

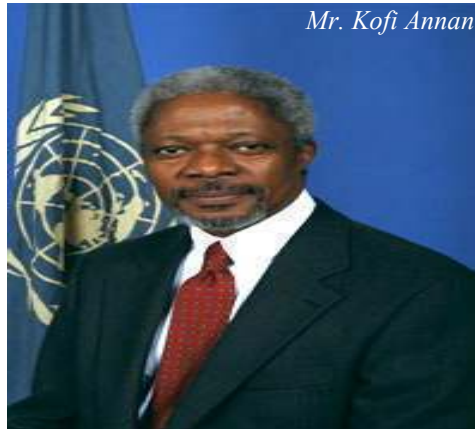
## *ALF : A Baobab Tree*

**I**t gives me great pleasure to send my greetings to the members of the Africa Leadership Forum on the occasion of the official opening of the new headquarters and the launching of the Africa Leadership Endowment Fund.

The goals of the Africa Leadership Forum – to continuously develop Africa leadership capacities- remain as vital today as when the organisation was established in 1988. The Forum has made contributions across a wide

spectrum of issues, but particularly in the development of a dynamic civil society, a crucial ingredient in maintaining and strengthening representative democracy. The new headquarters, in particular, the virtual library, the first of its kind in Nigeria, will provide Africans and non-Africans alike with the ability to exchange ideas and keep abreast of the latest developments-political, scientific, and economic- which are influencing the continent-wide quest for peace, development and stability.

An old proverb from my native Ghana says that



Mr. Kofi Annan

“wisdom is like a baobab tree; no one individual can embrace it.” These words show great respect for knowledge, and suggest that to act wisely and get the most out of the world’s store of knowledge – that is, to embrace the baobab

tree – we must work together. In that spirit, the United Nations looks forward to working together with the Africa Leadership

Forum as we continue to explore innovative approaches to the challenges facing Africa in the 21<sup>st</sup> century. Please accept my congratulations and best wishes for success in your new home.

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*The Forum has made contributions across a wide spectrum of issues, but particularly in the development of a dynamic civil society, a crucial ingredient in maintaining and strengthening representative democracy*

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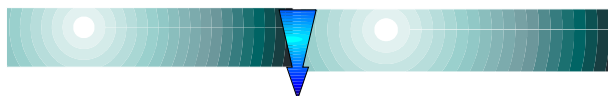
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## Background

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 confronting the continent. 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 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 African states and especially non-governmental organisations, influential individuals and opinion leaders. It, however, failed originally, to garner the very crucial support from the Organisation

the continent, which feared the process might provide an instrument for curbing their free reins. This is to say that within the continental body itself, there is no concerted opposition to the process itself. Also, 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 South African Development Corporation Inter-State Committee on Defence also drew largely from the Kampala Document. The 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



right: Former Prime Minister of Mozambique and Chairman ALF, HE Dr. Mario Machungo shares some thoughts with Mr. Dragoljub Najiman, member, Executive Committee, ALF and former Asst. Director-General, UNESCO

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 and 2001 project years. The report 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**



*right: The Senate President of Nigeria, Senator Anyim Pius Anyim (listens to an aide) and the Executive Director, ALF, Ayodele Aderinwale at the conference on Parliamentarians and the CSSDCA process - Abuja, September, 2000*

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*The creation of ALF in 1988 was a heroic rise to the challenge of fixing the faults of the continent. The ALF was founded on the need to provide the platform for developing alternative capacities that will present articulate responses to the complex problems that the people of the continent have to contend with on a daily basis, and beyond this, to prepare a new generation of African leaders with sophistication and the infrastructure required.*

**programmes** for the years 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. Others include Nigeria @ 40, the Needs Assessment Workshop for Trade Negotiators, Women Decentralised Economic Workshop and the Launching of ALF Endowment Fund on May 12, 2001, the day its secretariat was commissioned. The report will also provide a cursory overview of the publications strategy of the ALF and in particular the *Africa Forum*, the ALF journal of democracy, leadership and development, which acts as the institutional medium for disseminating ideas, views and principles on its activities and programmes.

### **Conclusion:**

This report sets out to provide a general overview of the activities of the Africa Leadership Forum in 2000 and 2001. 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 also touched on, has been a cardinal section of its work and premises 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.

## The Conference on CSSDCA

### *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.

*There is a question of Nigerian leadership, there is also a question of the preparedness of other countries to see what we are seeing in the CSSDCA process; that there is an inseparability of the issues and therefore collective action is the best way forward*

*Prof. Amos Sawyer,  
former President of Liberia  
in an interview with the  
Africa Forum on the  
CSSDCA Process*

• **Addis Ababa, October 1999:** The 59<sup>th</sup> Session of the Central Organ of the OAU Mechanism for Conflict Prevention, Mediation and

## The Conference on CSSDCA

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 2000:** 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 19-19<sup>th</sup> April. The meeting discussed the proposals on CSSDCA with a view

*NEPAD will be primarily a guide for policy and programme formulation for the African Union, while the CSSDCA will provide values and benchmarks against which successes could be measured.*

## The Conference on CSSDCA

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 CSSCA 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

C S S D C A 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.



*Left: Former Nigeria's President, Alhaji Shehu Shagari at the Civil Society Meeting organised by the ALF on CSSDCA—Lome Togo, April 2000*

### **Midrand, South Africa, December, 2001:**

The Experts' meeting on the Development and Cooperation Calabashes of the Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA) was held in Midrand, Guateng, South Africa, from 9 to 13 December 2001. The meeting was convened in pursuance of the CSSDCA Solemn Declaration adopted by the 36<sup>th</sup> Ordinary Session of the Assembly of Heads of State and Government in Lome, Togo, in July 2000, which Implementation Plan, inter-alia, requested the Secretary General of the OAU to take necessary measures to ensure that detailed discussions are undertaken on the various calabashes in order to implement the CSSDCA process.

- The participants at this meeting called on the need to harness the potentials of the CSSDCA, NEPAD and the African Union in a way that will mutually reinforce and strengthen each other, without detracting from the full functions of each. In this manner, NEPAD will be primarily a guide for policy and programme formulation for the African Union, while the CSSDCA will provide values and benchmarks against which successes could be measured.

- Both the CSSDCA and NEPAD have added value for the African Union, the former being a framework for adopting common values and a monitoring mechanism, while the later is an invaluable action programme spearheaded by the leaders for advancing the interests of the

continent vis-à-vis the continent's partners in the wider international community. ALF, as usual provided the technical backstopping for the OAU.

### **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, 2000.

Accordingly, ALF has over the past ten 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.



*Left: President Olusegin Obasanjo of Nigeria and former Zambian President, Kenneth Kaunda... both were in Kampala where CSSDCA started*



## Democratic Leadership Training Workshop for young Leaders in Nigeria (DLTW)

*The Managing Director, Guaranty Trust Bank, Fola Adeola, , Sharing Personal Experience with young leaders at a DLTW, 20 September, 2001*



Like most African countries, leadership crisis continues to pose a major challenge to Nigeria. The lack of a critical and 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 have 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 (CBOs), 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 country's young democracy, the need for a systematic, 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 in 1999, 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.

### 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 across the country's six geo-political zones. The first was the South South edition held in Calabar, followed by the South East

## Democratic Leadership Training Workshop for young Leaders in Nigeria (DLTW)

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 are 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

*Part of a gradual process of consolidating the country's young democracy, the need for a systematic, irreversible and progressive grooming of the successor generation is obvious*

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 are drawn from among young adults between the ages of 18 and 40, 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 focus 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.

With the support of the CORDAID, the ALF organised three of the six of workshops planned for 2001-2002 in 2001. The first was between 17<sup>th</sup> and 21<sup>st</sup> September, the second between 15<sup>th</sup> and 19<sup>th</sup> October, whilst the last held between 5<sup>th</sup> and 9<sup>th</sup> November, all at Ota.

### Objectives of the workshop

The specific objectives of the workshop are to further 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 nine training workshops organised in 2000 and 2001 were geared towards facilitating a process of empowerment for young male and female young leaders in democracy and human rights; and at meeting the challenges of sustaining the fledging democratic processes initiated in Nigeria, thereby improving the capacity of young leaders in Africa to continuously expand their liberal political space. Our intention in this workshop was to enhance opportunities for young leaders to sharpen their leadership skills in participatory democracy and governance. It further sought to inculcate in young leaders the values and concepts of effective democratic leadership and by so doing create an informal opportunity for young leaders to interact and share ideas with select members of former and serving political office holders as well as eminent statesmen who uphold the virtues of participatory democracy, and select members of the larger political community in Nigeria.

## Democratic Leadership Training Workshop for young Leaders in Nigeria (DLTW)

### Innovations:

Part of the activities of the workshop is a session called **Personal Experience**. It is usually an informal dinner speech in which a young achiever is invited to share his leadership experiences with participants at the DLTW. A major objective of this session is to fully exploit their leadership potentials through the inspiration that participants would derive from the personal experiences of such role model. In the year 2001, DLTW participants interacted with Messrs Fola Adeola, a Chartered accountant and Managing Director of the Guaranty Trust Bank, Nosa Igiebor, a frontline journalist and Editor in Chief of TELL magazine and Clement Nwakwo, a top human rights activist and constitutional lawyer.

Beyond this, the curriculum of the previous workshops has also been expanded and improved upon. Built into the one-week workshop are key topics like:

- IT as a tool of Leadership;
- The Power of Inquiry;
- Introduction to Community Service.

### Rationale

ALF responded to these challenges when it organized six training workshops with the support of the Office of Transition Initiatives, covering the six geo-political zones of the country for young leaders thereby creating a forum

for young leaders in Nigeria to facilitate the exchange of information among themselves and through an across-the-board vertical and horizontal integration with resource persons.

The wealth of knowledge so gathered, coupled with the motivating interaction with

eminent statesmen and resource persons with integrity has adequately prepared the beneficiaries for the present and bigger democratic challenges of our time. 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

and also make phone calls expressing their gratitude for the opportunity they have had to participate in the programme. One such letter was sent in by Sulaimon Olanrewaju a journalist with the Nigerian Tribune in which he says: A friend of mine, Tunde Anifowose participated in your recent training programme held in Enugu and became a positively changed person. The difference in Tunde, before he went to Enugu and now, is too much. I desire such a positive change in my life too. Therefore, I would like to know how to participate in your subsequent training programmes”.

### Evaluation:

At the end of the nine workshops in 2000 and 2001, an average of 35 participants per workshop were trained. Although the original provision was for 25 participants per workshop, ALF was compelled to increase participation to 35. This is because of the high level of interest that the programme has generated across the country. And at the end of the workshops, not less than 315



*A group of DLTW participants brainstorming at a case study session*

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, people who have seen the newspaper advertisement of the programme or who got to know of it through participants at the previous episodes have sent from

## Democratic Leadership Training Workshop for young Leaders in Nigeria (DLTW)



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*Participants in a relaxed mood at the end of a session at a recent DLTW*

about 3000 applications all over the country. Many are still applying.

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 continues, 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 fill an intellectual and training vacuum among young Nigerians in a position of leadership who aspire to such position.

*A friend of mine, Tunde Anifowose participated in your recent training programme held in Enugu and became a positively changed person. The difference in Tunde, before he went to Enugu and now, is too much. I desire such a positive change in my life too. Therefore, I would like to know how to participate in your subsequent training*

### Introduction:

The recent change in the political climate provides an opportunity for civil society organisations to impact on the 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 especially in the last fifteen years. This has created a space for action to complement government effort 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 aegis of the Farm House Dialogue, an ad hoc 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 on the nation. Although, a knowledge of how the nation got to a specific impasse 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 tries to avoid condemnations and chastisements of individuals. It is not always aimed at reaching consensus, but to also 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.

### 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



*Director of ALF, Ayodele Aderinwale raises a point with D.I.G Fidelis Oyakhilome at the Farm House Dialogue on "Police and Good Governance", February 25, 2001.*

these two series have been compiled and published under the titles “Elements of Democracy” (1991) and “Elements of Development” (1992). 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 in years 2000 and 2001 has been devoted to issues of Good Governance. With the financial assistance of the Friedrich Naumann Foundation, six topics were discussed under the series dealt with in the different Dialogues in the year. These are: Leadership for Good Governance; Political Parties and Good Governance; and The Parliament and Good Governance and Civil Society and Good Governance.

In the year 2001, the Africa Leadership Forum, in collaboration with the Friedrich Naumann Foundation effectively organised six successful Farm House Dialogues, which focussed on a wide range of issues; and how they can enhance the quality of governance in Nigeria. These FHD series, which came under the Good Governance series of the Dialogues, drew an array of participants from the various states of the Nigerian society.

Specifically, the six FHDs that were organised by the ALF came under the following themes, in their order of organisation.

37<sup>th</sup> FHD - Police and Good Governance  
23<sup>rd</sup>-25<sup>th</sup> February, 2001;  
38<sup>th</sup> FHD - Public Service and Good Governance 30<sup>th</sup> March – 1<sup>st</sup> February;  
39<sup>th</sup> FHD - Religion and Good Governance  
22<sup>nd</sup>- 24<sup>th</sup> June, 2001;  
40<sup>th</sup> FHD - Judiciary and Good

Governance

26<sup>th</sup> –28<sup>th</sup> October, 2001;

41<sup>st</sup> FHD - Education and Good Governance - 14<sup>th</sup>-16<sup>th</sup> September, 2001;

42<sup>nd</sup> FHD-Women Youths and Good Governance. – 18<sup>th</sup>–20<sup>th</sup> December, 2001.

Distinguished personalities that featured as chair person chairperson were: retired D.I.G Fidelis Oyakhilome, (Police and Good Governance); Prof. Jadesola Akande, former Vice Chancellor of the Lagos State University (Public Service and Good Governance) Prof. Sophie Oluwole Professor of Philosophy, University of Lagos (Religion and Good Governance); Chief Julius Adelusi-Adeluyi, former Minister for Health during the transition government (Education and Good Governance); Justice Chris Aniagolu, retired Justice of the Supreme Court (Judiciary and Good Governance), and Mr. Ishaya Mark Aku, Honourable Minister for Social Development and Sports (Women Youths 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

*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*

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, eight national newspapers, *The Guardian*, *The Sunday Times*, *Sunday Sketch*, *The Mail*, *The New Nigerian*, *The Punch* and *Thisday*, 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 enabled a much wider dissemination of the proceedings even well down to the grassroots.

Generally, the reports and the discussions resulting from



*Right: Minister of Sports, Ishaya Mark Aku holding the hand of Gani Ikilima, a blind Professor of Physiotherapy during Farm House Dialogue on Women/Youth and Good Governance*

the Dialogues have exercised a discernible influence on national debates related to the 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,



*Participants at the recent Farm House Dialogue on Political Parties and Good Governance*

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.



*Retired Supreme Court Justice, Anthony Aniagolu in warm handshake with Mrs. Gisela Girkas (backing camera), while Chris Ohurogu, a law teacher at LASU looks on at the Farm House Dialogue on "Judiciary and Good Governance".*

### Introduction

The political structure of Nigeria as a three-tier federation, ordinarily, should provide a framework for synthesising governmental impact to the population at various levels by providing for specialisation by each tier depending on its potential, capability and character. Majority of Nigerians reside in the rural areas. And, the 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 malaise 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 is of paramount importance to revitalise the primary tier of government, the local government, and improve 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.

### 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 26th-28th 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. The participants went through brainstorming and training sessions akin to those of the Democratic Leadership Training Workshop, but with the appropriate modifications 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 operations of the local government and its relationship with the other two tiers of government. 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, decide 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 the DLTW.

### Evaluation:

The evaluation of the workshop, done by the participants through the questionnaires administered indicates that the programme was 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 Questionnaire administered at the workshop, asking the participants to state what particular area of their work or what particular difficult challenge they would like the ALF to assist them in resolving, as 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.

*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*





*From left: Onyebuchi Boniface Nwosu, First Place Winner, Ogubuike Augustine Aku, Second Place Winner, Ganiyu Ozomata Salami, Third Place Winner of the Nigeria @ 40 Essay Competition*

## **Introduction**

**W**hile the present generation of African leaders have to face the challenges of defining and structuring 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 challenge 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 use in the preparation 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 new 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 turned 40 in October 2000, the Africa Leadership Forum, as part of the response mechanism, took 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 was part of a multi-faceted programme, aimed at stimulating and inculcating leadership qualities and potentials in the youths. It also aimed at affecting their thought process on leadership, as well as broadening the recruitment process of young people into leadership positions. It was expected that the competition, apart from providing the avenue for leadership recruitment, would 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 participated in a workshop for young leaders on the eve of the anniversary celebrations. We also intend to facilitate the participation of winners in other leadership programmes within and outside Nigeria.

## Radio Programme: Women Issues

### Introduction

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 society organisations in Africa.

Thus, ALF was 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 relating to gender inequalities and the status of the African woman. Consequently, the programme, *Women and Issues* was created as a radio programme that would do all these as well as disseminate widely all the issues relating to the problem.

### PROGRAMME FOCUS:

*The programme covered the following issue areas:*

1. History of ALF, AWF, Treaties, and CEDAW



*Nigerian women at a social gathering.*

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 Mutilation 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. Women and Education
11. Women of the Mano River (Liberia, S/Leone, Guinea)
12. Woman in Conflict Resolution
13. "Iydia 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 on 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 the private and professional roles of women.



*Petty traders in the streets of Addis Ababa*

### Introduction

The participation of the sub-Sahara 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 the 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 the African membership of the WTO is impressive. Currently, virtually all African countries are members, while 24 of the 29 least developed countries' (LDCs) 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



*H.E. John Kuffor, H.E. Olusegun Obasanjo, Presidents of Ghana and Nigeria respectively... their governments are beneficiaries of this seminar.*

trade negotiations so that they would be able to identify, present and negotiate their positions and interests. This is the main issue discussed at a seminar that Africa Leadership Forum (ALF) organised.

### Objectives

The WTO-2000 Needs Assessment Seminar was to brainstorm on the position of Nigeria in the future round. Some critical questions that underpin the

issues for discussions were as follows: Was the country's participation in the last round satisfactory? What was 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 aimed 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 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 2000 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, was 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 would not only influence Africa's overall development strategies but also set the broad parameters of its trade policy.

### *Conclusions:*

It was clear from this workshop that Africans and Nigeria have performed dismally in relation with the WTO process. It was noted that the developed countries might not altogether be completely sincere in their agreements. For example, everything else seems to have been liberalised except the labour market, which Nigeria has a high percentage. Some countries however, like Sudan, Cape Verde etc, have however succeeded in making labour an exportable commodity. Nigeria has not been able to take advantage of this aspect always looking on to the political, and hardly on the economic angle.

In the negotiations proper, it was also noted that while some countries would diligently study, digest and understand the terms and implications of the treaty before signing the agreements, Nigeria Leaders were always quick to sign agreements thus committing the nation irrevocably on issues that are not favourable to the nation.

At the end of the day, the following were recommended:

- A change of attitude should occur in Nigerians with regards to preparing for serious issues pertaining to the country.
- There should be a thorough knowledge of the negotiation process by Nigerians involved in the negotiations.
- Technical crews, well versed on the negotiation process, who will help translate and decipher the agreements before commitments are made, are needed, not the regular bunch of incompetent people who end up going for these negotiations without understanding a thing about the issues at stake.
- Basic issues concerning the WTO process should be learnt and taught. There is an obvious lack of in-depth analysis



*Dr. K. Y. Amoako, Executive Secretary, United Nations Economic Commission for Africa.*

due to poor technical negotiation and analytical capacity. The technical crews are those who would certainly have a full grasp of the situation, to understand the complexities in the negotiations. India was cited as a good challenge. She comes up for her national interest with in-depth analysis backed up with facts and figures. While South Africa is also making progress, Nigeria could not, at some points, defend its cause, thus making a mess of whatever argument or proposals she may have brought forward. Also, most African countries were found to rely on their missions to Geneva while the person being sent would have neither the experience nor technical know-how needed for such a venture.

- Experts need therefore to be trained if any progress is to be made.
- The communication breakdown and lack of coordination between representatives in Geneva and those at home need to be repaired.
- Since it was observed that traditionally external trade in Africa has not been given priority thus making the resources inadequate, an awareness should be created to make the people know of the WTO process and its implications to fully grasp the external trade issue, globalization etc. A participant remarked that to the layman the WTO phenomenon is for the elite and that the ordinary man cannot identify with it, thus the need for the awareness to be created.
- Opportunities and policies need to be made known to people.
- There should be collaboration between the public sector and the private sector perhaps by having annual workshops on issues of trade as well.
- Generally between “trade” and “aid”, Nigerians and by extension, Africa desire to be self-reliant.

- There is need for more technical assistance for capacity building. It is regrettable that after the Seattle meeting nothing seems to be happening from the national focal point.
- There is need for resources to be made available for progress.
- As a result of the weak institutions for planning and implementing trade policies at home, mechanisms such as in the US should be adopted, experienced people will produce facts and figures of the realities in the country.
- For the next round of trade negotiations, Nigerians should be adequately prepared in all ramifications long before time.

*India was cited as a good challenge. She comes up for her national interest with in-depth analysis backed up with facts and figures. While South Africa is also making progress, Nigeria could not, at some points defend her cause, thus making a mess of whatever argument or proposals she may have brought forward*



Vol. 5 Nos 1 & 2  
 Focused on Africa and the crisis of Leadership



Vol. 4 Nos 2 & 3  
 concerned with the CSSDCA agenda



Vol. 4 No 1  
 in search of gender sensitivity



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In the last decade of the 20th century, the African continent 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 the 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 such 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 without support. 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 term 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 at 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 on 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.

*Project Activity:*

Africa Leadership Forum publishes quarterly, 20,000 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.

An improved edition of the **Africa Forum** was released in August 2001. It retained the customary excellent characteristic of the **journal**. Its contributors belong to the richest intellectual tradition in the continent. Their incisive analysis of issues reveals that they are men, and perhaps women of the immense intellectual reputes. Its glossy packaging is also aesthetically appealing. There is no doubt that the publication is a great contribution to scholarship in Africa.

With its focus on the leadership crisis in Africa, Volume five numbers one and two of *AFRICA FORUM*, paints a picture of the prevailing sad situation in the continent. It recalls that Africans are yet to reap the dividends of independence which many of them celebrated several decades ago.

A first time reader is informed that ALF was established in 1988 as a response to filling the leadership void in the continent. In the write-up by the chairman of ALF, Dr. Mario Da Graca Machungo entitled "This Earth My Brother" the issue of the daunting problem of underdevelopment, which Africa faces, was posed. Machungo dwelt briefly on the debilitating crisis of leadership which has been largely responsible for the continent's unenviable plight. He concludes that we cannot talk glibly of the new African Union initiative in the face of seemingly insurmountable leadership crisis rocking Africa.

Ten full pages of the publication were devoted to the interview granted by second republic president of Nigeria, Alhaji Shehu Shagari. In the highly revealing interview, Shagari admitted, perhaps for the first time, that Nigeria's co-called independence is a farce because the nation is economically and politically controlled by un-named outsiders.

In another write-up entitled "Democracy in Africa," Dragoljub Najman identified the link between a command economy, one party rule on one hand, and a market-driven economy, and political pluralism on the other. But he posits that the transition from a one party rule or military dictatorship to a pluralistic democracy is a complex one. He identified part of the complex situation as the fact that in many Africa countries, which recently emerged from dictatorship, "elected" soldiers are the new leaders!

According to Najman, cynics call it "donor democracy," just enough to keep the aid givers happy.

In her own contribution entitled "Leadership in South Africa. How Long Does a Rainbow Last?" Eve Thompson argues that a fundamental element of leadership is change management. She further observed that one of the positive traits, which gave the African National Congress (ANC) of South Africa its positive character, was its disciplined focus on the prize of an inclusive democracy. She also analysed the impact the momentum of change had on the National Party, (NP) South Africa's ruling political party in the apartheid era. She recalled some of the tactics and strategies white South African leaders deployed to bury apartheid.

Ernest Harsch asks the question: "Can Africa claim the 21<sup>st</sup> Century?" in his own write-up which is a summary of a new report published by the World Bank and co-signed by four other institutions working extensively on Africa. The unusually candid report, says Harsh, admits that the bank, the International Monetary Fund (IMF) and other donor agencies were partly responsible for Africa's economic crisis due to their interventions and policies. He states that the report acknowledged the ineffectiveness of Structural Adjustment Programme (SAP) adopted by Nigeria and many other African countries in addressing the economic crisis in the continent.

In the write-up entitled "Cold War And Cold Peace" written by Peter Schraeder, the tension arising from the economic rivalry between the United States and France in Francophone Africa is examined.

He argues that the cold war between the US and the former Soviet Union has been replaced by a cold peace in which the great powers struggle for economic supremacy. He concludes that there is an intensification of economic rivalry in Francophone Africa between France and US which were allies during the cold war days.

In Pierre Damiba's contribution entitled "The challenges of change" the author posited that Africa is currently emerging from its contemporary dresses characterized by a triple deficit: a democratic deficit, a managerial deficit and a technological deficit. He states that the combined effects of these deficits have created a major confidence gap which undermines the continent's image. His proffered solution is to "... internalise and disseminate the capitalist modes and techniques in design, production and commercialisation, through a profound acculturation of the critical conditions of international competitiveness."

Writing on the World Trade Organization (WTO) and developing nations Martin Khor in his piece entitled "A Future in the Balance" x-rays the unfair rules guiding the operations of the body. He is doubtful whether the body could facilitate African nations' efforts to gain access to markets of the industrialized nations which

has always been difficult. He accused the developed nations of harbouring a selfish agenda.

"Regional Parliamentary Networks, Some Thoughts, Some Ideas" is the title of the article contributed by Ayodele Aderinwale. He argues that the legislative arm of government is weak in many African countries. He points out that in many cases because the executive of government usually wields more powers, it normally considers the parliament as another irritant either to be pocketed or quietened.

In the last write-up entitled "Okigbo was a Blok Head" authored by Jimanze Egowe Alowes, he compared the late Nigerian poet, Christopher Okigbo with another poet named Alexander Blok (1880 – 1992).

Alowes celebrates Okigbo as one of the two greatest poets of modern African who wrote in English language. According to him, Okigbo's "path to Thunder" and "Silences and Distances" place him on the same pedestal with the greatest in any language. He said Okigbo like Blok exercised an all-pervasive literary influence.

In terms of content and quality the Africa Forum looks poised to assume a leadership role in advancing intellectualism and qualitative journalism.

#### *Evaluation:*

During the two years 2000 and 2001, three editions of the journal were published. 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 Representatives and the State Assemblies in Nigeria, all governors and government ministries, 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.

*The Africa Forum's contributors belong to the richest intellectual tradition in the continent. Their incisive analysis of issues reveals that they are men, and perhaps women of the immense intellectual repute. Its glossy packaging is also aesthetically appealing. There is no doubt that the publication is a great contribution to scholarship in Africa*



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 broadened 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 2000 and 2001. 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.

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## 3rd Africa Women Forum

*Mme Paulette Missambo  
(right) Minister of Labour-  
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*Ms Angela King Assist. Sec-  
Gen UN and Special Adviser  
on Gender and Advancement  
of Women, Mme Speciosa  
Kazibwe, Vice - President  
Uganda Mme Naziha  
Zerrouk, Minister of Women  
and Family Affair, Tunisia, at  
the 3rd AWF – January 22,  
2001*



### The Prelude

Consistent with the vision that led to the emergence of the Africa Women Forum in Accra, January 1997 conference, the Africa Leadership Forum in January 22-24, 2001 convened the 3<sup>rd</sup> AWF.

It aimed principally at promoting the collective interest and leadership of women in Africa through research, training, and advocacy and strengthening the capacity and capabilities of Africa Women's network.

### The Interlude

Pursuant to the January, 1997 Accra conference, the ALF convened the first meeting of the African Women's Forum, in collaboration with Akina Mama wa Afrika, from 28-30 May, 1998 in Cape town, under the main theme 'Leadership and Communication for Empowerment'. The meeting was convened to examine the leadership and networking capabilities of African women and networks, and to design strategies and overreaching linkages for enhancing the visibility and effective integration of women in leadership positions.

The Cape Town meeting re-emphasised the importance of ranking African nations on a

progressively refined set of indicators – to reflect their accomplishments as regards women's participation in political and economic spheres, in particular with respect to leadership positions, and the advancement of women in general.

In line with one of the objectives of the Cape Town Conference, of promoting and strengthening women's network in the region, the Conference called for the need to initiate a directory of Africa Women's networks.

Endorsing this need, ALF engaged the services of a team of leading African gender consultants to develop the index on Status of Women in Africa to be used for the ranking of African countries and governments.

The 2<sup>nd</sup> Africa Women's Forum held in Abidjan, Cote d'Ivoire from the 23<sup>rd</sup> to the 24<sup>th</sup> August, 1999 under the theme 'Improving the status of women in Africa: Challenges for the Future'. The meeting focused mainly on the **Index on the Status of Women in Africa**.

### Objectives:

1. To identify strategies that could be adopted for broadening the support base for the index, as a negotiating platform towards building a critical mass of women leaders in Africa and for the advancement of women in general.
2. To explore methods that could be used for further broadening and deepening of the index.
3. To identify possible modalities and strategies for effectively utilising the Index as a strong negotiating platform for women and civil society organisations in Africa.

In realising objective (2), participants in their discussions on the review of the index came up with certain recommendations and amendments to the Index before it was adopted as a platform for negotiation. The following

were the recommendations:

- The definition of women's empowerment as meaning the level of numerical representation in government and parliament as too narrow and rough, not broad enough to include women in other professions and those that are involved in shaping public policy.
- That women's empowerment should not be defined purely in terms of women's occupation of decision making positions in society, but rather as the process by which women collectively recognise their problems and mobilise to act to achieve gender equality, i.e. conscientisation, mobilisation and control.

However, objectives (1) and (3) however, these are yet to be realised because the index is still been revised for it to serve as a strong negotiating platform for improving the status of women.

By the end of the Abidjan Conference, participants all agreed that the above-mentioned recommendations should be considered in future editions of the index.

Participants were also unanimous on the relevance of periodic monitoring and evaluation of progress as an essential tool to support all strategies aimed at improving the status of women in Africa.

### **The Tunis Meeting**

Fortuitous circumstances prevented the 3<sup>rd</sup> AWF from holding in the year 2000. However a well-attended and perhaps the most successful of the AWF series was convened called the Third Africa Women's Forum in collaboration with the African Women's Committee on Peace and Development (AWCPD), Femme Afrique Solidarite (FAS), and the Tunisian Ministry of Women and Family Affairs from January 22-24, 2001. The theme of the three-day conference held at the Hilton Hotel in Tunis, Tunisia was *Women and Conflict Management in Africa*.

While H.E. Dr. Specioza Wandira Kazibwe, Vice-President, Republic of Uganda chaired the proceeding. Mrs. Angela King, the Assistant Secretary-General of the United Nations and Special Adviser to the Secretary-General on Gender Issues, delivered the keynote address. Madam Naziha Zarrouk, Tunisia's Minister for Women and Family Affairs, formally declared the meeting open.

In attendance at the meeting were over 100 participants drawn from twenty countries across the world. They represented a cross-section of the various networks within the women's movement in Africa and Europe, including political leaders, parliamentarians, ministers and development professionals and representatives of regional and global inter-governmental organisations.

H.E. President Zine Abidine Ben Ali of Tunisia displayed deep commitment to the cause of women by the appointment of five new women ministers at the time of the conference. It was a rare coincidence.

The meeting acknowledged the participation of H.E. Dr. Specioza Wandira Kazibwe, Vice President of Uganda, underscoring her demonstrable efforts at improving the status of the African woman. The highly productive role of the Africa Women's Committee for Peace and Development, (AWCPD), a body that is playing a key role in changing the face and status of the African woman also came up for commendation.

There was further acknowledgement of the financial support provided by the United Nations Development Programme's (UNDP) Regional

*They called for the re-definition of sexual violence as a punishable war crime. Likewise, they deplored the conscription of children as soldiers as an immoral and unacceptable trend. It was recommended that such conscriptions should also be seen as crimes against humanity, punishable even after the event of war*

Bureau for Africa; the Education for Democracy and Development Initiatives (EDDI) and the Catholic Organization for Relief and Development Aid, (CORDAID).

### The Challenges

Deliberations during the meeting pointed to the new dimension in the nature of conflicts in Africa. The point was noted that, in recent wars especially on the continent, combatants no longer aim at merely defeating opponents and enemies but at inflicting maximum pain and humiliation on civilians by destroying their identity and sense of community. The meeting deplored the deliberate targeting of women and children as a tactic of warfare. This development highlights the imperative for mainstreaming the issues of gender equality and human rights as salient features of conflict management and peace building in Africa.

The following three major challenges facing women were identified.

- Poor representation of women at higher levels of decision-making;
- Gender-based violence against women;
- Persistent stereotypical attitudes toward the respective gender roles of women and men.



*Left Prime Minister of Burundi, Madame Sylvie Kinigie, chaired a session at the 3rd AWF, Tunis, Tunisia, January, 2001*

To meet these challenges, it was suggested that African governments and development partners should allocate adequate resources to strengthen the capacity of women who are engaged in peace-building and conflict management. It was further suggested that series of confidence-building mechanisms be put in place for those involved in women liberation efforts. Additionally, training for women community leaders and candidates for political and professional offices must be increased. Participants urged all Africans to advocate and promote the campaign of zero-degree of tolerance on violence against women.

As part of efforts designed to strengthen women's work in peace building, the conference urged the evolution of stronger partnerships with all institutions of authority; in particular, the Organisation of African Unity, the United Nations and their various agencies, as well as other sub-regional organisations involved in conflict management.

It called for creative internal resource mobilisation strategies. In this regard, opportunities for incorporating the private sector into internal resource mobilisation, they contended, should be pursued. The meeting also recognised the need to re-invigorate women based non-governmental organisation, NGOs, in Africa and to make them more transparent and accountable. Participants acknowledged the critical role of donor agencies in assisting peace initiatives, but further enjoined them to increase the level of their support to women's organisations generally and in particular women peacemaking initiatives.

On the numerous crises plaguing Africa, the 3rd AWF deplored the role of external forces that perpetually profit from the sale of arms, as well as those others who exploit and plunder the resources of African nations during crisis periods. The conference noted with dismay the activities of such bodies that aggravate tension and undermine the work of African women in conflict prevention and peace building.

### Response Strategies

The meeting commended the OAU for adopting the Solemn Declaration on the Conference on Security, Stability, Development and Cooperation in Africa (CSSDCA) at its 2000 summit. Women's movements were also enjoined to facilitate greater dissemination of the principles of this Declaration because of the new opportunities it offers for greater collaboration and its potential for the accelerated development of the continent.



*Right: Xoliswa Zibeko, Wangari Mwangi and others listening with rapt attention at the 3rd AWF, Tunis, Tunisia.*

In addition, participants also agreed to undertake the required steps to engage different segments of the African publics in the implementation of the principles and policy-implications of the CSSDCA.

It was agreed that the implementation meetings on the various calabashes of the CSSDCA reflect the various recommendations on women and peace building, which culminated in the Security Council Resolution number 1325 on women and conflict management among others.

Participants noted that it is important to see issues of national security and those of human security as two sides of the same global security coin. Women, it was pointed out, should share the core of participation in any agenda for peace and security in Africa and they should form part of the decision-making machinery on this and other global initiatives.

The meeting urged all governments that have ratified the Convention on the Elimination of Discrimination Against Women (CEDAW), to implement the provisions therein and to further refrain from enacting and applying laws or decrees that suppress women's rights.

The meeting agreed on developing modalities for increasing women's role and responsibility in activating the early warning mechanisms for the prevention of future conflicts.

Participants strongly condemned the now common use of violence against women as warfare strategy. As a deterrent, they called for the re-definition of sexual violence as a punishable war crime. Likewise, they deplored the conscription of children as soldiers as an immoral and unacceptable trend. It was recommended that such conscriptions should also be seen as crimes against humanity, punishable even after the event of war.

The meeting emphasised that true peace must be home-grown. It must be based on bonds of trust and confidence. It has to be built on the interrelation of social and cultural norms and values informed by international human rights instruments and democratic principles. The vision of a world free of the scourge of crisis and war can only be realized with the equal and fair participation of women in the conflict management and decision-making processes. In particular, women should be helped to get into critical positions of authority and leadership in peacekeeping operations.

The meeting agreed on systematic documentation and wider use of positive traditional knowledge systems and mechanisms that will facilitate and promote effective conflict management. They also expressed the need to conduct an evaluation and review of all on-going conflict management initiatives by African women with a view to enhancing them and optimising their workability. Participants noted with sadness the gap between policy intent and practice in conflict management in Africa and canvassed the need to strengthen women's capacity for peace.

### **The Specific Responsibilities of Women Organizations**

The meeting noted the multiplicity of initiatives by women as indicative of the magnitude of the work that must be done in conflict management. The meeting acknowledged the positive contributions of the various initiatives in the promotion of peace. However, it was suggested that deeper networking, greater collaboration and consolidation of

### 3rd Africa Women Forum

efforts be put in place to ensure greater effectiveness and efficiency.

The meeting then called for a comprehensive study and research into conflicts, in order to build on the lessons learned from the experiences in other parts of the world in responding to the new forms of challenges confronting the continent.

Participants commended the initiative to establish an African Women's Development Fund, even as they urged greater support and encouragement of similar initiatives in the face of globalisation and the diminishing support for development work on the continent.

The meeting suggested that a range of capacity-building workshops on leadership development be organised for women. The Africa Women's Forum was requested to incorporate such workshops into its next meeting.

Thereafter, the meeting urged the various African women's

movements to propose concrete strategies aimed at replenishing their ranks. This must include a strategic modality for preparing the future generation of Africans for critical leadership roles and the culture of peace.

Another crucial subject examined was the problem of discrimination and other evils; issues that also form the focus of the *World Conference on Racism, Xenophobia, and Intolerance in Durban*, South Africa. The meeting noted the significant negative impact of discrimination on conflict in Africa and on African women.

Participants requested for the greater involvement of women in the process leading up to and after the conference. They therefore called on the United Nations High Commissioner for Human Rights as well as other African governments to facilitate greater and effective participation by African women in the process.

Finally, participants noted the contributions of women in conflict management and regarded the meeting as a starting point in celebrating the accomplishments of African women in different parts of Africa. The valiant contributions of African women in the various peace processes in Burundi, Somalia, Sudan, Chad, Eritrea, the Mano River Union (Sierra Leone, Liberia, guinea) as well as other parts of Africa were regarded as instructive and inspiring. Participants acknowledged the personal challenges and risks taken by the women who have led this process and called for greater recognition of their efforts.

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*Vice President of Uganda, H.E. Dr. Speciosa Kazibwe and the Predisent Tunisian Mothers Association, Saidat Agrebi at the 3rd AWF, in the Tunisian capital*

## Decentralised Economic Development Workshop

### Introduction

For three days, March 19 and 22 2001, Africa's premier civil society organisation, the Africa Leadership Forum organised a workshop in collaboration with the *Friedrich-Naumann-Foundation and the Nigerian Association of Small-Scale Industrialists* on "Decentralised Economic Development" with a view to facilitating the growth of the small-scale industrial sector. It was held under the aegis of ALF Good Governance project

Essentially, the objective of the workshop was to initiate a new development model as a means of stimulating rapid economic development. The new model is a decidedly bottom-up approach to development projects. It posits that the community, as well as all stakeholders, should be involved in the defining, funding, implementation and reviewing of development projects. As a way of continuing with the gains of the workshop, two pilot small-scale industrial zones to be sited in two Local Government Areas in Plateau and Osun States respectively were planned.

The aim of the workshop was to present the concept of 'Citizen Oriented Community Development Initiative' and to discuss its practicability in order to guarantee the successful implementation of the initiative. The COCDI model was explained and applied in a way that made all participants to finally accept and embrace the model. The audience praised its comprehensiveness and completeness and promised to promote the model in their respective environments.

Apart from the model, concrete examples of small-scale industrial zones were given by the various speakers, as well as valuable information on financial possibilities, legal framework, policy requirements, policy gaps, tips, possible alliances, etc. Through the various discussion sessions, participants got a lot of opportunities to discuss their own situations; give their feedback and comments. Sieving through their comments, participants came to the



*Chief Economist of the United Bank of Africa Plc, Dr. Olatunji Sobodu, flanked by Mr. R.A. Adeyemi, Admin. Adviser ALF and Mrs. Girkes of FNF at the Workshop on Decentralised Economic Development, March 20, 2001*

following conclusion on engendering action on the initiative:

- Lobbying at the federal, state and local levels is necessary to pressure policies and measures to stimulate decentralised economic development. Joined forces will increase the success of the lobby.
- The COCDI model should be promoted and adopted in development projects.
- In order to be known and taken into consideration, the small-scale like the medium-sized sector must define itself and promote its aims, needs and requirements. Data collection on the sector will help to achieve this. The press should be used to let the public know what NASSI and SMEs are doing.
- It is not necessary to wait for other parties, like the federal government to come up with the required policies. Instead, it is possible to use self-motivation, in addition to the power to bring the involved stakeholders together and jointly create a small-scale industrial zone. The focus on getting money can distract from the actual tasks but, at the beginning, what is important is to build with what is already available. Once a zone has been set-up, it is easier to request for the required materials, such as machinery, tools, own bank or loaning scheme, etc.
- Small-scale industrial zones are bound to be of diverse sizes, depending on the location and availability of other factors of production. However, it was concluded that a small zone is more likely to be effective and successful than a complex, big industrial zone.
- A participatory approach is a necessity; women, youths and the aged whose lives will be affected

by the setting up of an industrial zone ought to be included in the decision making process.

The workshop succeeded in serving as a forum where the necessary networks and linkage among the participants were established. One good example of effective networking was the creation of an ad-hoc working group during one of the sessions. This group discussed how to lobby the National Assembly to pass the bill regarding the establishment of SMEDA and how to propose a closer study of the initiative as well as the inclusion of the COCDI framework.

The workshop aspired to inspire in the participants a

post-workshop COCDI model in the states concerned and to further develop the small-scale industrial zones. A monitoring process has been put in place by both the ALF and FNF to supervise the creation of small-scale industrial zones in Plateau and Osun State.

ALF is also pursuing an agenda to table the COCDI model; fine-tuned, indigenised, and revised version, at the next National Economic Summit where it is hoped to be accepted at the Federal level.

### 3.2 Project Activities

On the first day of the workshop participants were asked to introduce themselves briefly, stating what their expectations of the workshop were. From the plethora of expectations advanced, the following featured prominently:

- To share information, ideas and to learn from one another and from

other people's experiences;

- To receive information on how to get access to funds and how to develop small-scale industries in their areas;
- To provide information and sensitise participants about organisations or products;
- To gather information transferable to constituents for the grassroots utilisation on how to lead their people and the gains of COCDI and how to bring about a change in their local government areas when small-scale industrial zones are created.

- A lot of participants wished that the workshop would help to establish linkages and enhance collaboration among several stakeholders.

- That the discussion would serve as valuable inputs for policy makers on the different levels.

Facilitators:

Resource persons for this workshop were drawn from the academia, clergy, economists, small scale entrepreneurs, diplomats, technocrats and political actors. They include, *Dr. Olumide Ajayi, Programmes Manager, Africa Leadership Forum*, who presented a paper titled: An Overview of the Legal Framework and Statutory Provisions for Small-Scale Industrialisation. *Dr Sobodu, Chief Economist of the United Bank for Africa*, presented a paper titled "Setting Up Small-Scale Industrial Zones: Economic Advantages and Challenges". *Dr. Debraji Pradhan, India's Deputy High Commissioner to Nigeria*, talked about the **Indian Experience** of Small-Scale Industrial Zones and informed the participants of the small-scale industries' phenomenal growth in India. According to him, their exports have acquired great significance in India's foreign trade. *Princess Oladunni, Deputy Director of Research at the Central Bank of Nigeria* presented a paper, "Rural Economic Development: The Role of The Central Bank of Nigeria" *Professor Obiora, the Director of The Catholic Institute for Development, Justice and Peace (CIDJAP)* in Enugu, talked about the importance of the people's participation in development.

*Ms Edozien* of the *Growing Business Foundation* asserted that financing small-scale industries should constitute no problem to the small-scale industrialists. She maintained

*The new model is a decidedly bottom-up approach to development projects. It posits that the community, as well as all stakeholders, should be involved in the defining, funding, implementation and reviewing of development projects*



## Decentralised Economic Development Workshop

that success in getting the requisite finance depends on the viability and credibility of the project to be embarked upon, while stressing the importance of NASSI as a lobby group.

The head of **Citizen Oriented Community Development Initiative**, *Herbert Girkes* from *DIHT; Deutscher Industrie und Handelstag, (the Delegation of German Industry and Commerce for West-Africa)*, gave an overview of the sources of development aid. The German Development Aid can be categorised into official and non-official development aid. The Official Development Aid is given by public institutions, like German Ministries and the GTZ, German Technical Co-operation. Every year, and at a bilateral meeting between the German government and the Federal Government of Nigeria, the development agenda is set and the allocation of money is agreed upon. It is not possible to go directly to the GTZ office and apply for grants; the only possibility is to lobby to get included in the negotiations at the Federal level. Private institutions like German churches also give development aid. German Chambers of Commerce organised a self-help initiative called the Senior Expert Service, which is a service to send out retired experts in all fields to particular projects. Mr. Girkes mentioned the European Union and the Africa Development Bank as other sources for financing.



*ALF has always championed cross pollination of ideas. Here founding chairman, Olusegun Obasanjo (first left) and current chairman, H.E. Mario Machungo (second right) during the conference on the "Relevance of Singapore Experience for Africa," – November 1993*

The *NIPC Chairman, Kola Daisi*, presented the paper "**Small and Medium Enterprises: Promotional Strategies by the Nigerian Investment Promotion Commission (NIPC)**" which explained the role of NIPC as an agency of the Federal Government with the mandate to promote, co-ordinate and facilitate investment in Nigeria.

*Evaluation:*

At the end of the three day

workshop, 90% of the participants attested to being overwhelmed by the sheer relevance of the issues raised by the resource persons and offered to collaborate with ALF in future on developmental matters.

Few weeks afterwards an indigenous Radio station offered to collaborate with ALF on a radio programme tentatively titled "you too, fit make money", to be broadcast in pidgin English.



*Hon. Lawrence Nwuruku, Nigeria's Minister of State for Industries, reading an address at the Decentralised Economic workshop to his (right is) Ms Marjorie Beeko and on his (left) are Mr Ayodele Aderinwale, Director ALF and Dr. Hubert Akinyemi, President of NASSI*



*H. E Atiku Abubakar performing the traditional ribbon-cutting, the official commissioning of ALF Plaza, Ota, Ogun State, May 12, 2001*

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At its inception in 1988, the Africa Leadership Forum had two offices, its headquarters at Ota, Nigeria and an outpost in New York City, USA. The two offices were both modest and inadequate compared with the orbit, tenure and activities that ALF conferred on itself. But then, *structures maketh an institution not*; only a determined people under a focussed leadership do. As the organisation grew in strength, the staff creatively managed the available office space. Of course, there was a clear limit to our creativity. The available space of two rooms adjacent to the conference hall of the Farm gate Hotel Complex, Ota, Nigeria had become completely insufficient.

As time went on, an office was opened in London for ALF's journal, **The Africa Forum**. At a point, we found it necessary to close down our offices in New York and London and repatriated everything to the headquarters in Ota; creating more of a squeeze on the space that

had originally housed our small staff. The library of Obasanjo Farms, Nigeria Limited, was now converted to our office. Even at that, we found ourselves still short of space as Africa Leadership Forum's activities kept expanding.

In order to address the long-term needs of the organisation in terms of office accommodation, our founding Chairman, H E Olusegun Obasanjo had sometimes in 1993 saw a window of opportunity and closed in on it. Someone had offered for sale 1.6 hectares of land in Benja Village, on the outskirts of Ota, just bordering the Bell's School. Consequently, Architect Yomi Hotonou was requested to submit a design, which he did and he subsequently produced a model. He also introduced a construction firm to give an estimate for constructing the then anticipated secretariat. The final cost, of course, was intimidating. Nonetheless, Obasanjo's optimism remained largely infectious and the passion to build the secretariat became all-consuming.

That was before the General Obasanjo was "convicted" in a phantom coup in 1995. ALF. With the new turn of events in 1995, had to temporarily relocate to Accra. Undeterred by this infamous sentence, ALF activities progressed even more with conferences, seminars, symposia, workshops and meetings that registered far reaching effects and indeed, positively, impacted on national legislations. Following the release of General Obasanjo in 1998, ALF returned to Nigeria. By this time, the scope had gone beyond what the

## Commissioning of ALF Secretariat



*Foreign friends at the commissioning ceremony of ALF Plaza*

Obasanjo Farm's temporary office could cope with. We were faced with a number of options. In building the secretariat commissioned by HE Atiku Abubakar, Vice President of the Federal Republic of Nigeria on May 12, 2001, we had to settle for the idea of a turn-key option based on design, build and deliver. Thus, began a process of negotiations with construction firms. As part of our capacity-building strategies, we settled for an indigenous Nigerian firm, Ahmak Engineering Limited.

In this enterprise, we had a soul-mate in Engr. A.K. Ahmadu. He, as Chief Executive of the firm, obliged to design, build and finance the product of social entrepreneurship that any civil society organisation in Africa would have as a permanent secretariat.

Hoping and relying on the goodwill, support and generosity of the citizenry, on May 12<sup>th</sup>, 2001 we rolled out the drums, calling on Africans to help our ideals and ideas by donating to our endowment fund.

Goodwill messages poured forth like the torrential rains from world leaders including the UN secretary General, Mr. Koffi Annan, the UNESCO Director General, Mr. Koichiro Matsuura, the then OAU Secretary General, Salim Ahmed Salim, President Festus Mogae of Botswana, President John Kuffour of Ghana and President Joaquim Alberto Chissano of Mozambique H.E. Abubakar Atiku, GCON, Vice president of the Federal Republic of Nigeria, led a horde of top Nigerian government functionaries, including HE Chief Olusegun Osoba, Executive Governor of Ogun State, H.E. Alhaji Audu Abubakar, the Executive Governor of Kogi State, H. E. Alhaji Ahmed

Muazu of Bauchi State and H.E. Asiwaju Bola Ahmed Tinubu of Lagos State, among other captains of industries, royal fathers, philanthropists, school children and private citizen to commission the ALF secretariat and launched a N600m Endowment Fund. Though we were rules away from the amount targetted, it was a monumental success due to efforts of remarkable personalities who demonstrated invaluable concern with highly productive responses.

### *The Secretariat*

The secretariat of the ALF is located at #1, The Bell's Drive, in the tiny but serene village of Benja, seven kilometers outside Ota, the industrial nerve center of Ogun State, Nigeria.

It occupies a landmass of 4.105 acres in a prime location on the outskirts of the industrial town. Going by 1991 population census figure, the town, which is the headquarter of Ado-Odo/Ota Local Government is inhabited by 269,000 people from diverse backgrounds. It is hot and humid most of the year and with about seven months rainfall in a year and an estimated 1,250mm annual rainfall.

About 45 minutes drive from Murtala Mohammed International Airport in Lagos, the head office is also about an hour's drive from Cotonou, the capital of the Republic of Benin. In spite of its proximity to Lagos, it is devoid of the hustle-bustle life of the former nation's capital.

The location outside an industrial town offers the right atmosphere for intellectual and sober reflections desired to ponder on the



*The Digital Library section of the secretariat*

## Commissioning of ALF Secretariat



*Ministers: Dr. Segun Agagu (Power and Steel) and Dr. Bimbola Ogunkelu (Co-operation & Integration in Africa (Middle) Ahmed Yayale (Head of Service of the Federation)*

problematic state of African development process.

The design was generated from the consideration of several fundamentals: accommodation, operation, environment, scale character, construction and cost. The International Conference Centre can comfortably accommodate 450 guests, with all of the supporting services expected of a top quality research and conference center. In addition, it will provide for a multiplicity of activities with the ability to cater for everything, from an international conference to local workshops and seminars.

Office accommodation is arranged in such a way that privacy and seclusion required for proper intellectual exercise can be achieved.

However, this does not imply a

dislocation of activities. The main reception pavilion provides a fulcrum to the entire complex, providing a nucleus from which visitor may gain access to all parts of the complex.

On entering the pavilion, the arriving guest will become aware of the second principle. Circulation routes have been designed under extensive roof structure without the restriction of a perimeter wall. Thus, the complex may be entered without passing through a doorway and the guest is immediately thrown into the complex activity zone by merely mounting a few steps onto the main terrace podium.

By retaining a comparatively low perimeter to the building, complete with sun control panels and filters at the edge of a very extensive roof, and relating this to a vastly increased volume in the body of the building, a constant flow of air is naturally generated which enables any heat to be drawn out of the space at the top of the roof, away from public circulation below. In this way comfortable conditions can be maintained without the very considerable expense of air conditioning. It again serves an aesthetic purpose. The complex also offers external terraces and very substantial swimming pool for recreational purposes.



*Governors: Bola Tinubu (Lagos); Audu Abubakar (Kogi); Ahmed Muazu (Bunchi) and Olusegun Osoba (Ogun) at the Launching of the ALF Endowment Fund and the formal commissioning of ALF Secretariat*



*Front view of the ALF Plaza*

The advent of the elected government of Chief Olusegun Obasanjo marked the turning point of the international community's policies of ostracism against Nigeria. With democratisation came a renewed interest from international donor agencies, particularly the European Union, to register effective support for the nascent democracy in the country.

Prior to 29 May 1999, in an International meet in Togo, known as the Lome Convention, the European Union made provision for some funds for the development of Nigeria, but the military system of government which was operational in the country prevented the realization of these EU projects in Nigeria, in line with the international community's conditionality that democratisation was sine qua non for benefiting from such international support.

Consequently, as stated, the EU interest in Nigeria became reactivated in Nigeria with the advent of democracy. Therefore, a *programming study* was launched in the mid 2000 to determine the most effective way of using "a financial envelop" of about 600m Euro from past and present allocation of the European Union Development Funds in Nigeria. The Development Researchers Network of Italy – the European Organisation, handled this *programming study* and the Africa Leadership Forum, which was its Nigerian counterpart.

While the DRN came with its teams of experts for this study; the Africa Leadership Forum successfully provided the logistic for the successful conduct of the study. The organization made office and travelling arrangements facilitated adequate interaction between the various agents involved in the project, and the provision of the Nigerian experts to the study.

The Africa Leadership Forum conducted the smooth prosecution of this study; and the report was presented to the National Planning Commission, the agency handling the project for the federal government in March 2001. Findings of the *programming study* reveals that the Council of the European Union, on 15 May 2001 indicated select areas of priority in Nigeria that are worthy of the support of external development agencies. These include the consolidation the new democracy in the country; poverty alleviation (reduction), the introduction of sustainable social and institutional reforms; and the overall development of Nigeria.

In their x-ray of the economy, the report declared that government effort at clinching macro-economic stability has not yielded much; stressing that aside the oil sector which produces 96% of the total export to the country, effective private sector presence in areas like transportation, energy, and communication, has not been accomplished due to a number of reasons. These include the huge cost involved in

such areas, managerial inadequacies that compound an already weak economy.

In view of this, the European Development Fund programmes, expected to raise a total target of 600m Euro in five years at 120mEuro a year, has the major goal of attaining an appreciable level of poverty reduction, enhanced developmental opportunities in Nigeria and putting Nigeria's nascent democracy on a solid footing. According to the report, the EU accord due recognition to the centrality of the states and local governments to the effective execution of government policies, and the realisation of the objective of good governance.

The report stated that the European Development Fund has indicated readiness in the provision of development incentives in Nigeria through multi donor programmes. This will provide the EU, with the ideal platform to feature prominently on the issue of the selection of the policies that will further propel international recognition.

In all, the report pointed that a critical analysis of the Nigerian situation culminated in the selection of 6 states, one each from the six-geopolitical zones, into which the country is divided; as the areas of focus of the EU activities. These are Osun (South West), Cross River (South South), Abia (South East), Plateau (North Central), Gombe (North East) and Kebbi (North West).

The focus of the EDF activities in each of these states includes: health, water, education, rural development, and food security – areas that are considered "sensitive" to the crusade against poverty.

**Africa Leadership Forum  
SUMMARY STATEMENT OF FINANCIAL ACTIVITIES  
For The Year ended 31<sup>st</sup> December 2000**

<b>Income &amp; Expenditure</b>	2000 \$
Incoming Resources	832,375
Resources Expended	881,988
Other Recognized Gains/(Losses)	49,613
Movement Of Funds	0
Balance Brought Forward From Previous Year	33,406
Balance Carried To The Following Year	(16,207)

**BALANCE SHEET  
As At 31<sup>st</sup> December 2000**

<b>Fixed Assets</b>	<b>67,425</b>
Current Assets	
Debtors	33,088
Cash At Bank And In Hand	9,545
	42,633
Creditors (Falling due within 1 year)	( 126,265)
Net Current Asset	(83,632)
Total Assets Less Current Liabilities	(16,207)

**Represented By**  
Accumulated Fund (16,207)  
The Account is a summary of the Audited Financial Statement.

**Audited By:**  
**Ademola Somorin & Co, Chartered Accountants (Nigeria)** 2000  
Western House 8-10, Broad Street, Lagos.  
Tel: 01-263 7027, 2631061 E-mail: somorin@nova.net.ng

## Nomination Form



*Would You Like to Fellowship With Us?*

### NOMINATION FORM

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

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

You can assist by sending the attached nomination form to people known to you for completion and forwarding same to us by mail through this address:

**The Executive Director**  
Africa Leadership Forum  
P. O. Box 766, Ota, Nigeria  
Tel: 234-39-722730-3  
Fax: 234-39-722742  
E-mail: [info@africaleadership.org](mailto:info@africaleadership.org)  
Website: [www.africaleadership.org](http://www.africaleadership.org)

Please type or print clearly when filling in this form.

Surname: \_\_\_\_\_

First Name: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Sex: \_\_\_\_\_

Nationality: \_\_\_\_\_

Occupation: \_\_\_\_\_

Home Address \_\_\_\_\_

Home Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Postal/Business Address: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ E-mail \_\_\_\_\_

Please give brief career and educational details:

Professional Interest: \_\_\_\_\_

Other Non-Professional Interest: \_\_\_\_\_

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

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

If yes indicate which one: \_\_\_\_\_

Any additional information please?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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*Report Of  
Operations  
2000 & 2001*

Please join the Africa Leadership Forum in making Africa's dreams a reality. With your generous donation, ALF can continue to do the work of bringing leadership and development to the African continent.

Help ALF build its endowment, so that it will be more equipped to combat the challenges facing Africa. ALF is building programmes to tackle issues of security, demilitarisation, gender issues, leadership building, youth programmes, and democracy. Your contribution, whether large or small, is precious and can help ALF serve Africa.

Each day, ALF faces the realities of doing business in a chaotic and fastpaced world. With the security of a substantial endowment, ALF will have the independence to continue its good deeds.

**We welcome donations from foundations and philanthropic institutions. Please contact us for more details.**

*"From the very beginning of the Africa Leadership Forum, its objectives had been lofty: to examine the challenges of leadership in African development, and help African leaders both incumbent and potential to acquire the necessary skills for enabling leadership, the prerequisite for good governance."*

*--Professor Anezi N. Okoro*

*Tear Out This Form and Join Our Cause!*

Mail to: **Africa Leadership Forum**  
Attn: Endowment Fund  
P. O. Box 776, Ota,  
Ogun State Nigeria

**Amount Donated**

**Type of Currency**

Organisation:

*Form of Address (Please circle one):*

Mr. Mrs. Miss Ms. Dr. Other: \_\_\_\_\_

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Country: \_\_\_\_\_

Telephone: \_\_\_\_\_