

We can and must achieve The Millennium Development Goals by 2015!

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A Post-Washington Consensus Dispensation for accelerating human security and development

"The MDGs will not be met in Africa under the current circumstances. Failure to make progress on hunger and the other goals comes at a cost. Of course, there is the wholly unnecessary suffering of the poor, but there are also the emergency outlays of the rich. This is illustrated in the case of the United States of America, which last year provided \$500 million in emergency food aid to Ethiopia but only around \$5 million for agricultural development. It is time to reverse that ratio. It is a much better investment to spend on long-term solutions that would enable Africa to feed itself rather than short-term emergency food relief. Similarly, the developed world is spending much more on arms and war than on long-term solutions. It is time the world realized that there can be no peace with chronic hunger. The fight against hunger is a fight not only for health and prosperity, but for peace itself."

Presentation by Jeffrey D. Sachs,
Special Advisor to the UN Secretary- General on the MDGs and Director, UN Millennium
Project - Innovative Approaches to Meeting the Hunger MDG in Africa July 5 2004

¹ This is a think piece designed to promote dialogue on how Ethiopia can achieve the Millennium development goals by 2015. It consists of information on the MDGs, mechanisms and protocols to achieve the MDGS, an international resolve to achieve the MDGs and finally a human qualities development agenda to achieve the MDGs

MDG GOALS

TARGETS

Eradicate extreme poverty and hunger	<ol style="list-style-type: none"> 1. Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day 2. Halve, between 1990 and 2015, the proportion of people who suffer from hunger
Achieve universal primary education	<ol style="list-style-type: none"> 3. Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
Promote gender equality / empower women	<ol style="list-style-type: none"> 4. Eliminate gender disparity in primary and secondary education, preferably by 2005, and to all levels of education no later than 2015
Reduce child Mortality	<ol style="list-style-type: none"> 5. Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
Improve maternal health	<ol style="list-style-type: none"> 6. Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio
Combat HIV/AIDS, malaria and other diseases	<ol style="list-style-type: none"> 7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS 8. Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
Ensure environmental sustainability	<ol style="list-style-type: none"> 9. Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources 10. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and sanitation 11. By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers
Develop a Global Partnership for Development	<ol style="list-style-type: none"> 12. Develop further an open, rule-based, predictable, non-discriminatory trading and financial system [Includes a commitment to good governance, development, and poverty reduction – both nationally and internationally] 13. Address the Special Needs of the Least Developed Countries [Includes: tariff and quota free access for LDC exports; enhanced programme of debt relief for HIPC and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction] 14. Address the Special Needs of landlocked countries and Small Island developing States 15. Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term 16. In co-operation with developing countries, develop and implement strategies for decent and productive work for youth 17. In co-operation with pharmaceutical companies, provide access to affordable, essential drugs in developing countries 18. In co-operation with the private sector, make available the benefits of new technologies, especially information and communications

Source: UN MDGs

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We can and must achieve the Millennium Development Goals!

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A Post-Washington Consensus Dispensation for accelerating Human Qualities Development Through Knowledge Genesis and Management

I. WHAT ARE THE MDGS? A PARADIGM SHIFT OR ANOTHER DECLARATION!

The opening salvo of the UN Millennium Declaration proclaims “We recognise that, in addition to our separate responsibilities to our individual societies, we have a collective responsibility to uphold the principles of human dignity, equality and equity at the global level. As leaders we have a duty therefore to the entire world’s people, especially the most vulnerable and, in particular, the children of the world, to whom the future belongs”. The resulting Millennium Declaration identified urgent, collective commitments and ambitious targets with clearly defined deadlines to be achieved by 2015. Indeed, the beginning of the new international order marked the dismantling of power oligarchies and the titans who presided on humankind’s most appalling era of distress and despair has changed the environment under which the paradigm shift of human qualities development can and must operate. The MDGs hence focus on **reducing poverty and hunger, reducing child mortality, improving maternal health and combating major diseases, achieving universal primary education, promoting gender equality (especially in education) and empowering women, ensuring environmental sustainability, promoting gender equality and empowering women, enabling global economic environment – strengthening partnership between rich and poor countries.**

These underpin enjoying political and civil freedoms to participate in the life of one’s community as an important global objective. The goals are benchmarks of progress towards the vision of the Millennium Declaration—guided by basic values of freedom, equality, solidarity, tolerance, and respect for nature and shared responsibilities.

The UN SG report on the MDGs, the first of 13 annual reports to be produced until 2015 tracking the implementation of the MDGs, claims that the world still has a long way to go towards fulfilling the Millennium Declaration. The major message of the report was that the world community remained far from fulfilling the Millennium Declaration. The record so far was mixed, at best. Concerning the key Goal -- reducing by half the proportion of people living on less than 1 dollar a day by 2015 -- the global indices are actually on target. However, this target was just barely being met, and it was as a result of the exceptional progress in East Asia compensating for the

lack of progress or even regression in Africa. The fact that almost half of Africa’s population was below the poverty line remained a challenge. Yet it is encouraging to note that many other UN sponsored goals have been achieved. By upholding the principles of human dignity, equality and equity at the global level, nations have

committed at least on paper to address many of the most enduring failures of human qualities development in the Millennium Declaration.

They place human security and human development at the centre of global development objectives; sharing a common motivation and

reflecting a vital commitment to promoting human well-being that entails dignity, freedom and equality for all people. Inherent in the MDGs is the rights-based approach to development that empowers people and making them capable to decide on the matters of their interest. It brings in legal tools and institutions of the law as a means to secure freedom and human development.

Goals	Millennium Development Goals
Goal 1	reducing poverty and hunger
Goal 2	achieving universal primary education
Goal 3	promoting gender equality and empowering women
Goal 4	reducing child mortality,
Goal 5	improving maternal health
Goal 6	combating major diseases
Goal 7	ensuring environmental sustainability
Goal 8	strengthening global partnership

II. IS THERE A WAY FORWARD? LEADERSHIP FOR ACHIEVING THE MDGs

Leadership and the existence of rules and institutions for enabling and participatory governance are the requisite basis for achieving the MDGs. The MDGs represent a new global governance and leadership compact during an era of unprecedented global prosperity and challenges in poor communities. The MDGs represent hard targets and M&E mechanisms. Nevertheless, the goals will not be achievable at current political, social and economic trajectories. Recent studies show that SSA countries will take up to 145 years to achieve the goal -- hence the need for effective leadership and governance structures. Although the terms leadership and governance have entered the intellectual discourse in the recent past, the idea has a long intellectual history. A key distinction, which runs through much of in the history of political theory, is between the **stewardship / guardianship** on the one hand and **guiding / steering** responsibilities of the state on the other. Over the centuries, these two images i.e. the shepherd and the helmsman - have been at the heart of many political governance controversies. Although neither guardianship nor *guiding* can be discharged effectively in isolation, some writers advocate stewardship and others the steering role as the primary responsibility of the state. Developmentalists, bordering on neo-liberalism, emphasise stewardship while reformed neo-con-neo-classical thinkers of the Washington consensus augur its guiding functions.

Nevertheless, the notion of the developmental state is in direct opposition to the Washington Consensus. The Consensus undermines the significant role of the state in national development by claiming that state-driven policy and the notion of the Developmentalists state are '**a thing of a past that have miserably failed**'. The market is now triumphant and even the vast socialist economies of Asia have abandoned their Leninist stances and are floating on the high waters of capitalism in its 'crudest' and 'insolent' form. It is asserted that free Market single-handedly managed by aristocrats and the elite will bring development. After all weren't both Plato and Aristotle contemporaries of the idea of democracy meaning direct rule by the populace "the mob" as in Athens; they favoured instead the idea of "rule by the best"- (*aristos* is Greek for "best").

The new paradigm shift encapsulated in the MDGs is described best in the convergence and merging of three agendas: the security agenda, the economic agenda, and the development agenda.

1. The **security agenda** has put political governance and leadership and participatory politics at the forefront of international diplomacy.
2. The **economic agenda**, after a first wave of structural adjustment programmes aimed at downsizing and 'shrinking' the State, and promoting market economies, is rehabilitating the role of the State in its core regulatory functions.
3. The **development agenda** is linking sustainable human development (economic, social and cultural

development) and participatory development (political development).

This convergence reflects an emerging consensus on the mutually reinforcing role of political governance, leadership and development, re-emphasising the importance of the political context of development. Today multilaterals and bilaterals have gone further ahead in the articulation between the concept of economic liberalisation, development and political governance. These are not only semantic considerations since they have major policy implications. Indeed, while democracy is

receiving widespread and increasing acknowledgement for its capacity to foster good governance, the linkage has not been, so far, sufficiently articulated. The international democratisation agenda has found it difficult to advance this agenda, to integrate the qualitative and quantum dimension of governance, i.e. its democratic content, merging this into the concept of 'democratic governance'.

These are central elements and have significant policy implications... refer to the brutal debate on conditionality in the development co-operation that affects the detailed articulation and implementation of the consensus raising more question than the answers it provides...

1. If democratic governance is a process of rule making in which citizens obtain opportunities for political contestation and participation; referring to open rivalry and competition among diverse political interests and the entitlement of citizens, considered as political equals, to be involved in choosing governmental

Beyond action plans for food security, there is need for peace and security across the continent. Current civil conflicts in Africa, coupled with natural disasters have forced millions to become refugees. Without bringing conflicts under control, the problem of food insecurity simply cannot be addressed. Africa should have sovereignty over its own food production, set its own agenda, and find its own place in the world.

Alpha Konare AU Chairperson

leaders and policies; how does this link in practice to evolving a regime in which the authority to exercise power derives from the will of the people?

2. Can opportunities and threats to human qualities development be grasped in terms ideological elements and constructs that might be seen as the very constitutive structure of governance? Ideology will commonly be characterised by a number of distinctive and shared additional elements, including concepts and rules of government, national and cultural values, traditions of political discourse and arguments, and modes of representation of specific interests, needs and issues. These elements, or complexes of elements, will tend to assume varying forms and to enter shifting relations of competition, co-operation, and hegemony during political reform. Generally, the broader the range of ideological elements at play and the more varied and uncertain their relations, the greater the possibilities of process-oriented vision definition.
3. Would there be a transition period to which the major foundations to which they are often tied more or less closely, 'transitional' ideological constructs tend to be unsettled and, at times, unsettling? Particularly at the initial stages, they are more likely to be uncertain rather than stable structures of ideas and values. This has the effect of opening up the achievement of the MDGs, of freeing the process from simple domination by any one organised stakeholder or coalition of them. Yet such elements and relations take shape and come into play within a hierarchy of global and local agencies and groups. A determinate order of **institutions, powers, interests** and **activities** operate through complexes of **ideas** and **values**, filling out, specifying, anchoring and, often short-cutting their formal content or meaning. Moreover, this may impose ideological as well as practical limits on the extent to which and how the achievement of MDGs can be opened up.
4. Is the attention for **governability** and **governance** predicated on the narrow technocratic concern on abject poverty and the 'sustainability' of 'human' development? Wouldn't sustainable human qualities development only happen in a predictable and transparent framework policy design and all enabling environment for citizen participation and private initiative? The institutional setting and the decision-making process, together with the norms and values on which they are based are essential elements of tools for achieving the MDGs. Democracy and governance hence connect the norms, procedures, and institutions that must exist for effective, efficient, and open public policies. Good governance is seen in the context of economic and social development. In other words, the essence of functioning democracy is

in good governance. The missing link between the concepts of governance and democracy can be traced when they are applied. In theory, governance may be about exercise of power irrespective of a political system. In practice, good governance involves accountability, transparency, and participation, predictability (rule of law). These are precisely the working conditions of good governance and good leadership. Competition for power through elections is meaningless unless those elected are accountable to those who elect them. Accountability is impossible without transparency. Formulation of laws in legislatures and constitutional guarantees of freedom will only be paper tigers unless the rule of law is respected and applied and people have a possibility to participate in decision-making processes.

5. A major constraint to the attainment of the MDGs is that states, civil society organisations, and development practitioners remain weak and highly dependent on economic and political forces outside their countries. Competition for funding between states and CSOs greatly erodes their capacity and commitment to mobilise collaborative action and achieve consensus around issues of common interest for autonomous development. While many proposals for remedial action have been formulated, real commitment to collaborative processes at the inter-organisational level has always been limited.
6. Hence a national **Code of Practice** enshrining statements of institutional principles and ethics for practice, designed as a reference document for nations and societies is required to enhance collaborative action at the intra- and organisational levels. It is to foster a genuine commitment to a locally-driven approach to the challenges of achieving the MDGs. Indeed we have developed cooperation in many arenas of the response to human insecurity as defined by the eight goals we have set forth for the MDGs.
7. We now have a world wide rooster of best practices on every aspect of response to the challenges of poverty, marginalisation and HIV/AIDS (Uganda has achieved two of the eight goals already) and the cooperation and collaboration among nations and societies across geographical barriers. Through the various media, we have been able to disseminate and operationalise knowledge gained in the management of the response. The areas are advocacy, development of national commitments, developing intuitional capacity, development of national strategic plans, promotion of behaviour change, generating and using technical information, ensuring adequate resources, interventions for the general population and targeted interventions, care and support.

III. LEADERS' FORUM ON MEETING THE HUNGER MDG AN INTERNATIONAL RESOLVE AND COMPACT TO ACHIEVE THE MDGs

United Nations Secretary General Kofi Annan appealed for a green revolution in Africa, telling a **Leaders' Forum on Meeting the Hunger MDG: Innovative Approaches to Meeting the Hunger Millennium Development Goal in Africa** in Addis Ababa in July 2004, that ending the continent's chronic hunger crisis was possible given the right strategies and political will. Given the right kind of national and international support, Africa can achieve the green revolution it needs, he told the meeting in Addis Ababa, held on the eve of an African Union summit. (Sapa-AFP) In the same meeting, Uganda's president Museveni asserted that the Plan for the Modernisation of Agriculture (PMA) is targeted **at** raising household incomes of the poor who depend largely on agriculture, through the market rather than emphasizing self-sufficiency; to provide gainful employment through the secondary benefits of PMA implementation, such as agro-processing and related off-farm services; to promote the sustainable use and management of natural resources by developing a land-use and management policy; and to promote technologies that are friendly to the environment.

In order to achieve the above objectives, seven intervention areas were identified. These are: research and technology development; agricultural advisory services, rural finance; agro-processing and marketing; agricultural education; supportive infrastructure such as rural feeder and community roads, energy, telecommunication, and water; and sustainable natural resource use and management. In a news release by the Millennium Project several heads of states and dignitaries that attended the meeting on **Leaders' Forum on Meeting the Hunger MDG** asserted that a momentous **POLITICAL WILL** is required to get Africa out of the hunger quagmire it is in. **Joaquim A. Chissano** (Mozambique) noted that "In the last 40 years, Africa has been the only continent where the average per capita food production is constantly decreasing. He called for the participation of all key stakeholders on the continent – both in government and in civil society – to develop concrete action programmes and partnerships to fight chronic hunger".

Alpha O. Konare (AU) asserted that "Beyond action plans for food security, there is need for peace and security across the continent. Hunger and food insecurity will only increase in the next decade if wars and conflict in Africa are not brought under control. Current civil conflicts in Africa, coupled with natural disasters such as drought and floods, have forced some seven million people to become refugees. Without bringing conflicts under control, the problem of food insecurity simply cannot be addressed. We must come out of this logic of emergency aid and the resulting dependency on aid. Africa should have sovereignty over its own food production, set its own agenda, and find its own place in the world. **Jacques Diouf** from FAO stated that "the problem of hunger in Africa is immense and rooted in history, but it is also soluble within our lifetime. We know

what to do to end hunger. Eliminating hunger and food insecurity on the continent does not require a leap in technology. What is required is the commitment of African leaders to translate these technologies into coherent and effective programmes." **Jeffrey Sachs** from the Millennium Project supports Diouf "We have the technology today to bring about this revolution in a totally environmentally sound manner. It is time we got serious about the scale of the problems we are trying to address, and the magnitude of the resources needed to overcome them". **Akin Adesina** from the Rockefeller contradicted every presentation by asserting that we need to "ask poor farmers today in Africa what their main problem is. They will always say "bad markets". It seems the challenge facing African farmers is not so much the absence of science that can help improve their

productivity. In many cases, the appropriate technologies are there. *The major problem has to do with the failure of markets.* This undermines the capacity of poor farmers to use available or prospective technologies. It is clear, therefore, that unless we make greater progress in "making markets work"; the Africa green revolution will become elusive."

IFPRI, The International Food Policy Research Institute asserts that research has a key role to play in moving forward, broadening its

research areas in Africa to include: investigating state and market failures related to agriculture, identifying strategies to make trade liberalization work for the poor and improve their access to well-functioning markets, examining how to establish and strengthen social safety nets, and designing information and knowledge systems that support strategies and implementation of road maps for food and agricultural policy change.

Such mélange of recommendations notwithstanding, the arguments for an overhaul African Governance re-

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gimes and systems that have not lived up to their promises in their leadership of human development and human security projects and programmes border on the nothing less than a 21st Century revolution. PM **Meles Zenawi** articulated this aspect very well in his address to NEPAD (Re: EIPD paper)... African states have been given names such as neo-patrimonial, prebendal...; they are ... systems of patronage and are closely associated with rent-seeking activities oiled by external funds and internal revenues. Much of the productive activity is mired in a system of irrational licenses and protection that is designed to augment the possibilities of rent collection. Much of the private sector in the continent is an active and central element of this network of patronage and rent-seeking activity. A large part of the NGO

community and civil society organizations constitutes a parallel network of patronage and rent-seeking activity."

Nevertheless the way forward agreed upon **Leaders' Forum on Meeting the Hunger MDG** unfortunately is that "participants had agreed to work together to launch the African Green Revolution needed to achieve the Hunger MDG by 2015 with a need to increase investment and align priorities with scaling up best practices, and focus on practical solutions at the village level... In the final section the author outlines how this can and must change to meet the challenges so well articulated by the AU Chairperson. It must go beyond this. A green revolution is not an answer... neither is more money to be pumped from donors. The answer lies within Africa itself.

IV. A HUMAN QUALITIES DEVELOPMENT AGENDA TO OPERATIONALISE THE MILLENNIUM DECLARATION

In recent years, multilateral, bilateral and non-governmental external agencies have taken a large number of initiatives aimed directly or indirectly at addressing the MDGs and mitigating human despair. In doing so, they rely on a wide variety of programmes, institutional mechanisms and policies. Indeed, growing government and donors has resulted in increasingly challenging problems of conceptualising and understanding the role and function of the state and international agencies. The growth of interventions seems in marked contrast to the limited thought and effort exerted by them in building capacity of local entrepreneurs and putting the interventions in coherent theoretical or strategic perspective. The important issues that these suggest are not sufficiently addressed, or even raised, in much of the current discussion. Insofar as the activities of such agencies are not understood and engaged in partly as indigenous societal potentialities developing gradually into actual structures, functions and characteristics of national, sub-regional and regional entities, their developmental impact may diminish with their proliferation. This can mean little more than a weakly co-ordinated multiplication of programmes and projects which have immediately recognisable or measurable effects in limited areas, but which seem to suspend rather than serve the ultimate goals of international partnership.

The strategic co-ordination of diverse activities and stakeholders in achieving the MDGs (as depicted in the figure 1) can become a challenge both for states, international agencies and entrepreneurs involved. International partnership must focus on the urgent mobilisation of nations and civil societies. By building on national and international knowledge and experience on human development and utilising existing institutional and programme framework at all levels, this will strengthen capacities in community-based institutions and the private sector to ensure a continued process of learning and innovation to enable them to respond to the challenges of poverty and HIV/AIDS. Specifically partnership initiatives and policy imperatives must zero in

- 1) Analysis, formulation and management of all encompassing development of policies, strategies and social and economic tools and models for active entrepreneurial mobilisation and participatory involvement of relevant stakeholders in assessment, planning, programme implementation, monitoring and evaluation of all activities in the development proc-

ess, thereby strengthening capacity for local development.

- 2) It provides both vision of what development should strive to achieve - to secure freedom and dignity of the people every where, and a set of tools and essential reference - human rights principles and standards. It is essentially based on values, standards and principles captured in the UN Charter, the Universal Declaration of Human Rights and human rights treaties. It also attempts to translate the people's needs into rights recognising the human person as the active subject and claim holder. It further identifies the duties and obligations of those against whom a claim can be brought to ensure that needs are met. The value of this approach lies particularly in the transformative potential of human rights to alleviate injustice, inequality and poverty. Human rights are moral norms, standards of accountability and weapons in struggle for social justice. The rights based approach to development entails the following main features that make it compatible to the needs- based approach, in depth assessment in which human rights values and principles are featured, and analyse and

assess by looking at the standards through the prism of human rights. Programme development should be carried out on the basis of human rights values and principles such as non-discrimination, universality and participation.

- 3) Building and enhancing national and local level capacity for participatory decision-making, to promote self-directed civil society entrepreneurship, and enhance the gender balance and equity in such an endeavour to ensure sustainable livelihood systems. This must be complemented by the development of a stakeholder-driven multi-track communications and advocacy system and partnership and capacity enhancement for the provision of services and transfer appropriate technology systems that enhance community, household, and individual action. Strong linkages between indigenous adaptive strategies and contemporary knowledge will be reinforced, as a means of encouraging and supporting community

sustainable, strong and responsible response. The public debate on long-term pivotal matters could be cross-fertilised by the most relevant international thinking, whereby; the understanding of specific problems and capabilities could be reinforced considerably. This is where the pivotal role of the Diaspora comes in.

- 5) To achieve the goal of **reducing under-five mortality rate by two-thirds, to reduce maternal mortality ratio by three-quarters, and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases**, the current **HEALTH EXTENSION PROGRAMME (HEP)** must be nurtured fully by civil society - with business taking the lead, development partners and the government. This is a very ambitious programme and needs the participation of all involved; including inter-sectoral coordination with education, culture, youth and food security.
- 6) To achieve gender empowerment and broader participation of the public we need to revisit the understanding of participatory though. The Marxist inspired discourse of the seventies and eighties seeks to understand the configuration of social forces in the context of impending social transformation of society on the basis of the balance of such forces. Some of the critical issues raised in this discourse include, inter alia: the historical and class role of civil society in social transformation and its relationship to the forces of production and the state. The political interaction perspective on the other hand presumes that state-society relationship is central to understanding the political dynamic in society and polity. It is a synthesis of conventional analysis of Ethiopian politics, which attempts to deconstruct the contentions of previous sociological and anthropological analyses and re-interprets them within the problematic of state-society nexus. Characteristically it eschews a pre-determination of the locus of power in any of the public or private spheres. It derives its theoretical leitmotif from the recognition of multiple factors at work on the Ethiopian political scene and by tracing their diverse dynamics over a period of time. The

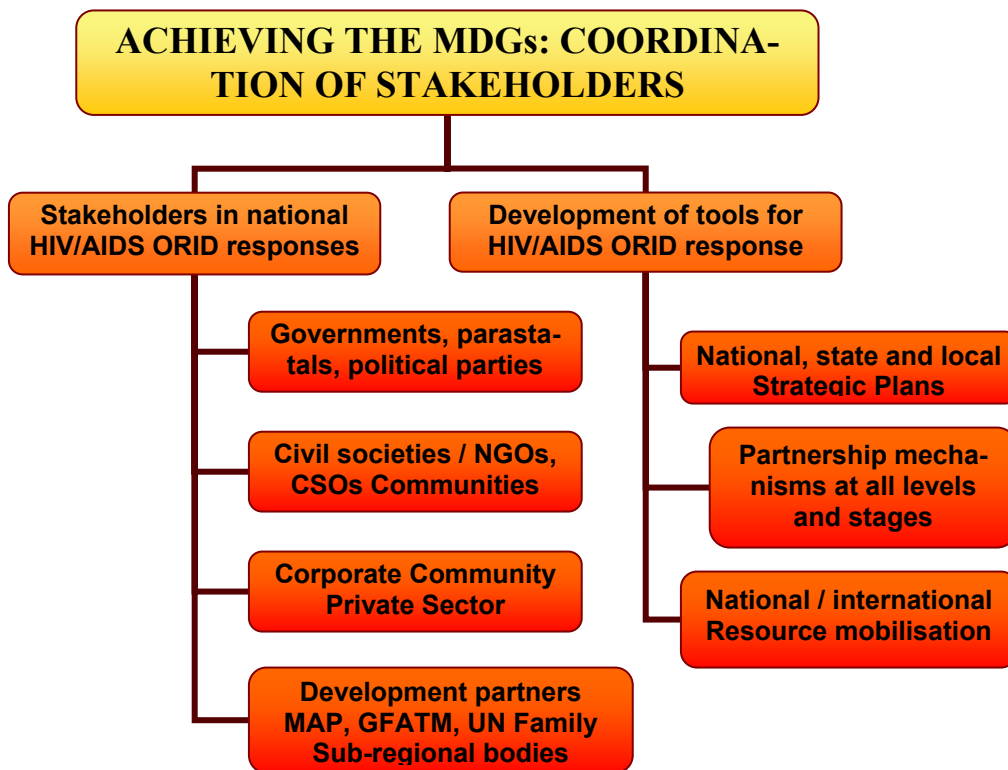


Fig 1 Proposed structure and function for partnership to achieve the MDGs

ownership national programmes.

- 4) Develop and precipitate national multi-sectoral and multi disciplinary mobilisation for the development of the private sector in Ethiopia. In this sense, development of think tanks is important as central elements of society and polity on a range of issues could be an extremely fruitful element in the efforts to build up a

neo-liberal orthodoxy's offshoots of this tradition have tended to treat civil society as if it were a replacement of class analysis. In order to un-pack some of the supererogatory aggregation of class categories, they have striven to expose a broader range of social relationships, strategic options and behaviour patterns within and among classes and, by that token, succeeded to mitigate the theoretical effect of structural determinism which usually accompanies class analysis.

7) In the recent past, events in Ethiopia have given a new impetus to the discourse on civil society. The focus of this discourse traditionally tended to be on NGOs - doubtless the most visible element of civil society as a public sphere. Increasingly, however, the discourse has had to widen its embrace to include other forms of civil society formations. Yet, in the discourse, the fundamental and defining feature of the civil society - citizenship - has largely been obscured by undue focus on the trademark character of NGOs as recent phenomena in the evolution of institutions of national and international citizenship. Disconnected from the poor and marginalised, this contributed to make the discussion on the rights based approach an academic endeavour.

8) **Gender** refers to the socially constructed roles and responsibilities assigned to women and men in a given culture or location. Gender is a basic organizing principle of societies that affects women and men in all activities and relationships and consequently influences the outcomes of development interventions.² Reference to women and a focus on

There is and has been a shallow understanding of, and a feeble grip on, the essential components that constitute the required human qualities for development, and the intensive and comprehensive nature of their development and utilisation processes.

As such, important components required to build and use a quality labour force for accelerating and sustaining growth are not properly addressed in the education and productivity programmes.

women does not automatically address gender issues. Unlike sex, which is universal, biological, and unchanging, gender roles and relationships are learned, vary among cultures (as well as among social groups within the same culture), and change over time. Gender is often misunderstood to mean *women*, when, in reality, gender refers to the roles and relationships of both women and men in a given cultural context".

In September 1994, in Cairo, 180 countries, gathered for the International Conference on Population and Development (ICPD),³ hammered out a remarkable blueprint for population stabilization. One of the most significant policy outcomes of the ICPD is the recognition that women's empowerment is essential to

sustainable development. The Programme of Action affirms the advancement of gender equity and equality as a central principle in population stabilization. It notes that women are key actors in the development process and are also frequently the poorest of the poor. We need to develop mechanism

to address the gender and **POPULATION** dimension of the ICPD.

9) To achieve the first Goal of the MDGs - **reducing poverty and hunger** - and the cascading impact this will have on the other seven Goals, we need to explore possibilities of developing and instituting special agro-industrial zones in the Southern Nations and Nationalities Regional Government and Oromiya to provide a leaner investment governance rules and institutions. Such a policy and strategy will enhance our food security by intensive entrepreneurial food production; tallying in well with the ADLI strategy.

10) ADLI is based on three interrelated development objectives that would have to be achieved in the process of structural transformation in Ethiopia -- sustain-

² In the social sciences, the word gender is used to refer to the socially ascribed differences between men and women, which is different to the purely grammatical meaning of distinguishing between the sexes. Gender relations are 'the rules traditions and social relationships in societies and cultures which together determine what is considered feminine and what is considered masculine, and how power is allocated between, and used differently by men and women'.² Gender analysis is the process of analysing how these differences and relations impact on the ability of men and women to participate in and benefit from development processes. The above refers to the Women in Development (WID.) approach and the Gender and Development (GAD.) approach respectively. The WID approach is one that looks at the role of women in terms of the division of labour, and focuses on ways of helping women within this reproductive sphere of activities. Women are seen as a resource that is important to development and their efforts are enhanced through the necessary material and technical support. Women are then integrated

into what can be termed a parallel development process through the provision of basic necessities like nutrition, health, education, child care, skills training and access to contraception. Another strategy of WID. is involving women in income generating activities to make them economically independent. The GAD approach is based on the understanding of the social relations between men and women as constructed and perpetuated by society. These relations are determined by the patriarchal ideology referred to, which determines the identity, role, and entitlements of men and women, with women being perceived as inherently inferior and therefore undeserving of the same entitlements as men.

³ International Conference on Population and Development (ICPD) Programme of Action (Cairo, 1994), para 96

able economic growth; equity, and self-reliance. In phases it claims to improve traditional agricultural practices, introduce small-scale irrigation schemes, expansion of agricultural infrastructure and modern technological inputs, and employment of rural labour in non-agricultural activities. One could question where the nexus between agriculture and industry will evolve base on peasant on that has been the nations Achilles Hill in driving famines deep for many centuries. Hence we need to go beyond ADLI in developing commercially viable agricultural projects and the human qualities that drive the management engine.

We need to accord the critical role of the **HUMAN FACTOR** in creating sustained human development, its proper place within the process of development management. **The human factor** underscores the rationale for the need for a revolutionary action plan. A major contributing factor to the appalling situation is that there is and has been a shallow understanding of, and a feeble grip on, the essential components that constitute the required human qualities for development, and the intensive and comprehensive nature of their development and utilisation processes. As such, important components and commitment required to build and use a quality labour force for accelerating and sustaining growth are not properly addressed in the education, training and productivity programmes. Efforts have failed to produce and retain the necessary pool of self-confident, healthy, knowledgeable and skilled public and private sectors labour force, which is full of initiatives and resourcefulness with a sense of purpose, work ethics, vision, integrity and direction. The constraining factors in the debate that are worth noting are predicated upon

The focus of human resources development policies and programmes that is placed generally on providing basic skills, which may not be as relevant or flexible to changing local and global imperatives. Hence capacity building (even when professionally executed) is traditionally regarded and treated not as a sustained process, but appended to nearly all sector-development projects or programmes. This approach neglects the intensity, complexity and comprehensiveness of the **human quality development process**. It is aimed particularly at upgrading only skills and knowledge of largely a redundant public service labour force.

On the part of policy and decision makers and funders, there is an implicit killer assumption, which is left unat-

tended; available workforce would motivate itself and be productive. It is essential that aggregate labour force productivity be induced, through deliberate strategies and policies as part of development management efforts not only for production to take on an increasing trend over time, but also to retain the qualified labour force. Lessons from Asia show a vital role to be played by government and private sector policies in these regards. A consensus has emerged in the development literature regarding the treatment of the issues identified above. A concerted and massive action over a sustained period, on the development and utilisation of a pool of **critical human qualities** at all levels and spectrum of society would provide the foundation and engine for the elimination of absolute poverty and gaining a respectable and beneficial place within the process of globalisation. A disciplined, healthy, nourished, and motivated labour force is required to produce and distribute the goods and services needed for sustained human development. Leadership teams that are committed and willing to facilitate the process of opening up greater opportunities for every citizen are needed.

the need to internalise the rights-based approach values, mission and vision within government, expand forums for dialogue using multi-track communications systems among all stakeholders to enable a unified front for opinion formulation and perception management; developing PR, social marketing and negotiations skills of partners; and capacity building for civic education, civil society, the legislature and the judiciary at local levels.

“The UN Millennium Project Task Force Report is a major undertaking to support global efforts to achieve the MDGs. We agree with the Report that the MDGs cannot be achieved with ‘business as usual’. The World Bank especially welcomes the Report’s call for increased and more effective aid, openness to trade, and improved governance, all of which the Bank has advocated over many years. We also support its call to build capacity in developing countries, to strengthen national strategies, and to improve private investment climate and scale up investments in infrastructure for economic growth in developing countries. The Report’s appeal—and its urgency—is needed, given the depth of the development challenges in many countries, especially in sub-Saharan Africa...”
James D Wolfensohn.

- a) All stakeholders need to intensify its advocacy efforts on the need for a national policy and legal frameworks that enable citizen’s organisations to operate fully and unconditionally, and land use policy and a strategic land use plan and the related need for a legal framework for establishing rights of access, use, transfer, alienation, and compensation must be

recognised. Land-use and land tenure have important linkages to food security and natural resource conservation and protection, the need for which has been well documented. There must be a consensus to concrete and feasible effort to define policy targets to address other aspects of human security -- such as vulnerabilities arising from lack of autonomy, powerlessness, and lack of self-respect/dignity, access to national resources and poor implementation of constitutional and human rights. There is need for strong systematic social campaigns on women’s rights

violations. Communication strategy must include **public relations and affairs** work in enlightening society, **social marketing** in selling new ideas and 'cultures' and enabling **negotiations**, beyond advocacy.

- 11) The private sector will require a proactive and innovative managerial and entrepreneurial team with capacities and will power to understand and cope with "arm's-length" trading modalities of external firms and investors with respect to subcontracting, alliances, licensing, franchising and other non-equity forms of international participation in the global economy. The crux of the challenge therefore, is creating, retaining and putting to productive use peoples with such qualities throughout the economy. It is basically about having the ability and willingness to identify, sequence, and execute human-centred development priorities and programmes in the face of limited human, financial and institutional capacities. It boils down to formulating and executing national and sectoral policies that would enhance countries aggregate commitment, will power and capacities to mobilise, develop, motivate, encourage and utilise all segments of the population. To meet this challenge is synonymous to meeting the development challenge at large. The results, under all probability, would lead to the creation of a strong nation active in both domestic and world transactions.
- 12) We must reinforce our **knowledge management (KM)** strategy to operationalise an effective strategic locus to participate in the global arena. In KM we observe what is essential for systematic database, learning, action and feedback that have been identified as a major weakness. Simply put, *knowledge* in this context is the most valuable of strategic resources, and *learning* is one of the most important capabilities for expanding its development resources.
- 13) Demonstrable level of **emotional intelligence is a sine qua non**: this is having to do with strong emotion and the ability to learn or understand from experience; ability to acquire and retain knowledge; mental ability. The ability to respond quickly and successfully to a new situation; use of the faculty of reason in solving problems, directing conduct, etc. effectively. Success measured in using these abilities to perform certain tasks. Generally, intelligence can be any degree of keenness of mind, cleverness, shrewdness, etc. This needs the development think tanks. Independent, pluriformistic and highly qualified research and policy reflection are indispensable elements in a modernising society. The phenomenon think tanks, have added vital elements to the public debate, to the renewal of policy orientations and to the arousing of awareness of the public vis-à-vis important issues, dilemmas and choices.

- 14) increasing attention must be exerted on the development of communities of practice and the knowledge management coordination nexus. By publishing such a strategy, African groups would have taken a first bold step in gearing individual groups and networks into action, and generating the momentum required for a true process of collaborative development. The advantages of such a process would mean

- **Wider market base and production potential:** Policies and strategies formulated around these issues could greatly assist individual as well as group of countries increase their rates of participation in global affairs.⁴
- **Increased competitiveness** both in quality and pricing mechanisms as nations specialise in the production and marketing of goods and services, such as common airline systems, telecommunications...,
- Development of **tourist potential** within the region
- Bring out the **critical production edge** from the region in material that are or can be exclusively produced in Africa such as traditional dresses, crafts and artefacts and **secondary processing** within the region in raw materials such as petroleum, diamonds, precious metals, organic agricultural outputs, handicraft, leather...,
- develop the **requisite negotiating leverage** by developing cross national skills in international negotiations as have ASEAN done

Notwithstanding economic, social, cultural, religious and political and sundry but insurmountable obstacles and impediments emanating from internal structural obstructions; in the above review, the attempt has been to identify some of the impediments and the need for strategic partnership and alliances for achieving the MDGs. It can be done. Yes it can be done. A skilled and committed civic and state leadership can mitigate conditions that are hostile to the achievement of the MDG Goals to achieving equitable growth and prosperity.

⁴ Firstly, effective regional integration in Africa would increase intra-African trade and financial transactions. With a relatively less fierce competitiveness amongst countries, national production, service and distribution capacities could take stronger roots for the bigger and more competitive global market. Secondly, negotiating and bargaining powers of the region in general, and the weaker nations in particular, could become stronger, and hence, more meaningful in the global space. Thirdly, resources could be pooled at lower marginal cost through an effective integration and cooperation framework to put in place the required support services such as energy, communications, transportation, training, and research and product development. Finally, coordination of policies, programmes and activities could lead to better understanding between nations and minimise political and social conflict.