, democratisation and stabilisation of the continent as well as developing modalities, strategies and mechanism for deepening and advancing the support for the process that is believed will provide an articulate framework for combating those obstacles.

### **SECTION TWO: DEMOCRATIC LEADERSHIP TRAINING WORKSHOP FOR YOUNG LEADERS IN NIGERIA (DLTW)**

**2:1.** Like most African countries, leadership crisis continues to pose a major challenge to Nigeria. The lack of a critical mass of able leadership with the necessary discipline and commitment to genuine national pluralism, popular participation, responsiveness, official accountability and transparency has been at the bottom of the country's crisis of governance for a larger part of its history. The complexities of this problem has largely indicated that the challenge of leadership in question must necessarily transcend the strictly political variation by empowering other sections of civil society such as Community Based Organisations (CSOs), business, professional associations, women, youth and students, farmers co-operatives, non-governmental organisations and other critical sectors with a view to facilitating the release of their creative and productive energies.

As Nigeria transits to a democracy, and gradually picks up the pieces from the years ravaged by the locust of military rule and misgovernance, it has become critically imperative that the successor generation of Nigerians become increasingly participative in the preparations for the next millennium. Traditionally, the recruitment process for leadership has been defined by factors other than those critical to the responsibilities and challenges of

leadership, and without any carefully thought out programme of deliberate preparation for aspiring leaders. Therefore, as part of a gradual process of consolidating the countries young democracy, the need for a systematic, irreversible and progressive grooming of the successor generation is obvious. The deterioration of public spiritedness, the ever-increasing problems of ethics, the imperatives of globalisation, and the need to deepen the knowledge of democratic principles underline the urgency with which concerted efforts must be taken in this direction.

As a civil society organisation concerned with the problems and challenges of leadership and good governance, the Africa Leadership Forum has long realised the need for this deliberate and systematic cultivation of leadership capabilities among young Africans. Accordingly, ALF has organised leadership training workshops, the Democratic Leadership Training Workshop (DLTW) across the continent of Africa. The first of such workshops was held in Dakar, Senegal in May 1998 and another in Accra, Ghana in November of the same year. The Southern African edition of the workshop was held in Windhoek, Namibia in 1999, while the East and Central African edition will hold in Nairobi, Kenya in August. The return of Nigeria to democracy last year, and the consequent liberalisation of the political climate provided ALF the opportunity to organise the workshop in Nigeria as a specific challenge of democratic nurturing and sustenance.

## **2:2: PROJECT ACTIVITIES**

Starting from March 2000, the Africa Leadership Forum, with the financial assistance of the United States Agency for International Development (USAID), Office of Transition Initiatives (OTI) commenced a series of six workshops to be held across the country's six geo-political zones. The first was the South South edition held in Calabar, followed by the South East edition in Enugu, then Sokoto (North West), Jos (North Central), Yola (North East ) and finally, in Ota for the South West.

The specific objectives of the workshop is to improve the capacity of young leaders in Nigeria to continuously expand their liberal political space; provide opportunity for inter-political networks, inter-party networks and linkages towards positive collaboration at both lateral and vertical levels; enhance the opportunities for youth leaders to sharpen their leadership skills in participatory democracy and governance; and to inculcate in young leaders the values and concepts of effective democratic leadership.

The participants have been drawn from among young adults between the ages of 18 and 35, who are professionals, members of CBOs, NGOs, CSOs and the Students Unions who possess demonstrable leadership qualities and who are in critical positions of influence. It is expected that knowledge gained by these primary beneficiaries will achieve ripple effects through their activities in their various constituencies. The workshops have focussed on

general theoretical issues of politics and governance as a broad instructional base for other aspects that provide skills and training that will equip participants for able and effective participation in democratic processes. These include:

- Nigeria In the World Today, Our Vision of State, Understanding Political Liberalisation, Understanding Leadership, Leadership and the Issue of ethics, Adaptive leadership skills, Coalition Building, Strategic Negotiation, Effective Communication, Lobby and Advocacy, Personal Empowerment, Managing Expectations, Simulation Exercises, Case Studies, Individual Action Plan, Workshop Evaluation,

### **2:3. Evaluation:**

At the end of the sixth workshop, an average of 35 participants per workshop has been trained. Although the original provision was for 25 participants per workshop, ALF was compelled to increase participation to 35 and in some cases, the size went up to 40. This is because of the high level of interest that the programme has generated across the country. And at the end of the workshop, not less than 230 participants have been trained, with the excess cost borne by ALF. Although this number exceeds the original projection, it is still insignificant when compared with the number of applications received from prospective participants to the workshop. At the end of the project, about 3000 applications have been received from all over the country by people who have seen the newspaper advertisement of the programme or who got to know of it through participants at the previous episodes. Many are still applying. And, apart from the testimonies given by participants to the quality and relevance of the project in the assessment forms, individual participants have felt sufficiently obliged to write letters expressing their gratitude for the opportunity they have had to participate in the programme.

The workshop is structured in such a way that at a particular chapter, every geo-political zone of the country is represented. This is another significant achievement of the programme in that it has brought young Nigerians from diverse ethnic and cultural backgrounds together to closely interact for a period of a week and therefore shed some of their age-long prejudices by understanding one another better.

A concrete achievement of this workshop is that even as it continued, coalitions have continued to form in each workshop among representatives of CBOs and NGOs present around such issues as poverty alleviation, waste disposal and corruption. The Africa Leadership Forum is committed to supporting and helping to nurture such initiatives.

What all this indicate is that the DLTW has emerged at the appropriate time as a critical response to a need to feel an intellectual and training vacuum among young Nigerians in a position of leadership or who aspire to such position.

## **SECTION THREE: FARM HOUSE DIALOGUE**

### **3:1. Introduction:**

The recent change in political climate provide an opportunity for civil society organisations to impact on emergent democracy by assisting to define, structure and operationalise the overall framework for national policy formulation and implementation. The need to widen sources of policy input is further underscored by the apparent lack of depth that informs policy positions by the government in the last fifteen years, especially. This has created a space for action to complement its efforts with initiatives from civil society organisations in Nigeria.

The Africa Leadership Forum has a well-structured mechanism to facilitate action in this respect. Since 1988, the ALF has convened under the rubric of the Farm House Dialogue, an ad hoc discussion meeting of Nigerians on particular issues of national or regional interest with a view to understanding present problems and coming up with practical suggestions on how to cope with perceived problems. The group of people assembled for each Dialogue is different, emphasis is always placed on the selection of individuals and personalities who have insight and knowledge of particular national issues being discussed and who can make substantial contributions. However, Dialogue strives always to maintain balance along gender, age, professional background and ideological inclinations.

The Dialogue is not a political gathering. It is basically a brainstorming event concerned with the search for solutions to national problems through discussion. It does not seek to delve into who brought about particular predicaments of the nation. Although, a knowledge of how the nation got to a specific pass or difficult situation might inadvertently lead to discussions of what roles some individuals played as a way of providing useful lessons for the future and allow proper analysis of issues, the Dialogue always try to avoid condemnations and chastisements of individuals. It is not always aimed at reaching consensus, but to provide opportunity for recording honest disagreements on issues.

Each dialogue results in a short recommendatory report that captures the essence of the discussion and the main conclusions reached. This report is usually widely disseminated across the country and even beyond.

### **3:2. Project Activities:**

Since inception in May 1988, the Farm House Dialogue has dealt with thirteen topics under the Development Series and eleven topics under the Democracy Series. Topics discussed under the Democracy Series include Military & Democracy; Religious Pluralism & Democracy; Poverty & Democracy; and Democratic Process in a Multi-national Setting. Other areas of focus were Democratic Transition; Economic Democratisation; Traditional Institutions and Democracy; and Media & Democracy. The reports of these two series have been compiled and published under the titles "Elements of Democracy" (1991) and "Elements of Development" (1992). (See *annexure C and D*). The next series was the Society Series. Topics discussed include, among others, social systems, social order, the military, the role of women and religion.

The Farm House Dialogue year 2000 has been devoted to issues of Good Governance. With the financial assistance of the Friedrich Naumann Foundation, three of the six topics slated for discussions under the series have been dealt with in the different Dialogues held so far in the year. These are: Leadership for Good Governance; Political Parties and Good Governance; and The Parliament and Good Governance. Others that will be discussed in the course of the project year are: Civil Society Organisations and Good Governance; Education and Good Governance; and Judiciary and Good Governance.

### **3:3. Evaluation:**

Over the years, reports emanating from the Farm House Dialogues have continued to serve as a recognised and authoritative source of policy input for government policies and other sectors of Nigerian National life. The publications have become part of the body of literature that cannot be ignored in serious national development thinking and policy implementation. For example, as a follow up to the Dialogue on Women and Society, an ad hoc committee was set up to prepare a position paper for a future constitutional conference in Nigeria. In addition, the Dialogues have, through its informal interactive framework provided the building blocks for golden bridges over traditional divides of Nigerian national life.

Each report has been widely published and disseminated to members of the Executive, the Judiciary, the parliament, the academia, the business community, NGOs, students union, labour unions, the civil service, and major private sector corporations. In addition, six national newspapers, *The Guardian*, *The Sunday Times*, *Sunday Sketch*, *The Mail* and the *New Nigerian* as well as two community newspapers, *Community Magnet* and *The Parrot* have at various times, serialised the reports of the Dialogue. This, of course has enable a much wider dissemination of the proceedings even well down to the grassroots.

Generally, the reports and the discussions resulting from the Dialogues have exercised a discernible influence on national debates related to issues concerned. For example, the

recommendation to employ additional criteria, e.g. management experience, in the selection of chief executives of universities, resulted from the second Dialogue, just as the decision to adopt a national policy of nine years of compulsory education. Some other recommendations of the Dialogue have also been implemented at the national level, e.g. the abolition of the Ministry of Local Government was a result of the first Dialogue.

Farm House Dialogue series have attracted the interest of African personalities outside Nigeria who have sought to create a similar mechanism in their countries. The Africa Leadership Forum has been approached to provide initial technical and organisational support for such initiative.

## **SECTION FOUR: IMPROVING SERVICE DELIVERY IN LOCAL GOVERNANCE**

### **4:1. Introduction and Background**

The political structure of Nigeria as a three-tier federation ordinarily should provide a framework for synthesising governmental impact to the multitude of the population at various level by providing for specialisation by each tier depending on its potential, capability and character. Majority of Nigerians reside in the rural areas. And, tier of government closest to these people is the local government. Therefore, it is at this level that the impact of the government is often most felt, and in most cases, mostly expected to be felt.

However, the protracted regime of military rule, with its natural centrifugal structure has rendered the local government completely comatose in Nigeria. Therefore, as the country returns to multi-party democracy with the attendant re-engineering of all political structures, it becomes of paramount importance to revitalise the primary tier of government, the local government, and improving its capacity to deliver the democracy dividend to a largely poor and impoverished people. This no doubt calls for a conscious preparation of its officials for the enormous challenge through a system of training that will enable them to correctly interpret their task in terms of delivery of relevant services to the people and the most efficient way of doing this even in the face of dwindling resources.

### **4:2. Project Activity:**

The Africa Leadership Forum under its democratic sustenance project organised, with the support of the Friedrich Naumann Foundation, a three-day training workshop for local government officials across the country between 26-28 of May 2000. 40 participants attended the workshop from the six geo-political zones of the country, including local government chairmen, councillors, supervisors and accounts officers of local government. The participants went through brainstorming and training sessions akin to those of the Democratic Leadership Training Workshop but with the appropriate modification that situate

the programme within the direct needs of the participants. Highly qualified resource persons in local government systems and administration introduced the participants to the history and practice of local government administration in Nigeria, including the relevant laws and legal statutes that guide the operation of local government and its relationship with the other two tiers. Retired local government administrators were also invited to give practical perspectives to the issues and problems, including the roles of traditional rulers who, more often than not, decided the success or failure of the council officials including techniques for managing the expectations of these traditional rulers. Participants were also trained on Adaptive Leadership Skills, Lobby and Advocacy, and Strategic Negotiations. The contents of these skills training are the same as in section two above.

#### **4:3. Evaluation:**

The evaluation done of the workshop by the participants through the questionnaires administered indicates that the programme is as a response to a dire need among this level of government officers, many of who had gone into the office totally at a loss as to how to embark on their task. This was confirmed by a Need Assessment Questionnaires administered at the workshop asking the participants to state what particular area of their work or what particular difficult challenge they will like the ALF to assist them in resolving as a follow up activities. The results show that all of them have some difficult problems requiring some technical and professional assistance particularly in the areas of conflict resolution and advocacy. Many of the participants also proposed that the programme be replicated in their various constituencies to make the effect more enduring and comprehensive. Many have even indicated their willingness to sponsor a part of the cost for running such programmes.

### **SECTION SIX: NIGERIA AT 40**

#### **6:1 Introduction and Background**

While the present generation of African leaders have to face the challenges of defining Africa's path into the next millenium, the actual task of taking Africa to the promised land rests squarely on the fledgling shoulders of the next generation of Africans. There is the compelling need, therefore, to prepare Africa's successor generation for the challenges of the 21<sup>st</sup> century.

The major challenges facing the next generation of Africans is how to fashion the political will that would integrate them into the rapidly changing world with all its advancement and possibilities. Africa might have suffered from history, but the experience and burden of history must be converted into positive resources in preparing for the future.

The Africa Leadership Forum recognised the need to ensure that the emerging and future leadership of Africa is given the exposure, the knowledge and the training that will enable

them withstand the rigour and challenges of leadership in the next millenium. This will also place them in good stead with their counterparts in other parts of the world who are obviously more equipped with the mental and socio-psychological infrastructure required for effective leadership.

Concern for the above informed the decision of the Africa Leadership Forum to focus its 10<sup>th</sup> annual meeting of African leaders on the theme, Africa and the Successor Generation. Some of the major conclusions of the meeting were the need to among other things:

- a) Identify, cultivate and promote newer forms and levels of leadership in Africa.
- b) Create a systematic leadership recruitment process to deliberately prepare young Africans for leadership challenges ahead

**Project Activity:**

As Nigeria turns 40 this October, the Africa Leadership Forum, as part of the response mechanism, is taking advantage of the independence anniversary to commence, as a pilot project a National essay competition on the theme, **My Vision for Nigeria by the Year 2040**, among Nigerian youths within the 18-30 year age bracket.

The competition is part of a multi-faceted programme, aimed at stimulating and inculcating leadership qualities and potentials in the youths. It also aims at affecting their thought process on leadership as well as broadening the recruitment process of young people into leadership positions. It is expected that the competition, apart from providing avenue for leadership recruitment will also provide the participants the opportunity for exposure to other major leadership development programmes.

The specific objectives of the competition include, identification of such potential leaders, provision of a forum for expression of their ideas about Nigeria and their visions of the country in the next 40 years, generation of a body of original, well thought-out, practical and realisable goals for Nigeria and opening the way for numerous youth initiatives aimed at actualising those goals.

The selected winners will participate in a workshop for young leaders on the eve of the anniversary celebrations. We also intend to facilitate the participation of such winners in other leadership programmes within and outside Nigeria.

## **RADIO PROGRAMME: WOMEN & ISSUES**

### **Introduction and Background:**

Following the presentation of the Index on the Status of Women in Africa at the 2<sup>nd</sup> African Women's Forum, held in Abidjan, Co d'Ivoire in 1999, participants had noted and agreed that the set of indicators and benchmarks used by the Consultants could be broadened. They went further to identify other possible modalities and strategies that could be used to effectively collate data for the revised Index, which would be used as a strong negotiating platform for Women and Civil Societies in Africa.

Thus, ALF is faced with the challenge of creating and sustaining on a regular basis, a veritable medium of mass communication that could be employed to mobilise support and properly interrogate and articulate issues related to gender inequalities and the status of the African woman. Consequently, the programme, *Women and Issues* was created as a radio programme that will do all these as well as disseminate widely all the issues related to the problem.

### **PROGRAMME FOCUS:**

In the last thirteen weeks, the programme has covered the following issue areas:

1. History of ALF, AWF, Treaties, and CEDAW
2. Index on the Status of Women in Africa
3. Women's rights to political participation
4. Mathai Wangari 'Lion of Kenya', environmentalist, - A personality profile
5. Female genital cutting in Senegal
6. Women's rights, democracy and power in Nigeria
7. Violence against women
8. Nana Konadu Agyeman Rawlings, Ghana's 1<sup>st</sup> lady- A personality profile
9. Economic empowerment, access to loans, land ownership
10. Woman and education
11. Women of the Manoe River (Liberia, S/Leone, Guinea)
12. Women in conflict resolution
13. "lydia Makubu, founding president, 3<sup>rd</sup> world organization for women in science – Swaziland – A Personality profile

### **Evaluation:**

- The programme has allowed women from different African Countries and cultural background to share experiences.
- Help identify the challenges of the women in the 21<sup>st</sup> century and how to combat them.

- It has served as a veritable instrument for advocacy in several issues.
- The Personality Profiles have helped to present role models, thereby encouraging aspiring female leaders and helping them to understand some personal complications and dilemmas in private and professional roles of women.

## **WTO 2000 NEEDS ASSESSMENT SEMINAR**

### Introduction and Background

The participation of the sub-Saharan African (SSA) countries in the rules-based multilateral trade negotiations in the past has been fraught with deficiency, utter neglect and lack of interest. One of the major weaknesses of the Uruguay Round of Trade Negotiations was that the interests of the developing countries in general and SSA countries in particular were neither sufficiently articulated, negotiated nor protected. This occurred largely as a result of limited technical capacity for effective participation in the trade negotiation process.

The World Trade Organisation (WTO) is one major international institution to which many African countries have given the least attention. It is true that African membership of the WTO is impressive. Currently, virtually all African countries are members' while 24 of the 29 least developed countries' (LLDCs) members are from the region. In spite of this, African countries' have not been very active members of the organisation. Many do not have delegations at the WTO headquarters in Geneva to enable them to participate fully and actively in the negotiation process and other regular business of the WTO. Even for the few African countries that maintain delegation at the WTO, these often have to cover other international institutions as well, and hence, are unable to give their WTO work adequate attention.

The WTO framework is becoming increasingly important for Africa's future development. Therefore, African countries must have to learn to participate effectively in the entire spectrum of the WTO negotiating process. Currently, most of these countries have very limited capacity for understanding, absorbing and implementing WTO decisions. They are also mostly unable to articulate and defend their trade interests and take advantage of the rights that the WTO framework provides for them. To participate effectively, each African country should be in a position to take stock of the workings of the existing agreements and assess their implications from its own national perspective as a prelude to adopting appropriate options in follow-up negotiations.

The human and institutional capacity for carrying out this kind of review and assessment would also be required for articulating the region's fundamental needs. Basically, these needs would include strengthened supply capabilities for taking full advantage of market

access opportunities, improved market access for the region's full range of exports, and adequate and appropriate assistance to deal effectively with transitional difficulties and constraints.

Nigeria and other African countries must be technically prepared for the new round of trade negotiations so that they would be able to identify, present and negotiate their positions and interests. This is the main issue that will be discussed at a seminar that Africa Leadership Forum (ALF) is organising.

## **Objectives**

The WTO-2000 Needs Assessment Seminar is to brainstorm on the position of Nigeria in the future round. Some critical questions that underpin the issues for discussions are as follows: Was the country's participation in the last round satisfactory? What is the experience with the implementation of the Uruguay Round Agreement? Where does the country's comparative advantage lie? What types of policies (trade and others) are necessary to pursue the country's economic objectives in the Round? What are the conditions necessary for ensuring effective negotiation and implementation? Is negotiation better done at the regional level?

More specifically, the seminar intends to achieve the following objectives:

- (1) to sensitize the policy makers and the relevant stakeholders on the importance of multilateral trade negotiation process to Nigeria's economic growth and development;
- (2) to analyse, review and assess Nigeria's participation in the previous multilateral trade negotiations;
- (3) to articulate the opportunities and challenges for Nigeria in the new round of trade negotiations;
- (4) to carry out needs assessment survey in terms of finding out what the relevant line government ministries and agencies would require in terms of enhancing their capacity for trade negotiations; and
- (5) to design an action plan in form of follow-up mechanism for the actualization of capacity building programme.

## **Programme Activity**

The one-day programme, convened by the Africa Leadership forum, in collaboration with the African Economic Research Consortium (AERC), was held on the 21<sup>st</sup> of July in Abuja, Nigeria. It was attended by key government officials, members of the private sectors, intellectuals, journalists and other key stakeholders. The Director of the Africa Leadership Forum, Mr. Ayodele Aderinwale made the introductory remarks while the representative of the African Economic Research Consortium (AERC) Dr. Olawale Ogunkola, who also chaired the meeting, gave an opening statement.

Five papers were presented by well-versed and highly experienced resource persons on different issues relating to the subject. The central focus of all the papers, however, is on how the opportunities offered by the WTO process can be utilized in influencing the broad contours of Nigeria's (and other African countries) integration into the global economy and set the boundaries of the regions' trade and investment relations with the rest of the world. In this process, it will not only influence Africa's overall development strategies but also set the broad parameters of its trade policy. The seminar concluded that trade and trade policy are critical in the development of a country that aspires to grow rapidly. Largely because trade policy can often be used to confer benefits to particular interest groups, it lends itself to lobbying activity. Also because it typically involves many shareholders, both the formulation and implementation of trade policy draw in a large number of government ministries and require close public-private sector interaction. For these and other reasons, responsibility for trade policy should not be given to a 'Sectoral' Ministry but to an executive agency reporting directly to the Presidency. Hence, there is an urgent need for the establishment of trade policy institution and articulation of its mandate. Lessons of experience in other countries (particularly with respect to the Office of the United States Trade Representative – USTR) should be considered in designing Nigeria own.

The participation of Nigeria as well as other African countries in the WTO process should be more effective, pragmatic and goal-oriented. They should demonstrate active involvement not only in the rule-making of the multilateral trade body, but also in the give-and-take process of trade liberation where countries seek better market access for their products in exchange for their trading partners access to their markets. Nigeria should make effective utilization established rules and institutional mechanism in order to ensure that her rights are protected and her obligations met.

Capacity building initiate in the area of policy making and implementation should be given utmost priority. Nigeria should develop and build capacities in the following areas: understanding and internalizing the contents and implications and constraint of various WTO agreements; identification and taking advantage of trade and trade-related opportunities made available under these agreements and fulfil the obligations that they

may impose; articulation of trade objectives and their pursuits in the context of multilateral negotiations; pursuant of the trade and development strategies that are consistent with the country's WTO obligations; and the assertion and defense of the country's acquired trade and trade-related rights against potential and actual inforgement and other challenges.

Major policy issue has to do with the need for national trade objectives to be created and pursued in the context of multilateral negotiations. Nigeria's capacity needs for WTO activities are in the context of rules making, negotiation, compliance and competition. Specifically, capacity are often administratively and technically burdensome. The second specification of capacity need is establishing new domestic legislation that admits the range of new WTO disciplines in areas such as anti-dumping, subsidies and countervailing measures, customs valuation, import licensing procedures, sanitary and phytosanitary measures and other technical barriers to trade.

Domestic institutional capacity are required to sustain effective trade policy initiatives and coordination, conduct systematic and comprehensive research on critical areas such as participation implications; market access issues and changes in trade rules as well as institutional arrangements on the domestic economy. The participation of the private sector as well as the civil society organizations in enhancing Nigeria's participation in the multilateral trade process should not be under played.

In order to enhance Africa's participation in global trade, there is an urgent need for short – and long-term actions. There is need for joint action by sub-Sahara African Countries in the areas of cooperation for the purpose of information gathering and policy analysis; joint representation in key WTO communities and meeting; commission of joint studies and policy analyses on issues of common interest; and joint negotiating agenda, strategies and activities. Comprehensive training programmes, workshops and seminars should be organised for different cadres of trade negotiators as well as their support staff on a continuous basis. A cost-effective way of implementing this is to do it at the regional or sub-regional level.

## **SECTION FIVE: PUBLICATIONS:**

### **5:1. AFRICA FORUM.**

In the last decade of the 20th century, the African country had witnessed a significant and impressive degree of political liberalisation. This, in many countries of the continent translated to mean the collapse of military rule and other forms of dictatorship and the institutionalisation of multi-party democracy, thereby setting the stage for improving the qualities of life of the people.

Civil Society Organisations have played a leading role in bringing about these changes. Nevertheless, in many countries democracy has failed to take hold, has been reversed or remains tenuous and troubled. The effectiveness of the civil society in continuing the expansion and defence of liberal political space in Africa depends significantly in creating a broader understanding of transition related issues and strategies. Indeed, there is an intellectual and strategic crisis confronting Africa's democracy movement, as alternative models of one-party states, military insurrection and authoritarian rulership, corruption, armed conflict, economic instability, and social underdevelopment. The civil society often seems too powerless in the face of government repression and war; activists are often isolated or divided; and creative approaches to solving problems of human rights and governance go unrecognised and unsupported. Yet, a dynamic democratic leadership potential still exists in Africa. It has grown wiser and more effective with experience, and its resolve to continue the struggle for democracy has not been broken.

As one of the outstanding repositories of the potentials for sustaining the struggle, Africa Leadership Forum has located a responsibility for itself in terms of articulating and disseminating information on issues that will continue to drive the process of democracy and development on the continent. Since inception, ALF has maintained a database of over 9,000 African policy makers and top intellectuals who receive her occasional conference reports. An important addition to this was in 1991 when the Africa Forum was launched and published, up till 1998, with the active financial support of the National Endowment for Democracy (NED). The Africa Forum, a journal of leadership, democracy and development has significantly complemented other ALF efforts in democratic nurturing and sustenance by helping to establish an active link with policy makers who, through the journal, are kept informed of new democratic policy ideas and developments. It has also reached out to a broader audience of youth, women, and civil society leadership.

The specific objectives of the journal include:

- Building a consensus among African democrats on how to sustain political liberalisation in Africa.
- Increasing the capacity of ALF leadership to network for active promotion of democracy on the continent.
- Providing the instrument for active interrogation and analysis of conceptual issues of leadership, development and democracy.
- Providing informed opinions of issues and events of national, continental and global concern for the benefit of substantive and potential leaders.

## **5:2. Project Activity:**

Africa Leadership Forum publishes quarterly, 2000 copies each of the Africa Forum, focussing on democratisation and leadership across the continent of Africa and beyond. As

a main complement of other publications of ALF, the journal has focussed on and highlighted debates on the democratisation process in Africa, security and demilitarisation, the crisis of succession, gender and other sundry issues. (See samples attached as annexure E).

### **5:3. Evaluation:**

During the year 2000, one edition of the journal has been published while the second edition is expected to be released in August and the last edition for the year in December. Over the years, ALF has relied on various impact assessment parameters for evaluating the relevance and quality of the Africa Forum. Editions of the journal have been widely reviewed in national newspapers and have been circulated widely across the continent to individuals, research organisations, tertiary institutions, Presidents, embassies and high commissions in Nigeria, the Senate, the House of Representative and the State Assemblies in Nigeria, all governors and government ministries, and Nigerian Embassies and High Commissions all over the world, among others. We have received feed-backs, responses, and comments from these quarters as well as subscription orders for more copies, especially from governmental institutions, NGOs and CSOs.

Although most of the articles we have published are theoretical, they have served as resource materials useful for practitioners on the ground. The journal has published articles on good governance, development and democratisation in African countries; it has published interviews with major African leaders; it has also published articles on security and conflicts in Africa, which have actively complemented ALF's demilitarisation project. It intends to continue along this line, while hoping to cover more areas and effectively respond to challenging issues as they break. We also hope to seek additional funds for the French language edition to broaden readership scope, primarily across Africa and beyond. The journal is also currently available as an electronic publication on the Africa Leadership Forum home page on the Internet, [www.africaleadership.org](http://www.africaleadership.org). This, of course has broaden access to the journal to thousands of visitors to our website all over the world.

The most important challenge facing the Africa Forum now is that of sustenance. Since the funding contract agreement signed with the National Endowment for Democracy expired last year, the journal has been sustained through advert revenue which is often supplemented from ALF internal resources, thus further increasing the pressure on ALF resource base. This obviously cannot continue forever. To ensure that the journal is institutionalised, and to broaden its scope of coverage and circulation, it requires a solid financial backing that will guarantee its regular publication.

**CONCLUSION:**

This report set out to provide a general overview of the activities of the Africa Leadership Forum in the year 2000. It has focussed on the major activities and therefore is not an exhaustive account of all the programmes, activities and events of ALF. For instance, the activities of the Africa Women Forum, the gender focal point of ALF was not touched on, even though it has been a cardinal section of its work and promises to offer more challenges in the days ahead. There are other technical support services and advisory work of the Forum that were not discussed here. However, ALF will be willing to provide information on all this and additional information on those discussed here as may be necessary.