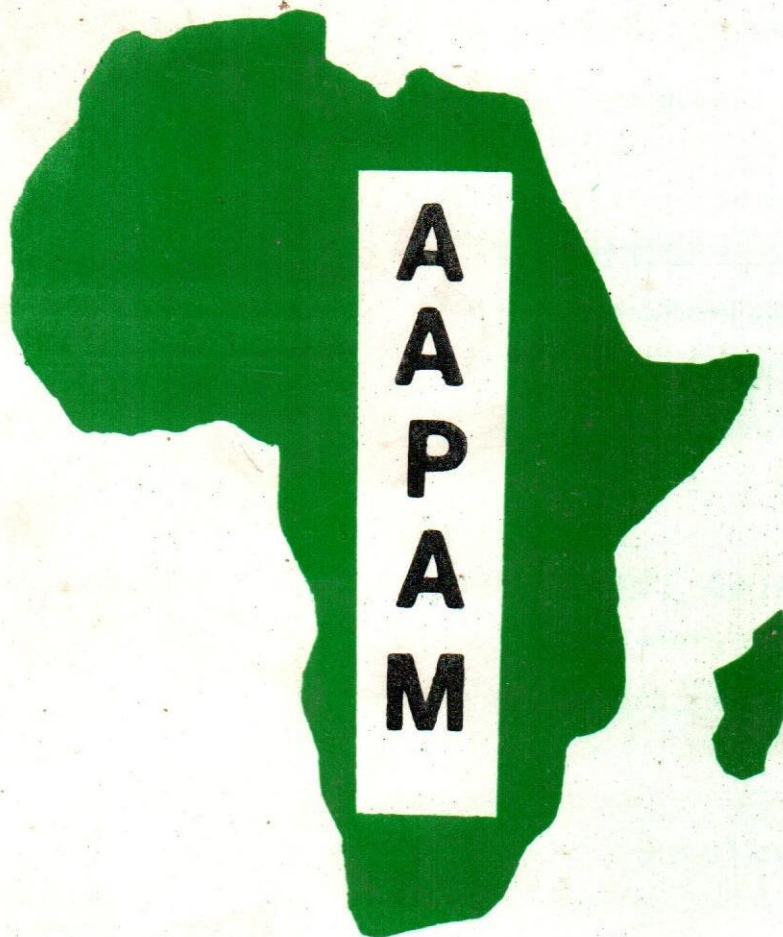


AAPAM NEWSLETTER

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**THE AFRICAN ASSOCIATION FOR PUBLIC
ADMINISTRATION AND MANAGEMENT**

September - December 1992.

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LETTER FROM THE PRESIDENT

The year we have just concluded was indeed a busy and eventful one for the Association. The three year programme (1991 - 1993) which was prepared by an Expert Group Meeting held in Mahe, Seychelles in 1989 and endorsed by the AAPAM Executive organs a year later continued to be implemented. Thus we ran two Workshops on Women in Top Management in Africa and one Workshop on Decentralization/Strengthening of Local Government in Africa. Progress on two researches launched in Nairobi in 1991 was significant. The researches were one on Women in Top Management and the other on Entrepreneurship in Africa.

At the end of the year, the 14th AAPAM Annual Roundtable Conference was held in Arusha, Tanzania from 30th November to 5th December 1992. As you were informed in the last Newsletter, the theme of the Roundtable was "Managing Science and Technology Policy in Africa". There were nearly 100 participants representing about 20 African countries. In short the Roundtable was a remarkable conference during which a new Council and Executive Committee were elected as shown elsewhere in this News letter. I must say thank you very much for the confidence you have shown in me personally by re-electing me as the President of the Association for the next three years.

The new Council and Executive Committee pledged that there was going to be no let-up in the activities of the Association. So as we enter 1993, our target is to achieve

even more than we have done in the previous year. We shall run at least four workshops including one of on Environment and Sustainable Development, one on Electoral Administration and the other on Entrepreneurship in Africa.

The social-economic conditions in Africa are still precarious. The Association must play its part with all determination and diligence if we want to see the tide turning for the better. In this regard, I appeal to all our members as well as donors to be even more forthcoming in your support and together we can make significant contribution towards recovery.

Finally, the new Secretary-General has now taken the management of the Association and in order to succeed, he will require all the cooperation of all individual and corporate members as well as all Governments of African States. I urge all of you to give him that support.

With best wishes for the New Year.

William N. Wamalwa
President

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NEW AAPAM COUNCIL ELECTED

In accordance with the provision of the Constitution which States that the General Assembly shall be held once every three years, the General Assembly met in Arusha in the course of the 14th AAPAM Roundtable Conference. The last General Assembly had been held in 1989 in Mahe, Seychelles.

Among other agenda issues, the General Assembly which met in Arusha elected a new AAPAM Council. The newly elected Council comprise the following members.

1. President: Mr. William N. Wamalwa (Kenya)
2. Deputy-President: Dr. James Nti (Ghana)
3. 5 Sub-Regional Vice Presidents
 - Mr. K.F. Adebolu - (Nigeria - West Africa)
 - Mr. William H. Shellukindo - (Tanzania - East Africa)
 - Dr. S. Agere - (Zimbabwe - Southern Africa)
 - Prof. A.A. Al-Teraifi - (Sudan - Northern Africa)
 - (To be named) - (Cameroun - Central Africa)
4. Corporate Members Representatives:
 - UN Economic Commission for Africa - ECA

Eastern and Southern Africa Management Institute
- ESAMI

West African Management Development Institute
Network - WAMDEVIN

Institute of Development Management - IDM (BLS)

Association of Management Training
Institutions of Eastern and
Southern African - AMTIESA

5. Individual Members Representatives

Mr. Ason Bur - Nigeria
Mr. E.A. Sai - Ghana
Mrs. Noelle Alexander - Seychelles
Mr. A.A. Tall - Senegal
Miss D. Shabangu - Swaziland.

5. Chairpersons of all National Chapters.

NEW EXECUTIVE COMMITTEE

Following the election of the Council, it met the following day to elect the new Executive Committee. The old Executive Committee's tenure of office had matured.

Notable was the re-election of Mr. William N. Wamalwa as the President of the Association for another three years. Dr. James Nti, a long time Executive Committee Member was elected the Deputy President.

The complete list of the Executive Committee is as hereunder:

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Director-General (Manpower)
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Vice-President for
Central African Sub-Region from
Cameroun (to be named).

HIGHLIGHTS FROM THE AAPAM FOURTEENTH ROUNDTABLE CONFERENCE

As we informed you in our last Newsletter, the Fourteenth Roundtable was held at the Arusha International Conference Centre, Tanzania, from 30 November to 5th December 1992. The theme of the Conference was "Managing Science and Technology Policy in Africa". The Roundtable Conference was officially opened by His Excellency Ndugu John Malecela, Prime-Minister and First Vice-President of the United Republic of Tanzania. The Conference was attended by over 100 delegates, representing 20 African Countries and a number of International Organizations. This Roundtable Conference also marked the 30th Anniversary of the founding of the Intra-African Seminars, the precursor to AAPAM.

In his key address to the Conference, Ndugu Malecela underscored the timeliness and importance of the theme to Africa, more so at this time when the majority of African countries are going through the painful structural adjustment programmes with a view to revitalize their economies. The Prime Minister reaffirmed that science and technology is extremely vital to the recovery of the economies of all African nations.

The Prime Minister stressed that, the theme of this year's Round Table discussions was extremely important. The issue of science and technology needs to take centre stage in Africa's development strategies. In order to achieve this there is need for appropriate science and technology policy management. In other words, there is need for proper institutional framework for determining and advancing science and technology in Africa at country, regional and

or at continental levels. Unfortunately this is easier said than done.

Where the topic has to do with policy management, it is perhaps better to make one step backwards and ask, why science and technology for development? It is important to pose the question because if the answers were so obvious AAPAM would not have bothered to hold such discussions on this topic since every country would have already taken the necessary measures. Since this is not the case, perhaps we have to look around and learn from others.

The Prime Minister then quoted the words of Mr. Donald Pluckenett, "Since World War II many countries have used technological change particularly in agriculture - as a source of economic growth and development. Countries like South Korea that were poverty - stricken 40 years ago have developed industry and become economically strong through technological change. But these countries were not able to industrialize successfully until they had improved their agriculture. In almost every case technological change in agriculture made possible by effective research, was a necessary pre-condition for modernization and broadening of the economic base".

It would appear sensible therefore for most of Africa to aim at the sector which affects most people. For Africa it is the agricultural sector. This means Africa has to start with the realities obtaining in the Continent and through research, science and technology work out a strategy for development. I would assume the other continents also start from the

conditions obtaining in their respective area. For this reason I would propose that science and technology for Africa should be designed to achieve the following:

- i) to reduce the drudgery of labour
- ii) to improve labour productivities and modernize agriculture
- iii) to improve food storage systems at village level
- iv) to improve water supply management systems
- v) to improve the management of our natural resources including water, forests, and the environment
- vi) to improve health delivery systems in both rural and urban areas.
- vii) to improve energy sources
- viii) to find alternative uses for our raw materials.

With regard to policy management aspects of Science and Technology, I consider the emphasis on the mechanism for policy management important because I suspect it is one of either the weakest links or missing links in Africa's development strategy.

Let me again use the examples of others to demonstrate Africa's problem. This time let me use the words of Professor Masamitsu Ohta, President of Nagoya Institute of Technology, "High education in Japan is supported by 466 institutions; 124 of these are engaged in the teaching of science and technology, and the annual enrolment is over 80,000 students. These figures are a result of the efforts during the past quarter of a century of improving the teaching of science and technology in Japan. Such advancement has enabled industry to obtain a good supply of engineers for the technological development and delivery of excellent products, resulting in the increasing prosperity of the country today".

It is clear that for science and technology to advance there must be an effort and an enormous effort indeed. Africa cannot and should not afford to depend on a "trickle down" mechanism of spreading science and technology to her people. Africa needs to summon the common will of individuals in the private, academic and public sector to promote research and the spread and use of the gained production sectors. But such a programme should go hand in hand with a well defined system of national priorities aggressively promoted by the establishment. By the same measure, ways and means should be developed of exploiting the world pool of technology more effectively than it is happening at the moment.

In particular, priority in this regard ought to be in the following crucial aspects:

- i) the enhancement of capacity building in the scientific and technical fields
- ii) increased funding for science and technology development.
- iii) training for the managing of acquisition of science and technology, utilization of science and technology.

In all these aspects, people responsible for Public Administration and Management have crucial roles to play especially in the allocation of funds, right personnel and creating appropriate institutional set ups with decision making spans that are fast, workable and flexible enough to make progress. As things are at the moment in Africa there does not seem to be a sense of purpose nor sense of urgency - in trying to turn things around. It is my earnest hope and prayer that your Round Table discussion is the start of the necessary fire to awaken particularly the knowledgeable sons and daughters of Africa which you really are.

Tanzania has recently formulated her National Science and Technology policy. The Tanzania Commission for Science and Technology and the Ministry for Science, Technology and Higher Education established in 1990. I know there are similar efforts in other countries in Africa notably in Algeria, our neighbouring Kenya, Nigeria and Zimbabwe. Also the OAU gives due attention to science and technology as required by the Lagos Plan of Action.

He concluded by asserting that Africa has a lot to do in the search and application of science and technology. I hope during your discussions you will also aim at discovering the obstacles which have and are still holding down Africa for so long. One of this for certain besides the leadership commitment, is financing. There has to be a production break through in one sector or a set of sectors to finance the development of other sectors.

In other words the initiative for change must to a large extent be internally generated and internally financed.

The opening address was preceded by a statement from the President of AAPAM, Mr. William N. Wamalwa. In his statement the AAPAM President recalled that thirty years ago in 1962, the first Intra-African Seminar was held in Dar-es-Salaam. This was the birth of AAPAM which was to be formally established 10 years later in Freetown, Sierra Leone. Since the first Intra-African Seminar, Tanzania has also hosted many Seminars and Workshops over the last twenty years. He expressed his gratitude to the people and government of Tanzania for their generosity and unfaltering support. Mr. Wamalwa thanked the Government of Tanzania particularly for hosting the 14th AAPAM Roundtable.

On the theme of the Roundtable Conference, the President emphasized that the Executive Committee approved the topic because of its importance and relevance to the needs of present day Africa.

African countries must strive for concerted efforts aimed at enhancing the application of appropriate science and technology policies for economic progress and sustainable development. A variety of laws and regulations have been enacted in this regard, but so far not much has been achieved. Most African countries have been unable to clearly identify the major sources of their economic growth. They have not even fully realised the importance of science and technology in sustainable economic development. It should be emphasized here that while the content of technology policy is important, for use in AAPAM our main focus should be the management of that policy: the institutional arrangements, building up national stocks of the required human resources, assignment of high priority in resource allocation and serious commitment to the successful implementation of these policies at the highest levels of government.

It is therefore imperative the President emphasized that African countries should endeavour to identify certain technology policy measures which are capable of stimulating sustainable information flow, technical content and institutional networking. Policy makers ought to understand that technology policy formulation is not simply the enactment of laws and publication of policy but entails continuous research, monitoring and evaluation. African countries also face major problems in maintaining the technological infrastructure that has been developed over the last decade. It is argued that some of the new policies such as those proposed under structural adjustment programmes are eroding the industrial and technological base. Skills that have been accumulated over the years may be lost as governments cut back on public expenditure and reduce their labour force. The general decay in institutional capacity in the region has also affected scientific and technological development. These challenges need to be addressed urgently as policy management concerns.

The manner in which developing countries have generally approached the issue of access to technology has raised a number of questions regarding the ability of these countries to fully benefit relevant policies that allows access to essential technologies. The relevant policies and institutional arrangements for supporting technological transformation are virtually non-existent in most countries.

Given the current state of the African countries there is need to identify certain technology policy measures which can be used to stimulate and promote the sustainable development of indigenous technological capability. Such measures are

defined as policy interventions which have the capacity to achieve systematic gains by re-organizing the economic systems as well as the institutional terrain with minimal investment, administrative requirements, staff and infrastructure. The main factors behind this approach is information flow, technical content and institutional networking.

Africa is marked by a wide range of institutional arrangements aimed at formulating science and technology policies. Some of these institutions have statutory authority but over the years, science and technology policy-making has been moving from councils and committees to ministerial organs. In many cases this trend had led to instability in policy content, implementation and manpower retention.

There are very few institutions in Africa with the specific responsibilities for acquiring scientific and technological knowledge. This role is played largely by research organizations, many of which treat the little information, such as patent offices, as either non-existent or marginal to the process of development. Some policy makers, and activists, accepting the lopsided arguments against intellectual property protection, have continued to oppose the establishment of patent offices.

Time has come for African countries to establish research institutions in other developing countries and to extend this to the industrialized world. This would open up new possibilities for collaboration and mechanisms for sharing the global fund of knowledge. By waiting for international and other agencies to pass on technological information to them, African countries have simply left their future in the hands of fate.

On the whole, the African countries will need to make major efforts to improve the administration and management of public policy in general and science and technology policy in particular. The ability to improve such management will require first that science and technology is recognized to be critical to sustainable development. One way of reflecting this in national policy planning and management is to formulate technology-led development plans and to integrate technological considerations into other development activities. This will require the building of capacity to ensure that technological objectives in the various sectors of the economy are achieved.

Following the official opening ceremonies, delegates devoted the next four days to deliberate on various sub-themes. The deliberations were both frank and down to earth and in the final session the participants made a number of observations as well as the recommendations whose summary is presented herebelow.

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

1. The Roundtable noted that:

- a) notwithstanding the publicly stated position on the subject, science and technology is yet to be accorded the importance it deserves in the policy process;
- b) the failure to back work with deeds is reflected not only in the absence of a clearly articulated policy on the development, utilization and promotion of science and technology;
- c) the Lagos Plan of Action represented the first major initiative to outline the strategic options in science and technology with a view to transforming the economies of Africa;
- d) the prolonged socio-economic crisis has hampered efforts aimed at implementing the guidelines in the Lagos Plan of Action, particularly as regards the need to earmark a specified percentage of GDP to Research and Development in Science and Technology;
- e) the adoption of SAPs further impaired efforts at increasing investments in Science and Technology;
- f) an environment which is conducive to the development of Science and Technology - including a stable policy, accountable and responsive governance, and appropriate institutional infrastructure - is yet to be established in a number of countries in Africa.

Recommendations:

To enhance the policy management capacity for the development of science and technology, the Roundtable recommended that steps be taken to:

- i) create an awareness among policy makers, users of science and technology, and the society at large on the importance of science and technology and on a culture that underpins scientific and technological endeavours;
- ii) strengthen the capacity of institutions and personnel associated with S & T ventures;
- iii) evolve a system of rewards and incentives targeted at African inventors and innovators actively engaged in extending the frontiers of science and technology;

- iv) establish funds for R & D in different areas of science and technology;
- v) enhance the status of science at all educational levels;
- vi) incorporate S & T policies in national development plans and programmes, and ensure that the objectives of such policies are pursued up to the level of project implementation;
- vii) get AAPAM to communicate with member states on how these recommendation could influence production methods and patterns in the various African countries.

Institutional and Capacity Building:

As regards the institutional and capacity building measures which need to be instituted in support of science and technology, the Roundtable began with a number of observations, viz:

- a) the organizational arrangement for S & T policy management has both structural and functional components;
- b) the success of capacity building initiatives in S & T hinges on the prevailing political environment policy support, institutional infrastructures, competence and motivation of personnel, and the dissemination and utilization of results of research in S & T;
- c) the effectiveness of S & T institutions can be measured in terms of how far they succeed in achieving S & T policy objectives, the quantity and quality of products/ideas produced, and the range of socio-economic problems tackled;
- d) among the essential tasks which S & T institutions are expected to carry out are policy formulation and strategic planning; programme management, monitoring and evaluation; project design; resource mobilization; coordination of S & T activities, personnel selection, training and motivation; dissemination of research results; and institutional evaluation.

Recommendations

In the light of the proceeding observations, the Roundtable recommended that:

- i) The three-tier national organizational structure comprising a council at the apex, the implementing agencies at the middle, and the clients should be adopted and adopted as the model,
- ii) in restructuring and streamlining the existing S & T institutions, due attention should be paid not only to the national strategic objectives in science and technology but also to the tasks identified under (d) above as part of the observations;
- iii) independent visitation panels should be periodically instituted by the Government to review the mandate, performance and effectiveness of the various S & T institutions, and propose changes deemed appropriate;
- iv) the capacity of the S & T institutions to negotiate with external technical assistance institutions should be enhanced;
- v) the institutions responsible for coordinating the activities of S & T institutions and for mobilizing resources should be suitably located in the machinery of Government and be accorded high level political support.

SENIOR POLICY LEVEL, SEMINAR ON WOMEN IN TOP MANAGEMENT IN AFRICA, BANJUL, THE GAMBIA, 2 - 6 FEBRUARY 1992

Background and Introduction

In Africa, a major and available development resource is human resource. Any development policy or strategy should therefore aim at the maximum utilisation of this resource irrespective of gender. Since the United Nations Decade for Women, a number of measures have been taken by National Governments, in the initiation and development of programmes towards the integration of women in national development. However, all these positive measures have failed to have a significant impact in bringing about the necessary changes to the status of women in Africa. Hence the need for an increased focus on the role and importance of women to the future development of this Continent.

The main objective of the Seminar, was to sensitise African Governments on the need to include women in the planning and implementation of development programmes, through encouraging such governments to ensure that women are well represented in top management positions in all key areas of public and private sector.

The Seminar reviewed the current status of women in Africa and also discussed the various constraints to their advancement to top management positions. The Seminar further explored the policy instruments necessary for the advancement of women, as well as their sustainability, in top management positions.

The Seminar participants also carried a review of the effectiveness of policy instruments currently in force in a

number of African countries, and made recommendations with regard to the enhanced participation of women in the governance of African countries. At the conclusion of the Seminar, the participants drew up a Communique setting out actions to be taken in order to remedy the current status of women in Africa.

The Seminar was attended by women in top decision making levels in their own countries or organisations; and who deal with matters related to the advancement of human resources.

The Honourable Minister for Health and Social Welfare in the Republic of the Gambia, Mrs. Louise A. Njie gave the Keynote address during the opening Ceremony. The Minister conveyed to the Seminar participants and organisers the warm sentiments of welcome from His Excellency Sir Dawda Kairaba Jawara, the President of the Republic of Gambia, and from the Government and the people of the Gambia. She expressed the hope that the participants would find themselves at home in the Gambia.

The Honourable Minister observed further that the Gambians are extremely proud to be associated with the activities of AAPAM which has proved to be a useful forum, for the evaluation of critical issues that face African Governments.

The Minister pointed towards the opportune timing of this particular Seminar as an indicator of the importance of women in the achievement by African states of a self

sustaining development. She observed that the past practice of the non-integration of women in the development and management processes in Africa, had severely hampered Africa's growth. The Minister then focussed on the modest efforts of the Gambian Government with regard to the reversal of this practice. A major step had been taken with regard to the establishment of the National Council of Women by an Act of Parliament in 1980.

The World Bank funded Women in Development pilot project launched in 1990 was aimed at equipping the Gambian women with the functional skills and talents to facilitate their integration into the socio-economic development of the Gambia.

The Honourable Minister drew the attention of the Seminar participants to the following pertinent and "burning" issues, namely:-

1. The barriers that impede women from advancement into top management positions in Africa. It must be borne in mind that most of these barriers are in most cases subtle and obscure.
2. The absence of women in the selection and decision making organs within the systems of governance in our country.
3. The need to stir up the interest of women to aspire to and advance into top management positions that are now the exclusive preserve of men.
4. The need for specific infrastructural reform in Africa in order to assist women in their multiple roles within our societies.

The Honourable Minister requested the Seminar participants to deliberate upon these issues in order to assist their Governments in formulating good and enduring policies on women.

The Seminar was concluded on 6th February, 1992, with the issuing of the Banjul Communique. It is the hope of the Seminar participants that the important lessons and experiences shared at this Seminar will make a positive impact to the future utilisation of her resources and peoples irrespective of gender classification.

COMMUNIQUE

PERMEABLE

The first Senior Policy Seminar on Women in Top Management, organised by the African Association for Public Administration and Management (AAPAM) and hosted by the Management Development Institute of the

Gambia, was held in Banjul between 3rd to 6th February, 1992. The Seminar was attended by thirty two (32) participants representing nine (9) English speaking African countries and three (3) International/Regional Organisations. The theme of the Seminar was the Advancement of Women to Top Management positions in Africa. The choice of this theme arose out of the recognition that women in Africa are disadvantaged right from entry into the Labour market, through promotion and advancement into top management positions in Public Management.

During the discussions, the participants observed that there are several extraneous inter-personal and intra-personal reasons which largely contribute to the under-representation and under-utilisation of women in top management decision-making levels. The overriding effect of this obvious neglect is the under-utilisation of more than 50% of the African human resources potential base (i.e. women) This, in spite of the acknowledged fact that women can make significant contribution to national development. This capacity, therefore, must not be allowed to go to waste particularly at this time when Africa needs all the available resources in its socio-economic development.

Following the discovery of the fact that the mismanagement of Africa's resources (both natural and human) is the bane of her problems towards development, it is imperative that a core of qualified and effective managers be developed to facilitate a positive turn-round of Africa's future existence. It is equally important that the capacity of women in Africa be no longer over-looked in the national scheme of affairs which now ought to include the promotion and advancement of women in decision-making levels. This effort should aim at addressing the identical constraints against the advancement of women such as education and training, corporate culture and attitudes, gender insensitivity; and the inadequate legal and infrastructural support necessary to accommodate women's multiple roles.

CONCLUSION

During the deliberations of the Seminar, we, the Seminar participants decided that women need specific action programmes in order to assist their advancement into top management positions. Such action programmes should include:-

- i) the development of instruments and strategies to bring about change in national policies, and corporate culture.
- ii) the development of appropriate education and training for women; and
- iii) the development of adequate institutional and social infrastructure to provide the necessary support to women in Management.

RECOMMENDATIONS:

We identified the following instruments and strategies in order to achieve the foregoing purposes, namely:-

1. The ratification and implementation by African Governments of all legal instruments that pertain to the elimination of all forms of discrimination against women. In this context, we would like to draw attention to the need for African countries to implement the following conventions.
 - a) The United Nations Convention on the Elimination of all Forms of Discrimination Against Women adopted by the UN General Assembly.
 - b) The African Charter on Human and Peoples' Rights adopted by the OAU 18th Assembly of Heads of State and Government in June 1981 at Nairobi, Kenya.
2. The realignment of institutional infrastructures in our countries together with the policies, regulations and corporate practices pertaining thereto, in order to ensure affirmative action towards the elimination of gender insensitivity.
3. The development and maintenance of management information systems on women in Africa through research and data collection, in order to build up a core of knowledge necessary in the constraint monitoring of the advancement of women into top positions.

National and regional networks for women affiliated to International Networks should be established in order to enhance access by women to information and available opportunities for upward mobility.
4. African governments and training institutions should introduce and sustain gender - neutral and gender-sensitive curricula into the educational systems. Further, training programmes should be designed to facilitate the upward mobility of women into decision-making levels. Such training programmes should emphasize the development of skills in assertiveness, team building, leadership, negotiation, public speaking, confidence building, stress management and Supervisory & Managerial Skills.
5. It is imperative that both public and private sector establishments Review and Re-orientate the criteria for recruitment, promotion and advancement of personnel in order to eliminate gender imbalances in management positions. Further, these establishments need to set new goals towards the achievement of gender balances at all job description levels and in all

occupations in order to encourage women to self-actualise themselves and to develop the spirit of service towards National Development.

6. Governments and institutions in Africa should Develop and provide effective infrastructural support to enable women to cope with their multiple roles in the Society.
7. Gender sensitization fora should be established in African countries particularly in the training and development institutions in order to achieve gender sensitive societies and organisations.
8. African Governments should create and encourage the emergence of agencies charged with the responsibility for dealing with women and gender issues. The Governments should also upgrade the status of existing Women Bureaux of Commissions. Furthermore, focal points for women issues should be established in all Government Ministries.
9. African Governments should encourage the emergence of non governmental organisations and agencies whose role is to encourage the participation of women in National Development.
10. African Governments should make education accessible to women at all levels. To this end, primary education should become compulsory and free with immediate effect.
12. African governments should recognize the genuine concerns of women with regard to their under-representation in the political management of our countries. To this end, African Governments have an obligation to ensure the development of women organisations and pressure groups which should be integrated within the political systems.
13. African Women should be mobilised and encouraged towards greater involvement in the political arena at all levels. In this context a constant analysis and monitoring system should be established to ensure that such mobilisation efforts remain a permanent feature of our political systems.
14. African Governments should formulate and implement deliberate policies to promote and develop the full potential of women in order to ensure gender balancing at all levels and in all sectors of our national development.

VOTE OF THANKS

Finally, we would like to express our appreciation to AAPAM for organising this Seminar, and to the Government

and the people of the Republic of Gambia, through our host M.D.I., for the warm hospitality and kind assistance extended to all the participants during the Seminar.

We also extend our appreciation and sincere gratitude to all persons who prepared and presented the working and country papers, as well as those who served as chairpersons and rapporteur of the various sessions. Special mention must be made of the untiring efforts of the Director General and

Staff of the MDI of The Gambia.

AAPAM is requested to use its good offices to bring this communique to the attention of all African Governments and to other regional bodies in Africa for action thereof.

Thursday, 6th February, 1992
BANJUL, The Gambia.

SENIOR POLICY SEMINAR ON WOMEN IN TOP MANAGEMENT IN AFRICA NAIROBI, KENYA

19TH - 23RD OCTOBER 1992



Group photograph of the Participants

The second Senior Policy Seminar on Women in top Management organised by the African Association for Public Administration and Management (AAPAM) was held in Nairobi, Kenya between 19th and 23rd October, 1992. The Seminar was attended by fifteen (15) participants representing the countries of Lesotho, Kenya, Nigeria, Sierra Leone, Swaziland, Tanzania, Uganda and Zimbabwe. Representatives from the Commonwealth Secretariat, Norway and the UNDP (Kenya office) also participated in the said Seminar on Observer status.

The primary objective of the Seminar was to provide a forum for the review of research work being carried out on the current status of Women in Top Management positions in six "sample" countries of Africa. This would in turn provide an opportunity for the participants to examine and reflect upon the problems, constraints and opportunities, (including

policy instruments) that face women-in or aspiring to top managerial positions

The participants received reports on research work currently being executed in Lesotho, Nigeria, Sierra Leone, Tanzania and Uganda. The following observations were made with regard to the country reports:-

GENERAL OBSERVATIONS:-

1) RESEARCH FIELD

Most of the researchers were in agreement that the field of research had posed a number of unexpected difficulties such as uncooperative interviewers, geographical/cultural diversities and the inaccessibility of public documents and or public officials. In some cases, public records were found to be scanty and almost non-existent.

ii) CUT OFF POINT:

The researchers were also unanimous in their uncertainty as to the cut-off point of the SCOPE of the research. Field research had established that the levels of participation by Women in Top Management varied from country to country.

Following deliberations on this matter, the Seminar Participants made a general ruling that the research be focused upon the initial Top THREE positions in Public Sector Management and Institutions. Where the threshold of women participation in Management is lower than that, the researcher has the discretion of including the next one or two levels down the scale of management. The Researcher should at all times carry out a QUALITATIVE and QUANTITATIVE analysis of the fieldwork data.

iii) MODE OF RESEARCH:

The Researchers were advised to develop a SAMPLE FRAME and strategy for executing the same. A good questionnaire should also be developed and administered to the target group. The questionnaire should cover as many aspects as possible in order to draw out adequate information from the target group questionnaire should also cover and be modelled upon the AAPAM guidelines and objectives for this particular research project.

However, it is observed that researchers should be innovative in devising other methods/options that achieve the same goals and purpose. The researchers were reminded that the target of the research are African Women in Top Management. Other groups such as men, business women self employed women, etc must be excluded.

CONCLUSION

The final session of the Seminar consisted of a presentation by Dr. Farida Sheriff (ISS-Netherlands) on A Bird's Eye View on the PROGRESS OF THE RESEARCH PROJECT. Dr. Sheriff noted that the research work objectives have taken off in many of the Countries represented in the Seminar. She reiterated the constraints facing the researchers as observed earlier in this Summary. She gave valuable insights to researchers on the methods of organising their research work and reports.

She also emphasized the need for AAPAM to provide adequate logistic and financial support to the researchers. Finally Dr. Sheriff challenged all the Seminar participants to be supportive of the research work through encouragement to the researchers based in the various countries.

A more detailed Seminar Report shall be compiled for circulation through the AAPAM network as soon as possible.

SENIOR POLICY SEMINAR ON DECENTRALIZATION/STRENGTHENING OF LOCAL GOVERNMENT IN AFRICA BANJUL, THE GAMBIA, 27 - 31 JULY 1992.

A five-day Senior Policy Seminar on Decentralization and Strengthening of Local Government in African Countries began at the Management Development Institute (MDI) in Banjul, The Gambia on Monday, 27th July 1992 with 31 delegates present. The participants were drawn from local government administration, urban or municipal administration, and central government ministries responsible for supervising local governments in the following African countries: Botswana, The Gambia, Ghana, Kenya, Malawi, Nigeria, Tanzania, Sierra Leone, Swaziland, Uganda and Zambia. Jamaica was represented at the seminar by the Permanent Secretary, Ministry of Local Government.

At the formal opening ceremony, Mrs. Juka F. Jabang, Director-General, MDI, delivered a welcome address. This was followed by statements from Mr. Joseph Oyugi, Deputy

Director, TCMD/DESD and then Mr. O.A. Wafula - on behalf of Professor A.D. Yahaya, Secretary-General, AAPAM who was unavoidably absent. The key-note address was then given by the Honourable Yaya Jallow, Minister for Local Government and Lands, after which he formally declared the seminar open.

Mr. Oyugi's address focused on the ambivalent attitude of central government to decentralization. According to him, it was not unusual for the government official who disparages local government for promoting ethnic divisions to acknowledge the important role of that level of government in the process of development plan formulation and management. In any event, the socio-economic conditions prevailing in contemporary Africa could not but stimulate interest in decentralization and raise the profile of local government. In addition to providing an opportunity to

highlight the problems facing decentralized institutions in Africa, the current series of senior policy seminars, by drawing on cross-cultural experiences, would assist participants to reflect all proposals designed to enhance the capacity of these institutions.

In his statement, the Secretary-General of AAPAM, Professor A. D. Yahaya expressed his personal and AAPAM's deepest appreciation to the Government and people of the Gambia for the support they have consistently extended to AAPAM. Professor Yahaya noted that the prevailing socio-economic situation in Africa compels a critical and frank examination of the central issues in decentralization. Prominent among these are the issues of role and power sharing (between central and local level institutions), cost sharing, local level revenue mobilization strategies, accountability and responsiveness, the organization and structure of local government, and human as well as institutional capacity building. In contrast to the immediate post-independence period when the central government believed it has a monopoly of answers to developmental questions, it is now self-evident that effective local authorities are an indispensable element in the process of rural and national economic transformation.

The Honorable Minister of Local Government and Lands commended the UNDES, AAPAM and other collaborating institutions for their initiative in organizing such a seminar at a time when the Gambian Government was in the process of considering a UNDP report on decentralization strategies in the country. He also extended a warm welcome to the visiting resource persons and participants, and urged them to enjoy the facilities offered by the Gambia whilst they shared their ideas and experiences. The Minister stated that many of the existing structures in Africa were a legacy of the colonial past and even though attempts had been made to modify these structures, they were still highly centralized, inflexible, and lacking in innovation. Nevertheless, decentralization can stimulate popular participation in decisions relating to the formulation and execution of development programmes, spur the search for additional resources, and encourage the responsiveness of programmes and projects to public control accountability. In the Gambia, in particular, Government was in the process of taking decisions intended to strengthening provincial administration. The measures would enhance the role and status of the Divisional Commissioner, improve the image and credibility of the Area Councils, decentralize the planning machinery in order to involve grassroots institutions in the formulation, execution, and monitoring of development projects.

Election of Officers

The following officers were unanimously elected:

Chairperson:	Mr. A.S.O. Tall Permanent Secretary Ministry of Local Government & Lands The Gambia.
First Vice Chairperson:	Mr. B.S. Phangaphanga Permanent Secretary Ministry of Local Government & Lands Malawi.
Second Vice Chairperson:	Mrs. M.O. Alexander Permanent Secretary Ministry of Local Government, Youth and Community Development, Jamaica
Rapporteur-General:	Dr. Jide Balogun Senior Regional Adviser MRAG/ECA
Asst. Rapporteur-General:	Dr. Sasi Ndure MDI The Gambia.

Adoption of Agenda

After a brief introduction of the Provisional Agenda by Mr. Joseph Oyugi, Seminar Coordinator, it was unanimously adopted with few amendments. Mr. Oyugi then presented the Aide Memoire which provides highlight of the seminar in the form of an annotated agenda. The seminar would use it as its main working document together with the substantive papers prepared by selected experts on the five main sub themes of the seminar, viz:

- i) Organizational and Structural Issues by Prof. S. Mushi;
- iii) Central/Local Government Relationships by Dr. D. Olowu;
- iii) Training and Development of Local Government Personnel by Mr. P. Efange;
- iv) Financing of Local Government by Mr. H. Allen; and
- v) Accountability and Responsiveness by Dr. M.J. Balogun.

SUMMARY OF THE REPORTS AND RECOMMENDATIONS OF SYNDICATE GROUPS

The five papers presented at plenary sessions were critically reviewed by three syndicate groups. Group 1 focussed its attention on organizational and structural issues. Group 2 examined the training and development needs of local government while Group 3 deliberated on measures designed to enhance the financial management capacity and promote the accountability and responsiveness of local authorities. A Summary of the groups conclusions and recommendations were as follows:

Organizational and Structural Issues

In examining the organizational and structural issues in decentralization Group 1 explained proposals aimed at facilitating and transfer of responsibilities and resources from central to local governments, streamlining the role of local government, improving the financial position of local government, and generally enhancing human and institutional capacity of local government. The Group further discussed issues ranging from the size of local government to the relationship between local governments and donor institutions. After discussing the issues exhaustively, Group 1 recommends as follows:

- i) the responsibilities transferred to local governments should be matched with adequate resources;
- ii) the resource transfers should be undertaken out of total and genuine concern for the development of local communities;
- iii) the agency charged with the responsibility for overseeing the transfer of resources should command the respect of the various sectoral ministries affected by decentralization;
- iv) the commitment of central authorities to decentralization should be genuine.
- v) the allocation of functions to local governments should be governed by the principle of subsidiarity - by which is meant that decisions having local implications should be taken at the local government level, while those with national implications should be taken by central authorities;
- vi) local governments should be involved, or at least, consulted, on decisions having national implications particularly in so far as such decisions also affect the life and welfare of local communities;

- vii) legislation specifying the functions of local government should include general competence powers to enable local authorities take actions to meet on-going challenges;
- viii) in sharing revenue among local governments, due consideration should be given to the issue of equity, and the need of poor and deprived local government areas should be borne in mind;
- ix) local government revenue-generation drive should not reach extreme limits - i.e. whereby local communities are over-taxed;
- xi) to resist the temptation to over-tax the people, local governments should diversify its revenue sources and explore the possibility of raising monies through other means (e.g. issuance of stocks and bonds, and dealings on the domestic financial market);
- xii) local government should impose presumptive tax (i.e. business tax on the informal sector);
- xiii) local governments personnel systems should be improved by ensuring that local government employees enjoy the same service conditions as (or better than) their counterparts in central government.
- xiv) steps should be taken to coordinate the work of local government with the activities of other institutions operating at the local level (particularly, the NGOs and the field offices of central government departments);
- xv) traditional institutions should be made to support the local government system;
- xvi) donor agencies should be encouraged to provide technical assistance to local government especially, in the areas of research, capacity building, and senior-level policy management training.

Training and Development

Group 2 discussed the paper presented by Mr. Peter Efange on the training and development of local government personnel. While the group felt that the measures outlined in the paper were valid, instructive and helpful, it was of the view that it was still necessary to indicate precisely how the recommendations should be operationalized. On further reflection, the group concluded that the responsibilities outlined in the paper in the area of training and development should be shared by central and local authorities, local

government associations, NGOs, and donor agencies. The Group felt that local government reform could not be considered except within the context of general sector reform.

The Group subsequently recommended that:

- i) local government policies (outlining the objectives of, and the institutional framework for, training) should be formulated;
- ii) the training policies should be backed by a training strategy which identifies the target population, their training needs, the resources required, the training institutions, and the training methodology;
- iii) the institutions responsible for personnel matters (e.g. selection, promotion, discipline, retirement benefits) should be streamlined;
- iv) progressive schemes of service should be introduced to retain competent staff;
- v) local government service boards/commissions should be insulated from partisan politics and direct central government control;
- vi) the salary and conditions of service of local government staff should be made more attractive than it is;
- vii) local government's personnel information system should be improved and regularly up-dated;
- viii) local government manpower planning units should be established to plan the development and utilization of human resources;
- ix) a network of local government institutions should be established to enhance the exchange of information, ideas and experiences, and the African Section of IULA should be involved in the networking programme;
- x) the assistance of donor agencies should be sought in matters pertaining to human resources development and capacity enhancement.

Enhancing Financial Management Capacity

The two papers presented by Mr. H.J.B. Allen and Dr. M.J. Balogun ("Enhancing Administrative and Management capacity in the Area of Local Government Finance" and "Enhancing the Accountability and Responsiveness of Local Government and Decentralized Units in Africa"

respectively) were further discussed by Group 3. With regard to Mr. Allen's paper, the Group began by identifying local government's sources of revenue and the problems associated with each source. Based on the discussions which took place at the syndicate, the Group recommends as follows:

- i) A period must be stipulated (e.g. 21 days, as in Ghana) within which the central government is obliged to respond to local government's plans to expend funds on services and projects;
- ii) Records of all persons or agencies liable to pay tax, rates, charges and fees, etc, should be regularly up-dated, and the property to be taxed should also be constantly evaluated;
- iii) Each local authority should take steps to enhance its capability in those areas of financial management where deficiency has been identified (e.g., revenue collection, reconciliation of accounts, financial planning, and resource optimization);
- iv) There must be adequate financial management training for local government officials;
- v) In order to overcome the problems associated with lack of objective criteria in sharing grants, thought should be given to the application of the following criteria, among others: the extent of deprivation of a local area, infrastructural facilities to be maintained, rateable value of property in a local government area etc. Furthermore, payment of grants should reward local government's efficiency in its own revenue collection effort;
- iv) Improved planning and budgeting techniques should be introduced and applied;
- vii) There must be legislative provision to ensure that central government pays local government grants on time;
- viii) Thought should be give to the possibility of establishing financial supporting institutions (e.g. Municipal Development Banks) to provide loans, assist local authorities in their general financial management, and provide technical assistance;
- ix) The issue of deficiency in financial management should be addressed through training;
- x) Consumers must be involved in the formulation of policies;

- xi) There must be regular review of user charges without statutory requirement or requirement for central government approval;
- xii) There must be regular review of criteria for the imposition of borrowing limits;
- xiii) There must be government guarantees for local councils to borrow from the nationally recognized financial institutions for viable projects;
- xiv) Local authorities should be directly involved in planning projects which entail substantial maintenance or recurrent costs;
- xv) Local government should explore imaginatively other sources of revenue suited to their own particular environment.

Accountability and Responsiveness

In addition to its proposals on local government finance, Group 3 discussed the paper focusing on accountability and responsiveness. The issues (in accountability and responsiveness) considered by the Group include the prevailing political culture or environment; the political, administrative, legal and auditing institutions; and the extent to which local authorities were accountable to the law, the electorate and the central government.

To promote the accountability and responsiveness of local government, the Group recommends that:

- i) the institutions responsible for internal and external financial audit should be strengthened;
- ii) compliance auditing should be supplemented with performance auditing;
- iii) the office of ombudsman should be established

or strengthened to ensure that abuses at all levels of the government are checked;

- iv) the political leadership category in local government should be elected in the open, competitive environment instead of being appointed by central authorities;
- v) the judiciary should be strengthened and its independence guaranteed;
- vi) there should be regular communication between local government and the community.
- vii) local authorities should make their deliberations and audited accounts accessible to members of the public;
- viii) the recall or impeachment procedure, (subject to safeguards against abuse) should be streamlined and institutionalized;
- ix) local government should be vested with substantial powers and granted adequate resources to enable it discharge its obligations to the public.

Seminar Closing Formalities

At the end of the plenary and syndicate discussions, the seminar was officially closed on Friday, 31st July, 1992. The formal closing was marked with addresses by Mrs. J. F. Jabang, Director - General, M.D.I.; Mr. Joseph Oyugi, Deputy Director, UNDES/TCMD; Mr. O. A. Wafula (on behalf of Prof. A. D. Yahaya, Secretary - General, AAPAM); Mr. A.S.O. Taal, Permanent Secretary, Ministry of Local Government, The Gambia; and Mr. A. Sallah, Ag. Secretary-General, Government of the Gambia. Besides highlighting the important contribution of the senior policy seminar, the various speakers stressed the need to organise follow-up seminars on the same theme. The view therefore, was that the dialogue should continue long after the Banjul seminar.

NEWS FROM COLLABORATING ORGANIZATIONS

A) DAVID ANDERSON AFRICA TRUST

As most of you already know, DAVID ANDERSON was a life-long campaigner for African development and believed in the right, and the ability, of Africans to manage their own affairs. He was also committed to effective human resources planning, development and utilisation.

David first arrived in Africa in 1941. He worked closely with President Kwame Nkrumah, becoming Establishment Secretary in 1957.

In 1961 he became Staff Development Adviser to Mwalimu Julius Nyerere of Tanzania and in 1964 moved to Kenya as Adviser on the Public Service to President Jomo Kenyatta. David was appointed the Ford Foundation Representative for Eastern and Southern Africa in 1970.

He left East Africa in 1976 to establish in Maseru the EEC Delegation for Botswana, Lesotho and Swaziland. During this period David became increasingly involved in regional co-operation.

In 1976 he was appointed Assistant Secretary General of the Commonwealth and Managing Director of the Commonwealth Fund for Technical Co-operation.

For most of his adult life David was a pan-Africanist. He was founding member of the African Association for Public Administration and Management (AAPAM).

David Alexander Anderson was born in Bathgate, Scotland on 7 June 1920, married in 1953 and had three daughters. He died on 9th October 1989 in England.

A leading African administrator once said that:

"David Anderson was a son of Africa at heart as he was a son of Scotland by blood"

Following his death, the David Anderson Africa Trust (DAAT) was founded.

The aims of DAAT are:

- to promote the education and training of individuals who have been displaced from their own countries in Africa by enabling them to follow suitable courses of study and periods of training;
 - to fund research and education in new ideas, techniques and practical concepts in the field of public policy, public administration, regional co-operation and related fields;
 - to publish the results of research generated from projects funded by DAAT.
- In contribution with specialists in these fields, initial projects have been identified for implementation with a view to further development.

TRUSTEES

Mrs. Mary Anderson
 Ms Janis Anderson
 Ms Davina Anderson
 Ms Catherine Attlee
 Mr Tony Dodds
 Dr. John Gerhart
 Dr. Simba Makoni
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B) ABOUT THE GLOBAL COALITION

The Global Coalition for Africa (GCA) is a North-South forum that brings together African leaders and Africa's principal external partners. Launched in 1991, it examines Africa's most critical social and economic development issues, seeks consensus on policies and programs of action, and monitors the results. The GCA is based on the promise that Africa can grow only from within, but that to do so it needs sustained and well-coordinated out-side support and a stronger working partnership with northern donors.

And with sweeping changes around the world, the GCA seeks to keep Africa on the global agenda and to mobilize the necessary international support to match Africa's commitments to economic and political change.

The GCA's three Co-Chairmen are Sir Ketumile Masire, President of Botswana, Jan P Pronk, Minister of Development Cooperation of the Netherlands, and Robert S. McNamara, former President of the World Bank. The Secretariat, based in Washington DC, is headed by Dr. Boubakar Diaby-Quattara.

The Coalition's ultimate governing body is a Plenary involving all of Africa and its bilateral, multilateral, and non-governmental partners. The Plenary meets once every three years. Guiding the Coalition's day-to-day work is an Advisory Committee of 10 African economic ministers, 10 ministers from donor countries, and representatives of the following international organizations: the Organization of African Unity, the African Development Bank, the Economic Commission for Africa, the African Bureau of the UN Development Programme, the Secretary General of the UN Conference on Trade and Development, the Commissioner for Development of the European Community, the Executive Director of the UN Population Fund for Development, the Director of the Africa Department of the IMF, and the World Bank's Vice President for Africa.

The Agenda for the GCA is focused on six main themes:

1. Governance, democracy, and conflict resolution _ and the related areas of reduced corruption and military spending.
2. African capacity development in economic policy formulation and management.
3. Population, agriculture, and environment.
4. Monitoring and reporting on development trends and resource flows.
5. Regional integration.
6. Special human resources issues, such as AIDS and development.

(C) THE DEVELOPMENT POLICY MANAGEMENT NETWORK (DPMN) BULLETIN

The Development Policy Management Network is the product of an initiative taken by the European Centre for Development Policy Management (ECDPM!) at the suggestion of a number of individuals and agencies, particularly in Africa and Europe, concerned with the lack of opportunity for effective interchange of information and ideas between the several sectors in development policy management.

Objective

The DPMN is designed to build an "information bridge" between those concerned with the management of development policy within government, within non-governmental organisations and within research and training/education organisation primarily in Africa, Europe and multi-lateral agencies.

Organisation

DPMN is envisaged as a membership organisation directed by a Management Board. Supporting organisations will be represented on the Board. It is proposed that professional and secretarial support for network activities will be undertaken by a small central secretariat located in Africa..

DPMN Activities

Greater interaction between administrative, researchers and others involved in development policy management will be generated through task forces and study groups; seminars, workshops and consultative meetings; and the publication of the DPMN Bulletin. One of the primary aims of the

Bulletin is to attract contributions from officials and others describing actual constraints encountered in the process of policy formulation and implementation thereby providing focus and stimulus to the work of researchers. It is expected that the outcome of this more operationally focussed research will then be fed back to policy-makers and administrators.

The ECDPM has accordingly agreed to devote time and resources to the launching of a DPMN Bulletin as one of the instruments for communication between the various actors involved.

In fact the Pilot Issue of the BULLETIN is now out and ECDPM would wish to urge all readers to let it know their reactions to this issue and particularly their suggestions as to how it can be made more useful and effective.

This request for advice on content, structure, style, we are told is a very serious request and not simply a routine courtesy to readers. The BULLETIN will only be effective if it can build bridges between the many parties involved in development policy management: the "thinkers" and the "doers"; the economists and the students of other disciplines such as public administration, political science and sociology. In particular, it will only be effective if it enables researchers to make known to on-the-job administrators and managers the lessons emerging from their studies, and at the same time enables the researchers to be informed of the problems and issues confronting on-the-job people.

The BULLETIN is expected to facilitate this dialogue and in so doing advancing both the practice of policy management and the content and relevance of research. But while it can contribute to research in this way, the BULLETIN is not intended to be a learned journal. Thus the BULLETIN raises very specific and difficult questions of structure, content and style.

This is why ECDPM request for advice and suggestions for making the BULLETIN more useful to administrators and researchers alike is a genuine request.

(D) GERDDES AFRICA

For the information of AAPAM members who do not know what is GERDDES _ Africa, also known as, Study and Research Group on Democracy and Economic and Social Development in Africa is a non-governmental organisation founded on the 19th May 1990 in Cotonou, Benin.

Its Objectives

The GERDDES _ AFRICA gathers mainly African intellectuals and senior executives, and it aims at:

- carrying out studies and research on aspects of

- democracy and of economic and social development in Africa;
- proposing means of defending, promoting and reinforcing democracy in Africa;
- organising training seminars in order to promote and reinforce democratic culture in Africa;
- undertaking all other activities related to the above-mentioned objectives.

Members

The group is composed of founder members, ordinary members and honorary members.

Presently, the GERDDES- AFRICA has over 1000 African, European and American members, which makes it an international association.

Activities

- Publications;
- lectures and conferences;
- radio and television broadcasts, etc.

Its Sources of Revenue

- Launching contributions by founder members;
- admission fees;
- monthly subscriptions;
- topic-related subscriptions
- donations and legacies;
- possible returns on the Group's activities.

Achievements

- Contribution to the States General of Education in Benin.
- Actions in favour of democracy in Benin, Mali, Togo, Cote d'Ivoire, etc.
- Observation of Benin and Mali Elections.

- Participation, with Human Rights Africa (Lagos, Nigeria), in conference and seminars on Democracy and Development.
- Training of African electoral observers.

Studies conducted

1. Human Rights and Democracy as a condition to Development Aid.
2. Is the Protection of Human Rights and Democracy strange to the African tradition?

On-going Projects

- The International Centre for Research on Democracy (CIRD).....
- Study of the set up of an African Democratic Support Fund Project.
- Promotion of economic and Social Integration in Africa.
- Training in the observation and monitoring of elections in Africa.
- Training in aspects of democracy: Press, Army, Trade unions, politicians, Rural communities, etc.
- Creation of a magazine "African Democracy".
- Studies and research on human rights and democracy in the service of development in Africa.

Conditions for Admissions

To become a member of the Association one should be a senior executive with definite experience in any field of the economic and social life.

Members of the GERDDES- AFRICA may be affiliated on an individual and personal basis to a political party whose objectives are not contrary to democracy and economic liberalism.

GERDDES - AFRICA

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AN APPEAL, TO AAPAM MEMBERS

The success of AAPAM Newsletter depends on your active correspondence in providing article, information news or even critical comments of interest to AAPAM Newsletter readers throughout Africa and elsewhere.

We appeal for your contributions of short articles on your AAPAM experience. Local Chapters have not contributed articles to the Newsletter for a long time now. In order to help us achieve the highest possible standards of publications, we request you to provide us with articles, covering your activities, annual programmes and any other relevant news.

We are aware that some Local Chapters are more active than others. It is only by covering your activities in the Newsletter that you may share your experiences with those less active Chapters.

Additionally, we appeal to Members and Local Chapters to keep the Secretariat and in turn all their fellow members informed of any significant changes that occur in their respective countries. Changes in Government and different office holders should be notified to the Secretariat for publication in the Newsletter for the general information of AAPAM members of such changes.

NEW BOOK: EMPLOYMENT CRISIS IN AFRICA

Issues in Human Resources Development Policy

You will recall the theme for the 10th AAPAM Roundtable Conference held in 1988 in Kampala, Uganda was "Human Resources Development and Employment in Africa: Policy Management Issues". The contributions made by the participants at the Roundtable Conference enabled AAPAM to publish the new book entitled "The Employment Crisis in Africa: Issues in Human Resources Development Policy". The book is Edited by Crispin Grey-Johnson and is published by Southern Africa Political Economy Series (SAPES) Trust.

Unemployment, underemployment and overall poor utilization of human resources are now among the biggest development challenges facing African countries. The economic recession and application of structural adjustment programmes have, undoubtedly, further compounded these problems, but faulty human resources development and utilization policies have played their part in making the search for solutions more difficult.

This book examines the magnitude of the unemployment problem in the African economy as well as the prospects

for the future of Africa's growing labour force. It also identifies the constraints on employment expansion and proposes how they could be removed. It then goes on to situate the problem of unemployment within the broader context of human resources and development policy, identifying lapses, imbalances and defects, and recommending corrective measures.

The issues addressed include the brain drain, youth unemployment, educated unemployment, performance and problems of the informal sector, the employment - creation potentials of the agricultural sector, education and training, personnel management, and the constraints of rapid population growth.

These are issues that should be of interest to students of development, African policy makers, planners, intellectuals and Africa's development partners in the international community.

AAPAM ESTABLISHES A JOURNAL

(The African Journal of Public Administration and Management)

As we informed you in the last Newsletter, in furtherance of its objectives of enhancing the knowledge and improving the practice of public administration and management in Africa, the African Association for Public Administration and Management (AAPAM) decided to establish a journal serving as a vehicle for propagating innovative ideas among scholars and practitioners.

The journal (AJPAM) is a bi-annual publication. It appears in May and November each year. The first issue came out in June this year and the second one in December and are now available for sale at a nominal price of US\$4.00 for members and US\$5.00 non-members. This price does not include postage charges.

CONTRIBUTIONS AND SUBSCRIPTIONS

Manuscripts focussing on problems of public/development administration in Africa are invited from all parts of the world. Contributions which are based on experiences outside Africa but providing useful comparative lessons also welcome;

Preference will be given to empirically based works or to articles suggesting new insights and innovative ideas in African Administration.

Contributors are advised to submit their manuscripts in duplicate. The typing must be double-spaced, and the length should not exceed 4,000 words. Footnotes should be numbered serially and typed together at the end of each article.

The views expressed in each article are those of the author (s) Neither AJPAM nor AAPAM should be held liable for any residual errors.

We should be most grateful if you would bring the contents of this letter to the attention of your colleagues and other individuals in contributing short articles in the area indicated above.

A subscription form is also appended. Please complete it and return to AAPAM with the subscription fees.

WORKING HOURS

AAPAM offices will from 1st January 1993 be opened as follows:-

Monday - Thursday	— 8.30 a.m.	- 1.00 p.m.
	— 2.00 p.m.	- 5.00 p.m.
Friday	— 8.30 a.m.	- 1.00 p.m.

Saturdays, Sundays and Kenyan Public Holidays - closed.

The times indicated above are the local East African Standard Time, which is approximately 3 hours ahead of GMT.

AJPAM SUBSCRIPTION FORM

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