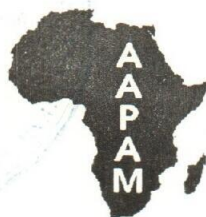


***Mobilizing the Informal Sector and
Non-governmental Organizations (NGOs)
for African Economic Recovery and Development:
Policy and Management Issues***



United Nations
Economic Commission for Africa
Public Administration, Human Resources
and Social Development Division



The African Association for Public
Administration and Management

**MOBILIZING THE INFORMAL SECTOR AND
NON-GOVERNMENTAL ORGANIZATIONS (NGOS)
FOR AFRICAN ECONOMIC RECOVERY AND
DEVELOPMENT:
POLICY AND MANAGEMENT ISSUES**

REPORT OF THE 12TH AAPAM ROUNDTABLE CONFERENCE
ABUJA, NIGERIA

JOINTLY ORGANIZED BY
THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION
AND MANAGEMENT (AAPAM) AND THE U.N. ECONOMIC COMMISSION
FOR AFRICA SPECIAL ACTION PROGRAMME FOR ADMINISTRATION
AND MANAGEMENT (ECA/SAPAM)

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1. BACKGROUND AND INTRODUCTION

The 12th AAPAM Roundtable Conference, jointly organized by AAPAM and the Economic Commission for Africa, Special Action Programme on Administration and Management (ECA/SAPAM), and hosted by the Federal Government of Nigeria, was held at the Sheraton Hotel, Abuja, Nigeria from December 3-6 1990. The Conference was attended by 100 participants representing 21 countries, international organizations, and northern non-governmental organizations as well as African NGOs. The theme of the Conference was **Mobilizing the Informal Sector and NGOs for Recovery and Development: Policy and Management Issues.**

The choice of the theme stemmed from the need to explore the potential contributions that various sectors of society can make to Africa's economic recovery, given the severity of the economic crisis that has gripped the continent since the 1980s. It was in this context, that the 12th Roundtable was devoted to examining the specific contributions which the informal sector and NGOs can make to accelerate the process of recovery, development and transformation of the African economies.

While it is acknowledged that people turn to the informal sector when opportunities in the formal sector are blocked to them, it cannot be denied that the informal sector has, in recent times, witnessed phenomenal growth and generated much employment. In spite of the size and the role it plays in providing employment, and its alleged dynamism and vibrancy, it is only recently that some governments have begun to appreciate the sector's contribution and adjust their policies accordingly. However it is being increasingly acknowledged that any programme for recovery and development cannot ignore the reality of the informal sector given its conspicuous position in many African economies.

As regards the non-governmental organizations, there is a growing consensus that they can be an important vehicle for change and development. For instance, the African Charter on Popular Participation for Development and Transformation acknowledges the growing importance of the NGOs in this respect.

The objectives of the AAPAM 12th Roundtable Conference, then, were to:-

- (i) Assess the roles played by the informal sector and NGOs in African economies;
- (ii) Identify the constraints that limit the effectiveness of the informal sector and NGOs.
- (iii) Propose strategies for mobilizing the informal sector and NGOs for Africa's Recovery and Development.
- (iv) Identify the major policy and management constraints to the effective performance of this sector and propose mechanism for dealing with them.

2. PROCEEDINGS

The Conference was officially opened by His Excellency, General Ibrahim B. Babangida, The President and Commander -in-Chief of the Federal Republic of Nigeria represented by Major General (Retired) Gado Nasko, Minister of the Federal Capital Territory, Abuja. Earlier on, Alhaji S. Kazaure, Chairman of Federal Civil Service Commission and The President of AAPAM, represented by Mr. Ason Bur, Vice President of AAPAM, made introductory remarks.

Alhaji Kazaure, observed that AAPAM has, overtime, emerged as an important regional association devoted to the development of public administration. He praised the initiative to devote this year's Roundtable to the theme of mobilizing the informal sector and NGOs for Africa's recovery and development; and wished the participants very fruitful deliberations. He, then, proceeded to invite Mr. Ason Bur, on behalf of the AAPAM President, to address the conference.

The President of AAPAM, represented by the Vice President, Mr. Ason Bur, expressed his gratitude to the President and people of Nigeria for agreeing to host the 12th AAPAM Roundtable. He recalled other occasions in the past when Nigeria had played host to AAPAM. These included AAPAM's Twelfth Inter-African Public Administration Seminar on the theme: "Management of Public Enterprises" (1973) and the Tenth Anniversary Conference, which examined the state of public administration and management in Africa over a ten-year period (1982).

On the theme of this year's Roundtable, the AAPAM President said the Executive Committee of AAPAM approved the topic because of Africa's deepening socio-economic crisis and the potential contributions of the informal sector and NGOs to economic recovery efforts.

He regretted, however, that the importance of the informal sector has not been fully appreciated and there seems to be lack of consensus on how to integrate it and the NGOs into the development process. After briefly examining some of the difficulties inherent in attempts to define the informal sector, he maintained that whatever criteria was used, there is no denying the fact that it exists and needs to be adequately supported. He therefore called up on African countries to take positive steps to assist the sector to thrive and grow. In addition to providing the necessary infrastructural and institutional support facilities, he advised that governments should review their industrial development policies with a view to recognizing the role of the informal sector.

The AAPAM President also observed that the deterioration in the socio-economic situation in Africa has brought the NGOs into more limelight, adding that although the NGOs have played some role in the past, their role now forms an integral part of the national development process. He recognized the fact that the NGOs cannot take over the leadership role from governments. However, they can, and do, make immense contributions to socio-economic development, especially in the areas of health, education, resettlement and rehabilitation of refugees, etc. They should therefore be seen as partners in progress. Their evolution and long-term growth should be deliberately encouraged.

In his keynote address to the conference, President Babangida emphasized the topicality and relevance of the Roundtable's theme for Africa, especially at this crucial time when most African Countries are undergoing structural adjustment programmes to reform their economies. The President declared that the informal sector is vital to the economies of African nations and, as such, deserved special attention in view of the critical role it plays, providing substantial employment for the urban labour force, accounting for about one third of the urban income and contributing significantly to the gross domestic product of African economies. The President enumerated the various ways in which the Federal Government of Nigeria has encouraged the informal sector and NGOs through such programmes as Better Life for Rural Dwellers and the Directorate of Food, Road and Rural Infrastructures (DFRRI).

The President challenged the Conference participants to make concrete recommendations on how the informal sector and NGOs can be effectively mobilized and their efforts galvanized towards the attainment of the lofty goal of self-sufficiency in our continent. He also called on the private sector and NGOs in Africa to assist their national governments in the herculean task of social and economic development.

In conclusion, the President called for the effective utilization of human resources, as they are central to the continent's modernization policy and survival. In this regard, he called upon AAPAM to play a vital role in providing a scientific basis for the training and development of various cadres of management.

Following the official opening ceremonies, participants devoted four days to the deliberations, in Plenary Sessions and in Syndicate groups, on various aspects of the theme. The deliberations were facilitated by a number of background papers on the subject of the Informal Sector and Non-Governmental organizations. The papers, which will be published in a book were:

1. The Informal Sector in African Economies, Role, Potential and Prospects, by V. Diejemoah,
2. The Informal Sector in African Economies : Role, Potential and constraints, by R. Maliyamkono,
3. The Informal Sector : What Role in Africa's Development and Transformation? by Sadig Rasheed,
4. The Informal Sector Industrialization Proposal : A critique, by Bade Onimode,
5. Mobilization of resources for Informal Sector Development in Africa, by T.O. Odetola,
6. Informal Financial Institutions and Markets in Sub-Saharan Africa: Evidence and Policy Implications, by M. Hyuha,
7. Foreign NGO's Uses and Abuses : An African Perspective, by Y. Tandon.

8. Northern NGC's and Africa's Development: Background, Issues and Challenges, by Tony Hill,
9. A Critical Assessment of NGO's Role, Potentials and Limitations in African Development: Lessons from Eastern and Southern Africa, by Getachew Demeke,
10. Strengthening the Managerial Capacity of indigenous Non-Governmental organizations, by Jide Balogun and Gelase Mutahaba,
11. Reflection on Indigenous NGO's in Africa: An action Agenda for Institutional Strengthening, by Abdul Mohamed.
12. The Role of African Women in the Informal Sector: Problems and Prospects, by M. Tadesse,
13. Transiting from the Informal to the Formal Sector: A Nightmare to a Woman Entrepreneur, by Z. Kaganda,
14. The Informal Sector in Senegal, by B. Thiaw and A.Z. Tall,
15. The Informal Sector in Togo, by A. Dravie,
16. The Informal Sector in Kenya, by C. Abuodha, and N. Ngethe.
17. NGOs in African Development: A critical assessment of problems and potentials of NGOS of Nigeria, by M.O. Arigbede
18. Prospects and limitations of church based NGOs on African Recovery and Development: The case of Kenya, by Agnes T. Abuom,
19. Micro-Enterprises in the Caribbean, by M. White

The discussions were frank, spirited and highly constructive. They revolved, in the main, around clarification of the concept of the Informal Sector: its role, limitations and relevance for Africa's development; problems constraining its effectiveness; and the role of women in the informal sector. They also focused on the role of NGO's in Africa's recovery and

development. In this regard the concept of NGOS, the relationship between Northern NGO's and indigenous Voluntary Development Organizations(VDOS), relationships between governments and NGOS were also deliberated upon at length.

The summary of discussions and observations, as well as the recommendations made are presented below:

2.1. The Role of the Informal Sector (IS) in Africa's Recovery and Development

In keeping with the objectives of the Roundtable Conference, the conference participants, both during the meetings of plenary sessions and working groups, discussed at length various aspects of the informal sector, including its definition, role and relevance, the constraints facing the sector, and the measures and strategies needed to support the sector so that it can play a useful, even if complementary role, in the recovery and development of the African economy. Below is a summary of the deliberations on these issues:

2.1.1 Definition:

Participants noted that the informal sector was less understood because of the lack of conceptual clarity which clouds it. While many studies, especially those by ILO/JASPA, had come-up with working definitions of the concept, still a lot of confusion remained. The conference therefore agreed that the informal sector be defined to mean and include: small-scale income-generating activities, that are not registered under the law, do not comply with legislated standards of quality, minimum pay and safety and, more often than not, do not pay taxes.

2.1.2 Role and Relevance of the Informal Sector

Participants were in agreement that the informal sector is an important sector, with a potential to contribute substantially to the economic development and transformation of Africa by complementing the efforts towards recovery. It was noted that the sector employs a large proportion of the urban labour-force and provides essential services and goods to a wide range of people. Moreover, with the contraction of employment generation potential in the formal sector due to the economic crisis and conditionalities imposed by the SAPs, the sector has become an

employer of last resort. Furthermore, the sector provides training opportunities through apprenticeship and is also a training ground for entrepreneurial development and management. The conference decried the fact that, despite its potential, the sector had, in the past, been neglected in terms of being denied recognition, assistance and sometimes being harassed by the authorities; factors which constrained its effectiveness and stifled its dynamism and potential for enhanced productivity.

The conference welcomed the change in stance being displayed by various Governments and organizations both in recognizing its existence as a substantive sector in the national economies, and the need for it to be assisted in order to enhance its production potential. The conference noted with appreciation the measures currently being undertaken by various Governments to assist this sector.

The Conference noted, however, that, in spite of its significance, the sector should not be construed as vibrant and dynamic, with enough potential for spearheading sustainable socio-economic development and transformation, as it has serious limitations. Similarly, the conference cautioned against African countries falling prey to the apparent exaltations from certain quarters that the sector could constitute the main seed-bed for industrial development and transformation.

2.1.3 Problems and Constraints Besetting the Informal Sector.

After noting the significant role the Informal Sector could play, Participants observed that its potential to contribute more substantially to the economy and to sustain more comfortably those already in the sector is constrained by various inhibitions and handicaps. The problems are of two categories, namely, those which are internal to the sector, and those which are exogenous to the sector, deriving from the environment in which it operates.

2.1.3.1 Internal Problems:

The following internal problems were noted as constituting serious inhibitions to the growth and productivity of the Informal Sector:

- i. Low levels of technology used;
- ii. Low level of education and technical skills;

- iii. Low capital structure of the informal sector enterprises and the consequent low margins of value-added and profitability;
- iv. The tendency to shy away from official visibility by avoiding taxation, which, however, denies it access to assistance;
- v. Low entrepreneurial capacity; i.e lack of sufficient skills for management and adaptation to changes so as to maximize profit;
- vii. Lack of product standardization and quality control; and
- viii. Ignorance of informal sector entrepreneurs about the availability of training opportunities and other avenues of assistance.

2.1.3.2 Externally Generated Problems:

The Conference observed that the serious problems which stifle the sector from the external environment included the following:

- i. Stringent conditions for credit and seed-finance;
- ii. Lack of market information and market outlets;
- iii. Discrimination by the legal system in respect of provision of an empowerment and enabling environment in which to operate;
- iv. Lack of recognition and support by the Government institutions;
- v. Discriminatory land laws leading to failure to provide conducive working locations;
- vi. Lack of integration into national development plans, most of which do not take into account the existence and needs of the IS despite its large size and substantial contribution to national development;

- vii. Government discrimination against IS in the award of contracts; and
- viii. Harassment by government regulatory bodies.

2.1.4 Recommendations:

The participants, having recognized the existence and importance of the informal sector, and having noted the nature and magnitude of the problems which constrain its operations, and the potentials of the sector to contribute optimally to the process of economic development and recovery, recommend as follows:

- i. There is a need for Government intervention through various policy instruments so as to provide a framework which will create an enabling environment for the sector, in order to harness its optimal potential for it to contribute more effectively to the economy and the welfare of those participating in it. There should be well planned and integrated programmes in respect of training in entrepreneurial development, creating conditions facilitative of easier access to information and credit facilities; devising programmes aimed at raising the levels of technology and technological adaptation and thereby enhance the productivity levels of the sector, and generally taking deliberate measures to create a policy framework targeted towards institutional and legal changes which will eliminate discriminatory practices against the sector.

In addition to the above general recommendations, the conference proposed the following specific measures:

- ii. Governments should expand range of sources of credit for the informal sector through establishment of alternative financial institutional mechanisms. The Peoples Banks of Nigeria, and Group-based savings and loan associations of Kenya and Seychelles were mentioned as examples that can be replicated elsewhere.
- iii. Sources of affordable and/or soft loans should be explored. If necessary consideration of differential or graduated interest

rates depending on the specific business of a sub-sector should be put in place.

- iv. Governments should develop mechanisms for collection of essential data e.g. skill requirements, manpower needs; affordable technologies for the IS.
- v. Governments should take all the necessary measures to integrate the IS in the national development plans.
- vi. Governments should create appropriate tax policies and structures, including reliefs, tax rebates, exemptions and tax holidays to enable IS to contribute to the national coffers without being stifled.
- vii. Institutional frameworks through which those in the informal sector may air their views and articulate needs to the Government should be created.
- viii. To facilitate transfer of technology, it is essential to establish sub-contracting procedures to enhance cross transfers; create special areas for the informal sector's operations with special links to the formal sector and develop training programmes in functional skills and enterprise specific programmes.
- ix. AAPAM in collaboration with its national chapters, ECA and the ILO should design survey instruments for information and data gathering in respect to the Informal Sector in Africa.

2.2. The Role of Women in the Informal Sector and their Relationship with NGOS: Problems and Constraints

The Conference observed that although the majority of informal sector operators are women, their share of rewards from the sector tends to be low. In part this is because, women tend to be engaged in activities where the capital outlay is small, the profit margin is low and competition is high, such as dress-making, hairdressing, street food vending, local beer brewing and retail trading. They are generally less visible in informal sector manufacturing activities in areas where investment capital is high and financial returns are equally high.

While women face the constraints which all people transiting from the informal to the formal sector face, they do face some additional and unique problems arising from their additional roles as wives and mothers. Social attitudes and traditions that assign second-rate status to women; lack of property rights for securing loans; and legal constraints, such as is the case in Lesotho, where women are treated as minors serve as additional constraints on the entrepreneurial dynamism of women.

The Conference, however, cautioned against too much generalization in respect of the role of and problems faced by women in the informal sector. For while most women still face the foregoing problems, some women have managed to thrive in the informal sector as comfortably as men. Indeed, the class factor may at times be more important than the gender issue in explaining the problems faced by informal sector people. Elite women will tend to do as well as elite men, while poor and uneducated informal sector men will do as poorly as poor and uneducated informal sector women.

Having reviewed the problems experienced by women, the participants proposed the following strategies that could be adopted to promote women's effective and productive participation in the informal sector:

- a) African governments should create an enabling environment which will include the provision of infrastructure such as water and sanitation facilities, market stalls, day care centers etc.
- b) The gender factor should be taken into account in the design and planning of soft-loan packages to ensure ease of access to credit by women in the informal sector.
- c) There is need to sensitize and involve men as well as women in efforts related to enhancing women's role in the informal sector to prevent marginalization and to create awareness that women issues are important.
- d) Measures should be taken to ensure that granting of credit is conditional on participation in vocational training.

- e) An Assessment of the status quo in the informal sector should be undertaken, with a view to upgrading existing systems in consultation and in collaboration with women who are operating within the sector, both to make these systems more efficient and responsive as well as to lay the foundation for eventual transition to the formal sector.
- f) Appropriate technology and services should be provided to women to alleviate the burden and reduce the time expended in multiple domestic tasks, thereby giving them more time to engage in income generating activities.
- g) Women departments at various levels of government should be established so that they can help monitor women's needs in the informal sector and design appropriate intervention strategies.
- h) Women groups in the informal sector should network among themselves, with the view to dealing with common problems.

As to strategies for enhancing women's relationship with development-oriented NGOs, the following recommendations were made:

- a) NGOs should be encouraged to rely more on internal mobilization of resources in order to promote self-reliance.
- b) Women's organizations in the informal sector need to be sensitized about the role which development-oriented NGOs can play in helping their members to make the transition from the informal to the formal sector.

Above all, it is highly recommended that all policies dealing with the informal sector in all African countries should explicitly incorporate the gender dimension.

2.3. On The Role of NGOs in Africa's Recovery and Development

2.3.1 On the Concept of NGOS.

The conference participants noted the need for conceptual clarification of the term "Non-Governmental Organization", given the profound confusion that has been generated by the concept, in recent times. The following were identified as the key attributes of the concept:

- VOLUNTARINESS (i.e non-compulsion of its membership and purposes served)
- NON-PROFITABILITY (not intended to yield gain)
- NON-GOVERNMENTAL (not managed or controlled by government)
- OUTREACH FOCUS (i.e. its activities are intended to benefit non-members)

Participants further made a distinction between foreign or northern NGOs and indigenous or African NGOs as well as a distinction between community development associations (which catered solely for their members' interests) and NGOs.

Participants also identified intermediary voluntary development organizations (VDOS), which act as catalysts and facilitators for grassroots organizations, interested in social and economic development.

2.3.2 On the Relationship Between Governments and NGOS

Participants recognized the important role NGOs can play in development, and emphasized the need for cordial working relationship between NGOs and governments. As NGOs could be important vehicles of development, the participants stressed the need for governments to regard them as partners in development and create an enabling environment that would be conducive for effective tapping of NGOs' potentialities for development purposes.

Participants emphasized that African VDOs and grassroots organizations have the responsibility to work with people in their self-

transformation and mobilize them to address specific needs. They respond to needs which governments have failed to provide or where the services provided by government are inadequate. They observed that in the past, conflicts have arisen between governments and VDOs and grassroots organizations because governments have defined themselves as the sole agents responsible for promoting development. They have viewed the efforts of people to empower themselves, not as a strategy for development but as a threat to their authority. They have not recognized the legitimacy of pressure groups activities nor the right of the people to make known, in a constructive way, their problems and complaints. In short they have not had confidence in their people and people's organizations to take charge of their own development.

Participants noted with satisfaction that there are signs that this attitude is changing today in the face of the failure of past development strategies. Increasingly, governments are coming to recognize that they have neither the resources, nor the institutional capacity to direct all aspects of Africa's development. This recognition has created a favourable climate for the emergence of indigenous development NGOs in many African countries which the participants recognized as a positive development.

It was also emphasized that there is an urgent need to enhance the capacity of NGOs if they are to successfully meet the developmental challenges ahead.

Participants made the following recommendations with regard to improving Government-NGOS relationship:

- (i) Governments should have more confidence in, and cooperate with, the people in determining the direction of development and in defining the respective responsibilities and roles of the public and private domains;
- (ii) Governments should listen more closely to the needs and aspirations articulated by grassroots communities, take into account their views and provide an enabling environment for their self development;
- (iii) Government bodies charged with policy coordination and development should seek to involve indigenous VDOs and grassroots organizations in their deliberations;

- (iv) In cooperation with VDOs and grassroots organizations, governments should devise guidelines and frameworks that ensure that the activities and funds of foreign NGOs reflect the needs and aspirations of grassroots communities and organizations;
- (v) Government regulations concerning indigenous VDOs and grassroots organizations should not seek to restrict or hamper their activities by imposing financial burdens or administrative controls;
- (vi) Governments should take seriously the obligations enshrined in the African Charter for Popular Participation in Development and Transformation adopted at the Arusha Conference in February 1990, and by the OAU Summit in July 1990, and in particular the proposal to set up national fora for government and non-governmental organizations in promoting popular participation in development. Governments and indigenous development organizations should together seek to ensure that the African Charter on Popular Participation is disseminated.
- (vii) Wherever they operate NGO's should seek to complement national development efforts rather than compete and duplicate efforts.
- (viii) Governments should assist NGO to improve their performance.
- (ix) Governments should help bolster the resource base of indigenous NGOs by providing tax exemptions for charitable donations to NGOs.
- (x) African governments, Northern NGOs and official donors must understand, recognize and respect the growing contribution to Africa's development being made by grassroots organizations and indigenous VDOs;
- (xi) Indigenous VDOs must continue to develop organic links with grassroots organizations and develop their capacities as facilitators and catalysts of self-transformation;

- (xii) At the grassroots level, practical popular education should be devised which responds to the perceived needs of the people and which assists them to better organize themselves for specific tasks;
- (xiii) Grassroots organizations should be enabled to widen their experience and knowledge through exchange visits and networking etc. facilitated by VDOs;
- (xiv) National level umbrella groupings and consortiums should be established which combine VDOs and grassroots organizations in order to exchange experiences, develop shared perspectives and strategies and serve VDOs and grassroots organizations with the information they need to strengthen their activities;
- (xv) African VDOs and grassroots organizations must take the initiative in devoting appropriate mechanisms for receiving funds and technical assistance from policy sources.

2.3.3. On The Relationship between Northern NGOs and Indigenous VDOs

Participants acknowledged the useful roles played by Northern NGOs in promoting development. It was observed that most of the funds of Northern NGOs are devoted to social development programmes in rural areas. It was also noted that Northern NGOs focus on the poor and in marginalized areas not often covered by governmental development agencies. It was remarked that there were areas where the involvements of foreign NGOs have proved controversial. Participants also noted that the impact of Northern NGO's is constrained by their dependence on their governments for funding which limits their independence; and the fact of being too diverse and too thinly spread.

The relationship of Northern NGO's with indigenous VDOs was of particular interest to the participants who made the following observations in that regard. Participants observed that the relationship between Northern and indigenous African development organizations has been characterized by both cooperation and conflict. Northern NGOs fail to recognize that their financial contributions is but one element of the totality of resources mobilized for the projects and programmes they fund. They do not know how to relate to grassroots development processes and people in Africa, and often they fail to understand local culture, and as such

fail to take it into account. Being locked into an aid-charity mentality and paradigm, they are often responsible for stifling grassroots initiatives and popular participation which are the antithesis of the project approach of Northern NGOs. Worst of all, Northern NGOs and African development organizations are failing to communicate with each other because they do not share the same paradigm or strategies for development.

While acknowledging the useful role Northern NGOs could play in development, the Participants nevertheless emphasized that there were certain areas that needed improvement. To this end the participants recommend that:

- (i) Northern NGOs must review and transform the totality of their approach to supporting development in Africa if they wish to support authentic development. They have to move beyond the project approach and its attendant reporting, monitoring and management procedures etc. and seek to develop true relationship of partnership with their African counterparts based upon mutual respect, shared responsibilities, shared tasks and a shared paradigm of development. They must learn to share and to recognize that Africa needs them no more than they need Africa. If Northern NGOs do not recognize that they need to learn from Africa then they have no right to be supporting Africa because it simply will not help or work.
- (ii) African VDOs and grassroots organizations must interact regularly and develop greater awareness, and a shared perspective with regard to their relations with Northern NGOs, and with respect to the conditions under which direct funding from official bilateral and multilateral sources can best support VDOs and grassroots initiatives and organizations.

2.4. Conclusion

Participants urged ECA and AAPAM to use their best endeavours to bring the report of the Roundtable, in particular the recommendations, to government agencies/departments that deal with NGOs and the informal sector as well as both indigenous and foreign NGOs and VDOs. The participants underlined the need for urgent implementation of the various recommendations that have emerged from the roundtable; so as to ensure the contributions of NGOs and informal sector to the recovery and development of African economies.

The Roundtable was brought to a close by a statement by Alhaji Aliyu Mohammed, Secretary to the Federal Government of Nigeria read, on his behalf, by Dr. Olatunji, Director-General, Management Services of the office of the Presidency.

**THE TWELFTH AAPAM ROUNDTABLE CONFERENCE
ABUJA, NIGERIA, 3-7 DECEMBER, 1990**

PROGRAMME

TUESDAY, 4TH DECEMBER, 1990

09:00 - 10.30

Plenary Session I
The Informal Sector in African Economies: Role, Potential and Limitations

V. Diejemoah
The Informal Sector in African Economies: Role, Potential and prospects.

R. Maliyamkono
The Informal Sector in African Economies: Role, Potential and Constraints. (presented on his behalf by P.A.R. Rwenzaula)

S. Rasheed
The Informal Sector: What Role in Africa's Development and Transformation?

Bade Onimode
The Informal Sector Industrialization proposal: A critique.

10:30 - 10:45

Tea Break

10:45 - 12:00

Discussion

12:15 - 13:45

Plenary Session II
The Informal Sector in Africa - Policy Issues

T. O. Odetola
Mobilization of Resources for Informal Sector Development in Africa.

	M. Huya Informal Financial Institutions and Markets in Sub-Saharan Africa: Evidence and Policy Implication.
12:45 - 13:30	Discussion
13:30 - 15:00	Lunch Break
15:00 - 16:30	Plenary Session III Non-Governmental Organizations in African Development: Roles, Potential and Limitations
	Getachew Demeke A Critical Assessment of NGOs Role Potentials and Limitation in African Development: Lesson from Eastern and Southern Africa.
	Jide Balogun and Gelase Mutahaba Enhancing the Managerial Capacity of Indigenous NGOs in Africa.
	Abdul Mohammed The Role of Training in Managerial Capacity Building of Indigenous NGO's in Africa. (Presented by Getachew Demeke)
16:30 - 16:45	Tea Break
16:45 - 17:45	Discussion
17:45 - 18:25	Plenary Session IV Foreign Non-Governmental Organizations: Uses and Abuses
	Yash Tandon Foreign NGO's, Uses and Abuses: An African Perspective (presented in his absence).

Tony Hill
Northern NGOs in Africa's Development:
Background, Issues and Challenges.

18:25 - 19:30 Discussion

WEDNESDAY, 5TH DECEMBER, 1990

09:00 - 9:45 **Plenary Session V**
Informal Sector in Africa: Case Studies from
Kenya, Togo and Senegal.

B. Thiaw and A.Z. Tall,
The Informal Sector in Senegal.

A. Dravie
The informal Sector in Togo.

C. Abuodha and N. Ngethe
The Informal Sector in Kenya.

9:45 - 10:30 Discussion

10:30 - 10:45 Tea Break

10:45 - 13:00 **Plenary VI**
NGO's in Africa: Case Studies on Kenya, and
Nigeria

M.O. Arigbede
NGOs in African Development: A critical
assessment of Problems and Potentials of NGOs
in Nigeria.

Agnes T. Abuom
Prospects and Limitations of Church based
NGOs on African Recovery and Development:
The Case of Kenya.

13:00 - 14:30 Lunch Break

14:30 - 16:00

**Plenary Session VII
Women in the Informal Sector**

Mary Tadesse
The role of African Women in the Informal Sector: Problems and Prospects.

Zainab Kaganda
Transiting from Informal to Formal Sector: A Nightmare to a Woman Entrepreneur.

16:00 - 16:15

Tea Break

16:15 - 18:15

Presentation on Caribbean Micro Enterprises by M. White

THURSDAY, 16 DECEMBER, 1990

09:00 - 13:00

Working Group Meetings

13:00 - 14:30

Lunch Break

14:30 - 17:00

Working Group Meetings Continue

17:00 - 19:00

Presentation of Working Group Reports

FRIDAY, 7TH DECEMBER, 1990

09:00 - 13:00

Excursion /Preparation of Final Report

13:00 - 14:30

Lunch

17:00 - 18:00

Adoption of Conference Report

18:30

Formal Closing

Opening address by the President, Commander-in-Chief of the Armed Forces, General Ibrahim Badamasi Babangida, CFR, FSS, MNI, on the occasion of the 12th Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM) in Abuja, at 1100 hours, on Monday, 3rd December, 1990.

Members of the Armed Forces Ruling Council,

Military Governors,

The President of the African Association for Public Administration and Management (AAPAM).

Honourable Ministers,

Your Highnesses,

Members of the Executive Board of the African Association for Public Administration and Management (AAPAM)

Distinguished Guests,

Ladies and Gentlemen.

You are all welcome to this epoch-making occasion of the opening of the 12th Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM). It is gratifying to note that the formation of your Association in Freetown, Sierra-Leone, in 1971 was a significant achievement, especially when one considers the important role which public administration and management have come to play as catalysts for the economic, social and political development of any nation.

I am informed that the Association was established:

- a. To provide a forum for exchanging ideas and experiences among public administrators, managers, scholars and teachers of management administration in Africa.
- b. To foster professionalization of public administration and management in Africa.

- c. To assist, encourage and contribute to the study of the problems and techniques of public administration and management in the African continent.
- d. To promote research in public administration and management in Africa; and
- e. To foster affiliation and maintain liaison with other international bodies and organizations interested in public administration and management.

As a foundation member of your organization, Nigeria not only believes in these laudable and impressive objectives and aspirations, but has also been playing her role in effectively ensuring their realization. Accordingly, this country's chapter of your association, known as the Nigerian Association for Public Administration and Management, has given effect to the objectives of the international chapter by organizing seminars and workshops in which administrators and management experts deliberate and exchange views on problems of management and administration in the African continent.

As an example, in October this year, a seminar was held at the Administrative Staff College of Nigeria (ASCON) at which university professors, administrators and management experts participated in the discussions with a theme titled, "Administrative Responses to the Nigerian Economic Crisis". In addition, Nigeria has endeavoured to put in place the establishment of many institutions for the training of top level administrators and managers. These institutions include the Administrative Staff College of Nigeria (ASCON), the Centre for Management Development (CMD), the National Centre for Economic Management and Administration (NCEMA), the National Institute for Social and Economic Research (NISER) and the National Institute for Policy and Strategic Studies (NIPSS).

All these institutions were established to run courses and seminars and to programme management methods, techniques and skills, thereby enriching both the public and private sectors. Their training programmes include, economic policy formulation, analysis and evaluation of privatization of projects prior to committing funds for them, socio-economic planning, the inter-relationship of policies, their impact on the economy and modalities for improving their effectiveness in achieving prescribed objectives and targets. The various universities in the country have also

intensified their efforts in the training and development of administrators and in the conduct of research on modern management techniques.

In an attempt to promote managerial skills in the public service, this Administration has taken the bold step of emphasizing the need for professionalism. Thus, the Civil Service Reforms Decree No. 43 which came into effect on 1st April, 1988 stipulated the following:

- a. the appointment of the Ministers as the Chief executives and Accounting Officers of their various Ministries in order to make them accountable for the overall management of money, men and materials of their Ministries.
- b. The abolition of the post of Permanent Secretary and its replacement with the post of Director-General which is now a political appointment, the holder of which is to go with the Administration which appoints him, except, of course, if he is re-appointed by an in-coming Administration.
- c. The creation of a maximum of eight Departments in each Ministry, to be headed by Directors who are professional civil servants. Three of these Departments which are mandatory are Service Departments while the others are operational Departments.
- d. The abolition of the post of the Head of Service; and
- e. The professionalization of posts in the Civil Service whereby Civil Servants are retained in their particular Ministries so enabling them to make a specialized career throughout their stay in the Service. This is to ensure the acquisition of requisite knowledge and experience by the officers, thereby improving their efficiency and productivity.

The theme of your Conference, which is "Mobilizing the Informal Sectors and Non-Governmental Organizations for Economic Recovery", is both topical and relevant, especially at this crucial time when most African countries are undergoing Structural Adjustment Programmes to revamp their social, political and economic situations. Your attention during the next few days will be focused on the contribution of the informal sector and non-governmental organizations to the economies of our countries.

The informal sector is, no doubt, vital to the economies of our nations in Africa and deserves special attention because empirical evidence has shown that this sector:

- a. Employs between forty and sixty per cent of the urban labour force.
- b. Accounts for about one third of urban incomes; and
- c. Contributes about twenty per cent of the Gross Domestic Product (GDP) of our economies. Furthermore, in sharp contrast to the stagnation in the formal economy, the informal sector has been characterized by dynamism and vibrancy. Unfortunately, however, the State has either neglected this sector or in some cases actively discouraged it.

Permit me here to mention that we in Nigeria are actively encouraging this sector to develop through such programmes as the 'Better Life For Rural Dwellers' and the activities of the Directorate of Food, Roads and Rural Infrastructures (DFRRI). These organizations play a very significant role especially in catering for the needs of the most disadvantaged members of society. They are also effective in working with grassroots organizations in designing and implementing low-cost projects, and they demonstrate a flexibility which is often lacking in governmental machinery. Their invaluable contributions are especially noteworthy in the areas of agriculture, water supply, nutrition, education and health, particularly the care of motherless babies, orphans, the elderly and the disabled. But the role of administrators and managers in executing these programmes is a sine qua non to the realization of their objectives.

Distinguished participants,

In view of the importance of the informal sector and non-governmental organizations to the economic well-being of our nations, I would like to saddle your Conference with the task of producing concrete recommendations on how they can be effectively mobilized and their efforts galvanized towards the attainment of the lofty goal of self-sufficiency in our continent. I assure you that such vital recommendations will be well-received and implemented by our member nations. As we are well aware, the days are gone when Government and Government alone could be relied upon for every facet of our economic and social development. Thus,

I would like to use this opportunity to call on the private sector and non-governmental organizations in Africa to assist their nations' Governments in the herculean task of social and economic development.

In conclusion, may I stress that, while Africa is blessed with many gifted and capable people, the perennial problem that bedevils our development - be it social, political or economic - is that of leadership and management of human resources. Indeed, the effective utilization of our human resources is central to our modernization policies and to our very survival as a continent. The words of Frederick Harbison in his book, Human Resources as the Wealth of Nations, appear to me to be apposite in this regard. He said:

"Human resources - not capital nor income nor material resources - constitute the ultimate basis for the wealth of nations. Capital and natural resources are passive factors of production; human beings are the active agents who accumulate capita, exploit natural resources, build social, economic and political organization and carry forward national development. Clearly a country which is unable to develop the skills and knowledge of its people and to utilize them effectively in the national economy will be unable to develop anything else".

The African Association for Public Administration and Management has a vital role to play in providing a scientific basis for the training and development of various cadres of management. This conference is exploring the role of the informal sector and non-governmental organizations for economic recovery. It should break new ground and provide some positive suggestions which member countries may espouse.

Distinguished Ladies and Gentlemen,

It now gives me immense pleasure to formally declare the 12th AAPAM roundtable Conference open. I wish you positive and productive deliberations, and I thank you for your attention.

Address delivered by the President of AAPAM at the Opening of the 12th Annual AAPAM Roundtable, Co-Sponsored by ECA

His Excellency, Mr. president,
Members of the Armed Forces Ruling Council,
State Governors and Deputy Governors,
The Minister of the Federal Capital Territory,
Honorable Ministers and Commissioners,
My Lorus Temporal and Spiritual,
Member of the Diplomatic Corps,
Distinguished Delegates and Invited Guests,
Ladies and Gentlemen.

It gives me great pleasure to express my gratitude to the President of the Federal Republic of Nigeria for, not only agreeing to have the government of Nigeria host the 12th AAPAM Roundtable, but more importantly, for having agreed to personally grace the occasion by opening the conference. This year's Roundtable is significant for at least three main reasons. First, it is being organized in close collaboration with the United Nations Economic Commission for Africa. Secondly, the theme of the Roundtable accords rather well with the ongoing concerns about how to stem Africa's economic decline and promote maximum social welfare. Thirdly, it is taking place within the environment of Abuja - a new metropolis which is increasingly acquiring a reputation for congeniality and hospitality.

Although this is AAPAM's first visit to the new Federal Territory; the ECA, the co-sponsor of this Roundtable, has been here before. Indeed, ECA's pleasant memory of its previous activities at this same place has been largely instrumental to the decision to return this year. Nigeria's long tradition of hospitality to foreigners also persuaded the organizers of the Roundtable to endorse the choice of Abuja as the venue at which important issues affecting Africa's future would be discussed.

I must, however, add that even if AAPAM is new to Abuja, it is not new to Nigeria. In addition, to having one of the most active national chapters of the continental association, Nigeria has, on different occasions, hosted one AAPAM activity or the other. For example, in December 1973, AAPAM'S Twelfth Inter-African Public Administration Seminar on the theme, Management of Public Enterprises was organized at Ibadan. We are happy to note that the recommendations of the seminar which remained in abeyance for a very long period have at least found their way to the policies on the commercialization and redynamization of public enterprises in Africa. Apart from the 1973 seminar at Ibadan, AAPAM, in collaboration with the Federal Government of Nigeria, organized in December 1982, the Tenth Anniversary Conference at which the state of public administration and management in Africa over a ten-year period, as well as the role of AAPAM within the same period, was exhaustively discussed.

As you are all already aware, the theme of this year's Roundtable is "Mobilizing the Informal Sector and Non-governmental Organizations for Recovery and Development: Policy and Management Issues". The Executive Committee of AAPAM did not hesitate to approve the choice of the topic, particularly, bearing in mind Africa's deepening socio-economic crisis and the potential contributions of the informal sector and NGOs to economic recovery efforts. It is indeed strange that for too long not much was done to tap the immense resources available outside the public sector, especially within the informal private sector and voluntary development organizations.

While acknowledging the immense scope for the informal sector and NGOs' participation in the economic recovery and development process neither AAPAM nor ECA entertains any illusions about the miracle cures that are possible under the new approach to development policy and management. As co-sponsors of this Roundtable, both AAPAM and ECA recognize that the new approach is subject to limitations, and that unless serious efforts are made by all the parties concerned, the attention now focused on, and the adulation enjoyed by, the informal sector and NGOs will not lead to any substantial change in the material well-being of Africa.

The need for sober reflection is predicated on the knowledge that for over two and half decades, Africa's approach to development problems had stressed the role of government and under-rated (and at times, deliberately frustrated) private and voluntary contributions. As we know, old habits die hard. Even if the on-going socio-economic crisis might have compelled governments to co-exist with private business and voluntary

development organizations, past prejudices may continue to work against the expansion and growth of the latter group of institutions.

The deep-seated bias against the informal sector and the NGOs stems from a general misunderstanding of their role coupled with the lack of consensus on how to integrate them into the development process. The informal sector, for one, has, until very recently, eluded clear definition. This should not come as a surprise. Before the harsh realities of economic decline and structural adjustment brought it out into the open, the informal sector was essentially an under-ground economic movement. Although this movement was united in the passionate devotion to the maximization of private gain, it was by and large made up of an assortment of characters with conflicting interests and diverse operational techniques. Among them were to be found the middle-men. There were the capitalists without any capital - individuals with a knack for making quick 'deals' and rigging official procedures. Although they were always ready to pass on their business cards, they tended to be of no fixed abode. They might be socially well-connected, but professional civil servants would rather distance themselves from them. In some countries, their general social esteem tended also to be low. They were derisively referred to as trading-post agents, emergency contractors, commission agents. They were regarded, at worst, as parasites sponging on embattled economies, and, at best, as the unaccredited local representatives of economic imperialists.

The genuine traders and merchants are a notch or two higher in social esteem than the middlemen. However, in view of the amorphous nature of the group, the traders are sometimes confused with the loathed middlemen. The tendency to lump the two groups together is attributed to the fact that just as there are traders with valid trade licenses and operating in registered premises and according to the rules, there are also importers and exporters who move no merchandise but somehow constantly improve their bank balances. There are also the extreme cases of traders who use their registered trade names as fronts for illegal and anti-social activities (e.g. drug trafficking, passport forgeries, prostitution, planning and execution of violent crimes).

While the activities of a few bad "eggs" might have fed the bias against the informal sector as a whole, not everybody operating therein are crooked or parasitic. As a matter of fact, if it were not for the enterprising role and conscientiousness of a number of individuals and group making up the informal sector, the economy of Africa would most probably have been

in a worse state than it is now. Figures so far released on the contribution of the sector to overall economic performance in Africa would appear to under-state the facts. The ILO/JASPA's 1990 report on the employment crisis in Africa indicates that in 1989, the informal sector employed 59 per cent of the urban labour force or 19 per cent of the entire wage labour force in Africa. The sector's share of total employment crisis in Africa indicates that in 1989, the informal sector employed 59 per cent of the urban labour force or 19 per cent of the entire wage labour force in Africa. The sector's share of total employment in 1985 varied from 72.6 per cent in Burkina Faso to 21.8 per cent in Gabon. In terms of income generation, approximately, 40 million workers currently earn their livelihood in the informal sector. This has other multiplier effects such as the financing of children's education, and the up-keep of immediate dependents and members of the extended family. The contribution to GDP is equally impressive: In 12 countries it accounts to US\$16 billion representing 20 per cent of the total GDP.

As regards its linkage with the formal sector, the evidence available seems to suggest that the latter depends on the former for the bulk of inputs. Another JASPA study reveals that whereas the informal sector consumes only 5 per cent of its own products, it supplies 50 per cent of the inputs required by the formal sector and the remainder to the subsistence agricultural sector.

If we stand back for a while from these figures and reflect further on the role of the informal sector, we are likely to appreciate the importance of the sector. Let us take for example the construction industry. The bulk of activities undertaken within the construction industry belong under the informal heading. The majority of private dwellings (including no doubt the ones many of us come from) are erected either by private masons, brick-layers and carpenters, or by labour provided by members of the extended family. It is only the modern highways and the complex housing programmes which are contracted out to the big civil engineering firms. Many of them in turn, sub-contract parts of their projects to small firms operating within the informal sector notably, the one-man electrical fitting and installation firms, iron-mongers, furniture suppliers, etc.

We should also recall how many times we take our broken-down vehicles to the local master-mechanics ("road-side mechanics" as they are

popularly referred to in West Africa) rather than to the established auto repair workshops.

As I see it, the strength of the informal sector lies mainly in its flexible organization and results-oriented management practices. Even before structural adjustment programmes brought about the dismantling of bureaucratic controls, the informal sector had been known (some would say notorious) for its remarkable ability to evade "road-blocks" and bottlenecks. Its competitiveness is frequently enhanced by its stress on profit maximization and its readiness to dispense with protocol, hierarchy and excessive paper-work. Its generally lean work-force reduces administrative overheads and facilitates control. We must also remember that even where it consumes raw materials, it would likely explore local sources rather than foreign ones. The resultant saving in foreign reserves is indeed a strong argument in favour of assistance to this sector.

That the informal sector needs to be adequately supported so it can play an even greater and more substantial role in the economic recovery and development process is beyond dispute. The first type of the assistance should be directed towards overcoming obstacles to effectiveness and productivity in the sector. Curious as it may sound, in the sector's strength will its major weaknesses be found. Its contempt for bureaucratized methods may yield results in the short term, but in the long run it would have to decide whether to remain in suspended animation or to establish a firm and reliable framework for production planning, control and measurement. As of now, the absence of a clearly defined framework of relationships in each informal organization stands in the way of task-oriented employee supervision and prevents the "organization" from approaching employee-related issues (such as recruitment training and performance evaluation) from rational, or at best, systematic angles. The chaotic lay-out of plant, offices and factories is a direct outcome of the general disdain for organization in the informal sector. The sector might also have earned its reputation as an artful dodger, but when this leads to evading such a civic obligation as the payment of taxes, some one has to draw the line some-where. Improvement in record-keeping, and in accounting systems should therefore be accorded high priority.

While industrial extension and consultancy services can assist in bringing about fundamental reforms in the informal sector, the government in each African country needs to take positive steps to assist the sector to thrive and grow. Besides providing the necessary infrastructural and

institutional support facilities, it would be advisable for governments to review their industrial development policies with a view to recognizing the role of the informal sector, and finding solutions to the problems facing the sector.

I have so far concentrated my attention on the informal sector, the NGOs are another set of institutions whose role is attracting increased attention. Again, it is the rapidly deteriorating socio-economic situation in Africa which has brought the NGOs into the limelight. This is not to say that they had played no role in the past, but that at no time was the role understood as forming an integral part of national development strategies. Except in countries facing natural disasters or torn apart by civil strife, it was generally assumed that development under normal conditions was the business of government. Now that the socio-economic crisis has rendered the prevailing condition far from normal, NGOs have suddenly found a seat on the development train. The train has not screeched to a halt, but it is not yet moving at a speed desired by everybody. The question which immediately need to be addressed is what role to assign the new passengers - the NGOs. Making them the engine drivers is out of the question. They cannot (and should not) take over the leadership role from government. Apart from the fundamental strategic political consideration which work against leadership by the NGOs, many of these private, voluntary development organizations are as yet foreign-owned and/or foreign-controlled. The implication of this is clear; their development priorities as well as operational methods may be at variance with those of the African governments.

But while accepting that NGOs should not compete with governments (either for power or for roles) there is still a lot to be said for a strategy which encourages the evolution and long-term growth of indigenous non-governmental organizations. Apart from the tangible contributions which they make to socio-economic development (for example, many NGOs are currently very active in the health, education and poverty-relief sectors, in addition to playing decisive role in the resettlement and rehabilitation of refugees), NGO approaches are crucial to the outcome of efforts being made to promote popular participation in development and to enhance the chances of democratic institutions. If I remember correctly, it was de Tocqueville, a noted political thinker, who once postulated the theory that society's progress towards democracy depends to a large extent on the success of efforts made in "associating together". Associational life,

independent of external prodding, is thus an important feature of a democratic society.

Before I conclude my address, I wish to express on behalf of AAPAM and ECA, our gratitude to the Government and People of Nigeria for agreeing, once more, to host an AAPAM Roundtable conference. The excellent facilities placed at our disposal, the hospitable environment of Abuja, and the friendly attitude of Nigerians - these and other motivating factors should make this a historic and rewarding conference.

Thank you for your patience and attention.

Speech by Alhaji Aliyu Mohammed, Secretary to the Government of the Federation at the Closing Ceremony of the African Association for Public Administration and Management (AAPAM) 12th Roundtable at Abuja at 6:30 pm. on Thursday 6th December, 1990.

Mr. President, Commander-in-Chief of the Armed Forces,

Members of the Armed Forces Ruling Council,

President of AAPAM,

Honorable Ministers,

Your Excellencies, Ambassadors and Member of the

Diplomatic Corps,

My Lords Spiritual and Temporal,

Your Royal Highnesses

Distinguished Delegates,

Distinguished Guests,

Ladies and Gentlemen,

I am delighted to extend my salutations and congratulations to you all for the successful deliberation which you have had during the one-week African Association for Public Administration and Management Twelfth Roundtable Conference. The reasons for your well-deserved congratulation are two fold. Firstly, you must have tapped and deployed your innate wisdom and maturity in giving priority recognition to management issues as one of the problems facing African Countries in raising the level of their development.

Secondly, you must have proposed far-reaching recommendations and measures which are geared to the effective tackling of African socio-economic problems. Of particular significance to theme of your Roundtable is the vital role of Public Administrators and Managers in mobilizing the informal sector and non-Governmental organizations for the attainment of

developmental goals. It is gratifying to note that you have, amongst others, given weight and force to the need to explore approaches other than the orthodox to Africa's development issues. This, to my mind, is quite germane to our situation as it is no longer contentious that a wholesale application of "Western Scientific Social and Economic Theories" to our social, economic and political problems may lead to greater economic suffocation and ultimately an unredeeming strangulation even before the turn of the present century. Due recognition and attention have to be given to our wealth of traditional culture and experiences.

It is neither necessary nor desirable to reopen the issues you have so much exhaustively dealt with in the past four days here. Suffice it to say that it is abundantly certain that the informal sector enterprises have positive role to play in the contemporary and future social, economic and political affairs in Africa. Their future participatory role in development will continue in varying degrees and perhaps be dominant in some cases thus contributing to the good and welfare of the greatest number of our peoples. Your well thought-out recommendations and proffered viable options will no doubt assist our various Governments in the proper planning for the well-being and over-all development of our countries.

The welfare and comfort of all participants are not less important to me than the outcome of the deliberations of the Roundtable. In fact, it is only when you hold your discussion in congenial atmosphere that you can effectively deal with the various issues which have featured in this Conference. I am informed that you have enjoyed your stay here in Abuja, the new Federal Capital of Nigeria, in spite of some inescapable interruptions brought about by faulty air condition system at the International Conference Centre and electric power failure at the Sheraton Hotel and Towers. I am sure that your decision to hold the roundtable here in Abuja is to allow the participants to take advantage of the serene and quiet atmosphere of our new capital to facilitate your deliberations. There is no doubt that some of you, particularly, participants from outside Nigeria, must have missed one or two things normally found in a fully settled and developed cities of the world but I am pleased that you have not missed the traditional Nigerian hospitality. I will, therefore, urge you to regard whatever inconveniences you may have suffered either on your way to or while you are here in Abuja as an unavoidable sacrifice for the development of a new capital city in a brother African country.

Finally, I commend the efforts, contributions and sacrifices of all the organizers, especially the Economic Commission for Africa (co-sponsor of the Roundtable), who have made the Roundtable a resounding success. I wish you further success in the pursuit of the lofty objectives of the African Association for Public Administration and Management (AAPAM). I wish you God's travelling mercies and safe journey back to your various destinations.

I now have the singular duty, honour and privilege to formally declare the twelfth AAPAM Roundtable Conference closed.

Thank you and God bless.

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PUBLICATIONS

- (i) Entrepreneurship Development in Africa: Proceedings of a Senior Policy Seminar on an Enabling Environment for Enhancing Entrepreneurship in the Private and Public Sectors in Africa (an AAPAM/SAPAM Joint publication).

- (ii) Improving the performance of Public Enterprises in Africa: Report of a Senior Policy Workshop (A SAPAM publication).

SAPAM stands for the Special Action Programme for Administration and Management. **SAPAM** is a United Nations Development Programme (UNDP) - funded Regional Project being executed by the U.N. Economic Commission for Africa. SAPAM operates under the aegis of the Public Administration, Human Resources and Social Development Division. SAPAM Regional Project began operation in March, 1990.

SAPAM's main objective is to improve and strengthen public administration and management in African countries through activities designed to build the policy analysis and economic management capacity of Public Sector in African countries, improve the management of public enterprises in Africa, improve the productivity and efficiency of African public services and disseminate information on administrative reform measures in African countries.

The main vehicles for fulfilling these objectives will be seminars, workshops and conferences which will involve participation by senior policy makers in African governments, universities, public enterprises and the private sector. Technical publications embodying the findings and recommendations of the various studies envisaged in the project will be issued and circulated to managers and organizations in the African public and private sectors.

The African Association for Public Administration and Management (**AAPAM**) is an international association formed in 1971 at Freetown, Sierra Leone with its headquarters in Addis Ababa, Ethiopia.

It has a membership of over 200 top administrators and managers from independent African nations and 15 corporate members from among Institutions and Schools of Public Administration and Management and Public Corporations. Some African nations as well as International Foundations interested in development of public administration and management in Africa support AAPAM with annual grants.

The Association focuses on the African experience in public administration and management and seeks to:

- provide a forum for exchanging ideas and experiences between public administrators, managers, scholars and teachers in this field;
- foster professionalization of public administration and management in Africa;
- assist, encourage and contribute to the study of the problems and techniques of public administration and management in Africa;
- foster affiliation and maintain liaison with other international organizations interested in public administration and management; and
- promote research in public administration and management in Africa.