

AFROSTROIKA AND PLANNED GOVERNANCE : ECONOMIC ADJUSTMENT AND POLITICAL ENGINEERING (1996) pdf

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Afrostroika and planned governance: economic adjustment and political engineering () On poet-presidents and philosopher-kings () Educated Africans in politics and society ().

The New Nigeria, , Golden Jubilee Edition, Nigeria High Commission, Ottawa, Canada Challenges In terms of general characterization, the parliamentary system of government inherited from the British was discarded for an American-style presidential system in However, what has been the position of Nigeria in the global society? Emeka Anyaoku , a Nigerian citizen and former Secretary-General of the Commonwealth, recently provided a useful synopsis of this position as follows: In anticipation of Nigeria emerging as a big African country and leader of the black race, the country was unanimously accepted as the 99th member of the United Nations UN in October Another noteworthy positive aspect has been the success of a few Nigerians in the diaspora. One, basic infrastructure and social services which are taken for granted in many countries are pitifully bad or weak in Nigeria. Two, the factors and conditions of production, particularly land, capital, infrastructure and services are very difficult to access thus leading to de-industrialization and the failure of manufacturing. This means that economic facilities are weak. Three, the educational system apart from being a poor social service, lacks quality, proper orientation and quantity. Four, the healthcare delivery system at the primary, secondary and tertiary levels destroys rather than saves lives. Six, the extraction, production and sale of the hydrocarbons of oil and gas, the highest foreign exchange earners, have been mismanaged, negatively politicized and corrupted. Much of gas is wasted through flaring. Seven, there is phenomenal corruption at the level of politics and governance. The political class is unimaginably corrupt as well as the public bureaucracy which is also corrupt and ineffective in service delivery. The electoral process is an embarrassment and a threat to national survival. This negatively affects political freedom, transparency, guarantees and social opportunities. There is an additional challenge of making the federal system work for national unity rather than promote irredentism. In other words, there is a national question to be addressed, which has recently visibly manifested as the debate on rotation and zoning of political offices. Eight, solid minerals which exist in abundance have been neglected or abandoned. Prior to the discovery of hydrocarbons, agriculture and solid minerals sustained the Nigerian economy. Nine, ethics and values which are the moral guides and glue of society have crashed to a level of negative transcendentalism, normlessness and criminality. The reward-punishment system is weak and there is high moral decadence. Another is poor policing. Eleven, foreign policy lacks clarity and Nigeria has a very bad international image, often reflecting the failures at home. Twelve, the mass media have enjoyed a boom due to liberalization and advances in technology and a large audience, but this has been accompanied by poor standards and quality, and low ethics. This includes the much celebrated and reportedly globally third ranked Nollywood movie industry. Fourteen, women are badly excluded from the mainstream of society, politics and economics. They are also oppressed and exploited, both in the workplace and domestically. Fifteen, important social and economic activities like sports and tourism are badly mismanaged and underdeveloped. Graphic, empirical or quantitative evidence strongly supports all of the above assertions. In addition to being the eighth producer of oil and containing the sixth deposits of gas worldwide, Nigeria has 44 exportable commodities and 34 solid minerals. This has become the subject of contention between international data sources 70 percent and local Nigerian estimates 56 percent more recently. Poverty incidence is also assessed on the basis of educational performance and literacy, general health indicators and services, food security and safety as well as safe drinking water, and life expectancy. Viewed as a whole, therefore on the basis of those indicators that determine whether states succeed or fail, Nigeria has fared badly Northern Union, HDI looks mainly at human development from life expectancy, adult literacy, purchasing power parity PPP and mainly human development indicators. Life expectancy “ The same seven universities make the global list at the ranking of University of Ilorin ; Obafemi Awolowo University “ 5.; University of Jos; 5.; University of Lagos- 5.; University of Benin- 6.; University of Ibadan

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6.; and University of Nigeria 7, Eze, A critical presentation of the state of Nigeria at 50 as done here is not a damning or pessimistic attack on a hated social formation. The reality is that patriotic Nigerians and friends of Nigeria must first of all accept that there is a problem with Nigeria before devising ways of helping the country. In this presentation, the point being made is that Nigeria is a country of great potentials, but Nigeria also has serious problems which can be effectively addressed. That project must accept that rebranding has to address negative aspects of Nigeria and Nigerians as the basis for correctional action leading logically to rebranding. Nigeria should not be underperforming or failing the way it is doing right now. Certain general principles are applicable to failing of failed states. According to Ghani and Lockhart While one half of the globe has created an almost seamless web of political, financial and technological connections that underpin democratic states and market-based economies, the other half is blocked from political stability and participation in global wealth. Within these countries, vicious networks of criminality, violence and drugs feed on disenfranchised populations and uncontrolled territory. In a period of unprecedented wealth and invention, people throughout Africa, Central Asia, Latin America and the Middle East are locked into lives of misery without a stake in their countries or any certainty about or control over their futures. They conclude that the world today is an open moment with new possibilities of interpreting and doing things, and this opportunity has been provided by the era of globalization. And this era is built on the following characteristics: It is that instead of achieving Within the years age bracket, literacy rate has been declining rather than increasing. Gender equality in terms of primary school enrolment has been consistently higher for boys. Infant mortality rate has been increasing, and there is no indication of significant improvement in the maternal mortality rate. Environmental challenges persist, causing social conflicts. Global partnerships need to be enhanced, especially against the confessions by John Perkins , the economic hitman. To be sure, the problems of national development in Nigeria have not been due to the lack of or absence of policy but more from poor implementation and inconsistency. In ideological terms, neo-liberal or conservative policies cannot save Nigeria because of their narrowly growth-oriented focus. To understand this, we need to go back to the general divide in conceptualizing development since the 20th century, between socialism communism and capitalism and the development pathways adopted by different countries. Denis Goulet identified four major historical pathways: The hegemony of corruption has too completely enveloped Nigeria, for salvation from right wing policies. The apparently inevitable solution could be a revolutionary socialist reconstruction of the society.

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2: Power, politics, and the African condition in SearchWorks catalog

Development strategies in Africa: current economic, socio-political, and institutional trends and issues. Afrostroika and Planned Governance: Economic Adjustment.

Palace economy As long as someone has been making, supplying and distributing goods or services, there has been some sort of economy; economies grew larger as societies grew and became more complex. The ancient economy was mainly based on subsistence farming. The Shekel referred to an ancient unit of weight and currency. The first usage of the term came from Mesopotamia circa BC. For most people, the exchange of goods occurred through social relationships. There were also traders who bartered in the marketplaces. The economic discussion was driven by scarcity. Middle ages[edit] 10 Ducats , minted as circulating currency by the Fugger Family. In Medieval times, what we now call economy was not far from the subsistence level. Most exchange occurred within social groups. On top of this, the great conquerors raised venture capital from ventura, ital. The capital should be refunded by the goods they would bring up in the New World. The first enterprises were trading establishments. In , the first stock exchange was founded in Antwerpen. Economy at the time meant primarily trade. Early modern times[edit] The European captures became branches of the European states, the so-called colonies. The rising nation-states Spain , Portugal , France , Great Britain and the Netherlands tried to control the trade through custom duties and from mercator, lat.: The secularization in Europe allowed states to use the immense property of the church for the development of towns. The influence of the nobles decreased. The first Secretaries of State for economy started their work. Bankers like Amschel Mayer Rothschild " started to finance national projects such as wars and infrastructure. Economy from then on meant national economy as a topic for the economic activities of the citizens of a state. The Industrial Revolution[edit] Main article: Industrial Revolution The first economist in the true modern meaning of the word was the Scotsman Adam Smith " who was inspired partly by the ideas of physiocracy , a reaction to mercantilism and also later Economics student, Adam Mari. He maintained that the basic motive for free trade is human self-interest. The so-called self-interest hypothesis became the anthropological basis for economics. Thomas Malthus " transferred the idea of supply and demand to the problem of overpopulation. The Industrial Revolution was a period from the 18th to the 19th century where major changes in agriculture , manufacturing , mining , and transport had a profound effect on the socioeconomic and cultural conditions starting in the United Kingdom , then subsequently spreading throughout Europe , North America , and eventually the world. The onset of the Industrial Revolution marked a major turning point in human history; almost every aspect of daily life was eventually influenced in some way. In Europe wild capitalism started to replace the system of mercantilism today: The period today is called industrial revolution because the system of Production , production and division of labor enabled the mass production of goods. This was explored and discussed by Friedrich August von Hayek " and Milton Friedman " who pleaded for a global free trade and are supposed to be the fathers of the so-called neoliberalism. However, the prevailing view was that held by John Maynard Keynes " , who argued for a stronger control of the markets by the state. The theory that the state can alleviate economic problems and instigate economic growth through state manipulation of aggregate demand is called Keynesianism in his honor. In the late s, the economic growth in America and Europe"often called Wirtschaftswunder ger: In , John Kenneth Galbraith " was the first to speak of an affluent society. In most of the countries the economic system is called a social market economy. The term is also applied in philosophy to designate the fading of postmodernism in the late 90s and especially in the beginning of the 21st century. With the spread of Internet as a mass media and communication medium especially after , the idea for the Internet and information economy is given place because of the growing importance of ecommerce and electronic businesses, also the term for a global information society as understanding of a new type of "all-connected" society is created. In the late s, the new type of economies and economic expansions of countries like China, Brazil, and India bring attention and interest to different from

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the usually dominating Western type economies and economic models. Economic phases of precedence[edit] The economy may be considered as having developed through the following Phases or Degrees of Precedence. The industrial revolution phase lessened the role of subsistence farming, converting it to more extensive and mono-cultural forms of agriculture in the last three centuries. The economic growth took place mostly in mining, construction and manufacturing industries. Commerce became more significant due to the need for improved exchange and distribution of produce throughout the community. In the economies of modern consumer societies phase there is a growing part played by services , finance , and technology â€”the knowledge economy. In modern economies, these phase precedences are somewhat differently expressed by the three-sector theory. Involves the extraction and production of raw materials , such as corn , coal , wood and iron. A coal miner and a fisherman would be workers in the primary degree. Involves the transformation of raw or intermediate materials into goods e. A builder and a dressmaker would be workers in the secondary degree. At this stage the associated industrial economy is also sub-divided into several economic sectors also called industries. Their separate evolution during the Industrial Revolution phase is dealt with elsewhere. Involves the provision of services to consumers and businesses, such as baby-sitting , cinema and banking. A shopkeeper and an accountant would be workers in the tertiary degree. Involves the research and development needed to produce products from natural resources and their subsequent by-products. A logging company might research ways to use partially burnt wood to be processed so that the undamaged portions of it can be made into pulp for paper. Note that education is sometimes included in this sector. Other sectors of the developed community include: Economic measures[edit] There are a number of ways to measure economic activity of a nation. These methods of measuring economic activity include:

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3: Economy - Wikipedia

Distinguished experts on African development offer their considerable knowledge and background to the coming crisis in Africa. They examine not only development but also related factors such as foreign trade, politics, indigenous traditions, and international relations in order to understand development problems on the continent.

In the late s, tourism relinquished this position to tea exports because of a terrorism-related downturn. The downturn followed the bombing of the U. S Embassy in Nairobi and later negative travel advisories from Western governments. Kenya has also contributed to boosting hospitality in other countries, the Nairobi headquartered Serena Hotel is the most consistently high-rated hotel in Pakistan. Tourists, the largest number from Germany and the United Kingdom, are attracted to the coastal beaches and the game reserves , notably, the expansive Tsavo East National Park and Tsavo West National Park 20, square kilometres in the southeast. The government and tourist industry organisations have taken steps to address security issues and to reverse negative publicity. Such steps include establishing a tourist police and launching marketing campaigns in key tourist origin markets. As of late July , the system consisted of 43 commercial banks down from 48 in , several non-bank financial institutions , including mortgage companies, four savings and loan associations, and several score foreign-exchange bureaus. Most of the many smaller banks are family-owned and -operated. The number employed outside small-scale agriculture and pastoralism was about 6 million. In about 15 percent of the labour force was officially classified as unemployed. In , 65 percent of women were employed in some type of labour and 76 percent of men were employed. Twice as many men as women hold wage jobs, and more men work principally in wage jobs than on family farms. Most Kenyans are now striving get modern, wage jobs. The World Bank characterizes non-farm self-employment to include jobs being a "street vendor, shop owner, dressmaker, assistant, fishmonger, caterer, etc. The men make up 1. Most members of the informal sector have low education attainment but are responsible for providing all of their own skilled labour through apprenticeships while also training almost all of its skilled workforce. Many choose to join the informal for its lack of fees, shorter training sessions, and practical content that is otherwise absent from formal education. Rising cost of education and no guarantees of future employment have caused many workers to transfer to informal apprenticeships. This barrier to business finance restrains the amount of credit that women entrepreneurs might otherwise use to enter both the formal and informal sector. The debt is forecast to be a manageable 30 percent of gross domestic product in Economic Stimulus Programme[edit] Main article: Kenya Economic Stimulus Program The Kenya Economic Stimulus Program ESP was an initiative that aimed to stimulate economic activity in Kenya through investment in long term solutions to the challenges of food security, rural unemployment and underdevelopment. Its stated objective was to promote regional development for equity and social stability, improving infrastructure, enhancing the quality of education, availing affordable health-care for all Kenyans, investing in the conservation of the environment and expanding the access to and building the ICT capacity of the general populace of Kenya. IFMIS enables fully integrated planning for the budgeting process since it links planning policy objectives and budget allocation. IFMIS will ensure that status reports are readily available, which enhances capacity to track budgets thus enabling effective decision-making. The three pronged benefits of IFMIS include leading to improvements in planning and budgeting, monitoring, evaluation and accountability and budget execution. Other benefits include aiding in the reduction in maintenance cost of government fleets in terms of fuel and spares where huge losses have been previously incurred. It also aims to help informal enterprises transition to formal sector enterprises through access to formal providers of financial services. The fund is a revolving fund through which the government enters into credit facility agreements with select banks for on-lending to micro-and small-enterprises through branches, authorised banking agents and other channels, particularly mobile banking. Its objective is to ensure that the MSE sector becomes efficient, innovative and has a diversified and competitive product range. It will also provide policies that raise the earnings and productivity

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of an estimated 8. Investor compensation fund[edit] The operations of the investor compensation fund, which aimed to compensate investors who had lost money to defunct stock brokers such as Nyaga Stock Brokers and Discount Securities Limited, was launched under his watch. In launching the operations of the fund, also ensured that the interests of future investors were safeguarded. The fund had prior to the launch of its operations been established under the Capital Markets Act. This Fund is specifically meant to compensate investors who suffer losses resulting from failure of a licensed stockbroker or dealer to meet his contractual obligations. In both the case of the collapse of Nyaga Stock Brokers and the collapse of Discount Securities Limited all genuine claims within the statutory maximum of Sh. The government, through treasury and public financial management reforms, strengthened audit capacity as a result of structured capacity building and the merger of all Government of Kenya GoK audit functions including those of schools and local authorities so as to enhance their independence and effectiveness. Foreign economic relations[edit] Kenyan exports in Moreover, in the country there is the presence of foreign multinational companies that have different plantations for the production of coffee, tea, bananas, coconuts and sisal products, which are then exported. The share of funding provided by the United Kingdom has fallen significantly, while that of multilateral agencies, particularly the World Bank and the European Development Fund , has increased. The most active investors currently are the Chinese. The leading imports are crude petroleum, chemicals, manufactured goods, machinery, and transportation equipment. Foreign investors have been guaranteed ownership and the right to remit dividends , royalties , and capital. In the s, the government disallowed foreign investment unless there was also some government participation in the ownership of an enterprise. This denied Kenyans the opportunity to progress economically â€” relegating most of them to poverty and creating conditions that would lead to dependency on foreign aid. However, Kenyan has had more economic success and more success raising its own quality of life than some of its neighbours in Sub-Saharan Africa. The actions taken consisted of a raise in interest rates that in turn brought inflation down. The latest World Bank economic report is projecting an economic growth of 5 percent in , but the economy is still vulnerable to shocks that may reduce growth to a lower 4. Another oil price shock, poor harvest, or contagion in the Euro zone could easily create renewed economic turbulence and reverse the recent gains.

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4: [USC03] 23 USC Ch. 2: OTHER HIGHWAYS

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In the spirit of humanitarianism and liberal internationalism, external organisations have assumed responsibility for building peace in war-torn societies with the aim of preventing recidivism into violent conflict. Quite often, the project to forestall a relapse into war is a continuation of emergency relief by other means. New organisations may also arrive on the scene to begin reconstruction for long term development. This role may be assumed formally or informally in tandem with a diplomatic process that results in a peace agreement. Incentives and conditionalities for securing peace or its implementation may also be inserted into the process, and these will have an impact on reconstruction and development, an obvious example being the Dayton Accords that marked the winding down of fighting in Bosnia-Herzegovina BiH. Such dispositions for engineering war-torn societies into peace suggest that external actors assume the power and moral authority to bring about peaceful change which communities have so signally failed to do. The destruction, disruption, dislocation and exhaustion so evident in war-torn societies is perhaps mistaken for a tabula rasa on which to write a peaceful future. Those living at peace themselves also assume the possession of superior techniques for dealing with disputes. On the contrary, societies riven by conflict do not provide fertile ground for reconciliation or peaceful change. Indeed, for local actors the resort to violence may have been regarded as an essential dynamic in securing a change in their destiny. The strategic consequences of the urge to engineer may be hubristic, exacerbating problems or having contrary effects to those intended. However, if the critiques of engineering have considerable validity not dissimilar to critiques of developmentalism, the alternative is not necessarily to do nothing at all. Indeed, that would deny to war-torn societies even the normal, tailor-made exchanges, of the international system. And because the nature of international exchange is determined by the circumstances of the parties engaged in it, then war-torn societies, like those struck by a hurricane, are bound to receive special treatment. The inconsistency of states in being humane in some cases rather than others, such as Rwanda, is an argument against the hypocrisy inherent in realpolitik not an argument against assistance per se. Nevertheless, the dilemmas of external assistance are no less acute in transitions from war to relative peace, than in relief during war or in long-term development. This paper argues that the dilemmas can be mitigated to some extent by reshaping external policies to develop civil society and improve accountability downwards so that the greater balance of shareholding in the process of rehabilitation lies with the recovering communities. Rehabilitation is used here, not in the criminal justice sense as a complement to punishment, but to signify a generative forging of new life out of the ruins of the old. It differs from relief in that problems of immediate survival have become overlain with problems of adjustment to circumstances of relative peace. It is not sequential, for it overlaps with both relief and development. And, as suggested by the disaster recovery cycle of Frerks et al. Survivors not only need a stake in achieving these adjustment goals but need ultimate direction over the means to achieve them. This definition is based on a transformative approach to rehabilitation which is discussed in greater depth below. It does assume that because conditions have changed, the adjustment implies a dynamic process in which all kinds of power relationships are changed, at whatever speed: The direction of the process is significant because when survivors do not have a stake in making adjustments, or in reforming relationships, then the process itself is likely to fail and recidivist pressures for re-newed conflict can become ascendant. In this paper, the social-civil dimensions of rehabilitation encompass the interaction between aid organisations, internal and external, focusing on the protection and development of human capital that remains vulnerable when fighting dies down. In particular, the focus of the discussion here is on social welfare and the development of civil society. Some explanation of the latter is required because in the late s, civil society has become a fashionable, yet ill-defined, concept. It is generally regarded as an alternative political arena to authoritarian state structures: Such a definition implies confrontation between

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actors rather than integration, and the creation of parallel elites, of necessity equipped with fortress mentalities that cut them off from grass-roots organisations. In Africa or South Pacific islands, for example, the conception is foreign to traditions of political legitimacy. Moreover, development of social capital and civil society is not an end in itself but part of a process that has the potential to inhibit a return to violence. My concern is less with the activities themselves, than the contextual issues that influence processes of rehabilitation. Illustrations are drawn mainly from the post-Yugoslav environment. This is, obviously, a unique case, as indeed all cases are unique, though with wide contextual variation within it. It should go without saying that measures to cope with the dislocation of societies, whether by war or other causes, have to be tailored to particular circumstances. The patchwork of clans and the weakness of central government in Somalia since has meant that national programmes of reconstruction have been less appropriate than local projects, whereas a more centralised approach was possible in Nicaragua. Also, the optimal balance between external and internal efforts to assist social adaptation to transition will vary considerably. But this need not condemn analysts to a counsel of ad hoc improvisation or to impotence faced with discrete case studies for which the only sure generalisation is that one cannot generalise. Analysis of varied experiences indicates not only the falsity of raising unrealistic expectations or applying preconceived prescriptions to each situation, but also indicates the value of examining principles that may be relevant to more than one context. For instance, there is overwhelming evidence from many sources that external actors should act on the presumption that using grass roots knowledge and expertise and the building of local capacity for non-violent survival strategies is likely to be more effective in underpinning transitions to relative peace than in developing a blueprint designed in western capitals. The paper argues that certain themes of general relevance can be highlighted, while at the same time acknowledging that particular policies have to be fashioned in the light of sui generis circumstances. First, strategic, coherent and long-term approaches to the processes of transition are not integrated into the agendas and implementing mechanisms of interventionist policy-making institutions. Third, the humanitarian dimension has been geared towards social engineering rather than towards civil development based on local ownership of the peacebuilding process. In this last aspect, a distinction might be made between social engineering that promotes change in civil, political and demographic structures by holding elections, by fostering refugee returns, for example, and civil development that emphasises change in the way power relationships are expressed by for example, promoting transparency and accountability in both external assistance to war-torn societies and in generating local civil society. The first section of the paper begins by examining the need for attention to transitions, the lack of coherence that arises from neoliberal pressures for subcontracting and the retraction of state welfare provision, and the problems that arise from assumptions that rehabilitation is part of a relief to development continuum. The next section addresses the continuities in war-torn societies that have to be addressed in analysing the social-civil dimension of rehabilitation. They include the perpetuation of security risks, guerilla war economies, military provision of humanitarian aid and the power relationships established by external actors. It defines areas for support as: Such divergence is inevitable and welcome to a degree because different institutions have different strengths. However, international strategic objectives are being pursued in ways that are often contradictory rather than complementary. The conditionality of external loans or IMF exchange rate support can counteract spending on job creation that would otherwise provide incentives to disarm and disincentives to engage in the black market. Although the problem of recovery from civil war is pervasive, costly and of continuing concern, western governments subsidise arms exports that include sales to conflict-prone areas. Arms exports are supported through export credits and offsets which re-newed arms exporting to post-conflict areas, backed by wide-ranging credit facilities make it easier, not more difficult, for actors in low stability areas to acquire arms, and this perpetuates features of militarised war economies. In the twelve months ending in mid-May the UK issued export licences to states which have areas of insurgency and refused only six applications. Standard practice in the political economy of peace packages is, in sum, not necessarily explicit or coordinated in terms of an overall strategy of incentives and disincentives, Changes in institutional practice hold out the potential

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for achieving greater concordance. NGO councils have also attempted to provide a coherent voice in relations with host authorities. For the present, however, the social-civil dimension of rehabilitation remains basically fragmented and ad hoc. This is reinforced by state and IGO actors operate to produce macro-economic stability, whereas NGO projects are essentially micro level initiatives. Provision for welfare, human rights and social rehabilitation in transitions needs to be a strategic, mainstream concern across interventionary institutions, and implemented coherently. Just as there have been calls for coherence in conflict prevention and for relief aid during conflict, so one can make a case for greater consistency in strategies for the transition to relative peace. It is questionable whether current standard practice is internally coherent for dealing with collapsed states and the rehabilitation of communities. The Dayton Framework Agreement is a legal, treaty agreement focusing on stabilising a situation and securing compliance. It is not a coherent policy document for a process of peacebuilding and rehabilitation. Indeed its underlying assumptions about social engineering “partly through refugee and IDP returns” look increasingly flawed and they mesh implicitly with the constitutional and political legitimation of ethnicity as a political force which has been dignified by protection of ethnic interests. Ironically, the inability of the international community to fulfill its peacebuilding ambitions in the Balkans generally, may result in the opposite to what is required, a rejection of external involvement rather than its reconfiguration. Thus the ideology of neo-liberal economic modernisation, with which lead organisations such as the IMF have been imbued, often has the effect of undermining the mechanisms necessary for state building and the dirigisme that could make authorities in war-torn societies take greater responsibility for the welfare and rights of their people. There is a contradiction, then, between the way that the IFIs operate through governments whose involvement in economic and social activities the IFIs then insist on restricting to regulatory activities sufficient to repay international loans and credits. It is wholly compatible with subcontracting and the neo-liberal agenda, that humanitarian organisations are impelled to attempt to provide a safety net beyond the phase of emergency relief where government structures, revenues and public expenditure allocations have foundered. Social-civil rehabilitation grabs the headlines but not the money. At the global level, the relative importance of non-state safety netting has been accompanied by reductions in state funding of aid. Generically, within aid budgets there is limited provision for rehabilitation, as most funding goes towards either relief or development. Additionally, there may be over-emphasis within social funding on fashionable causes such as psychosocial projects in Croatia and Bosnia-Herzegovina. They suggest that self-help has been pursued by the core areas of economic wealth in the world the North as part of the trend to disengagement from the problems of the periphery the South. A necessary component in strategic planning for the humanitarian dimension of rehabilitation may well be to promote public participation and self-sustaining capacity-building measures for local institutions and communities. However, at every level, sub-contracting and self-help can be seen as a cost-limiting exercise. The implementation of a key integrative component of external involvement “local, public participation” is at best cosmetic or, as in Bosnia-Herzegovina geared to social engineering goals such as reintegrating ethnic communities. On the other, they reveal a lack of commitment to social transformation that could pose a political challenge to the regeneration of statism. Many humanitarian organisations, such as Oxfam, argue that the new relief agenda should be integrated with conflict resolution, respect for human rights, robust military intervention to protect civilian victims and with contributions to longer-term development. Other actors restrict humanitarian activity to immediate relief for survival, and draw a line between emergencies that require intervention on the one hand and, on the other, sustainable development programmes which are the substance of political negotiation and only properly feasible when command structures are in place. The continuum concept also assumes that poverty is transitional and that development in a neo-liberal mould is an inevitable consequence of the spread of global capitalism and human rights values. Adherents tend to see development as a solution to conflict. As Mark Duffield argues, however, development is part of the crisis of globalisation and conflict is symptomatic of new forms of political economy. The manifestation of this on the ground is that NGOs are expected to provide a welfare safety net as relief is prematurely phased out and absurd cost-recovery programmes are

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introduced. As one observer has put it: In practice, many humanitarian organisations have no hard and fast rule about the place of their activities but adopt a pragmatic, flexible approach, navigating their projects through the shoals of available funding. Thus Danish Save the Children began during the conflict in Bosnia by distributing food and clothing to refugees, then set up playrooms, and in the post-Dayton situation cooperated closely with municipalities in providing kindergartens as part of the education system. Transition between conflict and relative peace does not assume a particular end state. Rather it reflects the process of crisis management to contain dangerous problems. Nor does weakness in the developmental concept mean that the transition to relative peace lacks continuities. On the contrary, these continuities render the notion of a developmental continuum hard to sustain. Continuities in Transition from Conflict to Peace Rehabilitation itself plays a part in the continuities, commencing in some areas before fighting has stopped in neighbouring areas. Rehabilitation may be needed by individuals whilst entire communities remain at war. Furthermore, one can argue that structural violence persists beyond formal peace agreements. As demonstrated in Angola and the Democratic Republic of the Congo, non-belligerent conditions are reversible, and as a UN official has said of Bosnia: First, as freedom of movement is restored, and efforts are made to return to agriculture and rebuild infrastructures, the risk grows of injury by mines in areas previously inaccessible. Second, as economic activity is restored and civil rights affirmed, so the risks of getting caught up in criminal and social violence, including acts of revenge, may increase. Since , deaths by intentional murders in El Salvador have exceeded the annual average of 6, deaths during the civil war. A similar picture is presented in Guatemala and Nicaragua.

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5: Post-conflict Rehabilitation: social and civil dimensions | The Journal of Humanitarian Assistance

In and out of Brussels: figuring postcolonial Africa and Europe in the films of Herman Asselberghs, Sven Augustijnen, Renzo Martens, and Els Opsomer / edited by T.J. Demos, Hilde Van Gelder.

Belarus As part of the former Soviet Union, Belarus had a relatively well-developed industrial base; it retained this industrial base - which is now outdated, energy inefficient, and dependent on subsidized Russian energy and preferential access to Russian markets - following the breakup of the USSR. The country also has a broad agricultural base which is inefficient and dependent on government subsidies. A few banks, which had been privatized after independence, were renationalized. Economic output, which had declined for several years following the collapse of the Soviet Union, revived in the mid-90s thanks to the boom in oil prices. Belarus has only small reserves of crude oil, though it imports most of its crude oil and natural gas from Russia at prices substantially below the world market. Belarus exported refined oil products at market prices produced from Russian crude oil purchased at a steep discount. In late 2006, Russia began a process of rolling back its subsidies on oil and gas to Belarus. Tensions over Russian energy reached a peak in 2006, when Russia stopped the export of all subsidized oil to Belarus save for domestic needs. In December 2006, Russia and Belarus reached a deal to restart the export of discounted oil to Belarus. Little new foreign investment has occurred in recent years. In 2008, a financial crisis began, triggered by government directed salary hikes unsupported by commensurate productivity increases. The crisis was compounded by an increased cost in Russian energy inputs and an overvalued Belarusian ruble, and eventually led to a near three-fold devaluation of the Belarusian ruble in 2009. In November 2009, Belarus agreed to sell to Russia its remaining shares in Beltransgaz, the Belarusian natural gas pipeline operator, in exchange for reduced prices for Russian natural gas. Belgium This modern, open, and private-enterprise-based economy has capitalized on its central geographic location, highly developed transport network, and diversified industrial and commercial base. Industry is concentrated mainly in the more heavily-populated region of Flanders in the north. With few natural resources, Belgium imports substantial quantities of raw materials and exports a large volume of manufactures, making its economy vulnerable to volatility in world markets. In 2009, Belgian GDP grew by 1.4%. Fourth quarter GDP growth in 2009 was at 0.1%. This brought economic growth for the whole of 2009 to negative 0.1%. It also left Belgium on the brink of a possible recession at the end of 2009. Belgian banks were severely affected by the international financial crisis in 2008 with three major banks receiving capital injections from the government, and the nationalization of the Belgian retail arm of a Franco-Belgian bank. Belize Tourism is the number one foreign exchange earner in this small economy, followed by exports of marine products, citrus, cane sugar, bananas, and garments. Oil discoveries in 2006 bolstered this growth. Exploration efforts have continued and production has increased a small amount. With weak economic growth and a large public debt burden, fiscal spending is likely to be tight. A key government objective remains the reduction of poverty and inequality with the help of international donors. Although Belize has the second highest per capita income in Central America, the average income figure masks a huge income disparity between rich and poor. The Poverty Assessment shows that more than 4 out of 10 people live in poverty. The sizable trade deficit and heavy foreign debt burden continue to be major concerns. Benin The economy of Benin remains underdeveloped and dependent on subsistence agriculture, cotton production, and regional trade. Inflation has subsided over the past several years. In order to raise growth, Benin plans to attract more foreign investment, place more emphasis on tourism, facilitate the development of new food processing systems and agricultural products, and encourage new information and communication technology. The privatization policy continues in telecommunications, water, electricity, and agriculture. The Paris Club and bilateral creditors have eased the external debt situation with Benin benefiting from a G-8 debt reduction announced in July 2005, while pressing for more rapid structural reforms. Private foreign direct investment is small, and foreign aid accounts for the majority of investment in infrastructure projects. Cotton, a key export, suffered from flooding in 2005, but high prices supported export earnings. Benin has appealed for international

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assistance to mitigate piracy against commercial shipping in its territory. Its economy is primarily based on international business and the provision of financial services to that sector, and to a lesser extent tourism. A number of reinsurance companies relocated to the island following the 11 September attacks on the US and again after Hurricanes Katrina, Rita, and Wilma in , contributing to the expansion of an already robust international business sector. Bermuda must import almost everything. Agriculture consists largely of subsistence farming and animal husbandry. Rugged mountains dominate the terrain and make the building of roads and other infrastructure difficult and expensive. The industrial sector is technologically backward with most production of the cottage industry type. Most development projects, such as road construction, rely on Indian migrant labor. Model education, social, and environment programs are underway with support from multilateral development organizations. For example, the government, in its cautious expansion of the tourist sector, encourages visits by upscale, environmentally conscientious tourists. Complicated controls and uncertain policies in areas such as industrial licensing, trade, labor, and finance continue to hamper foreign investment. The import of equipment and fuel to build hydropower plants is leading to large trade and current account deficits, though new hydropower projects and electricity exports to India are creating employment and will probably sustain growth in the coming years. GDP has rebounded strongly since the global recession began in .

Bolivia Bolivia is one of the poorest and least developed countries in Latin America. Following a disastrous economic crisis during the early s, reforms spurred private investment, stimulated economic growth, and cut poverty rates in the s. In , the government passed a controversial hydrocarbons law that imposed significantly higher royalties and required foreign firms then operating under risk-sharing contracts to surrender all production to the state energy company in exchange for a predetermined service fee. The global recession slowed growth, but Bolivia recorded the highest growth rate in South America during . During high world commodity prices sustained rapid growth and large trade surpluses. However, a lack of foreign investment in the key sectors of mining and hydrocarbons, along with growing conflict among social groups pose challenges for the Bolivian economy.

Bosnia and Herzegovina Bosnia has a transitional economy with limited market reforms. The economy relies heavily on the export of metals as well as on remittances and foreign aid. A highly decentralized government hampers economic policy coordination and reform, while excessive bureaucracy and a segmented market discourage foreign investment. GDP has stagnated since then. Foreign banks, primarily from Austria and Italy, now control most of the banking sector. The konvertibilna marka convertible mark or BAM - the national currency introduced in - is pegged to the euro, and confidence in the currency and the banking sector has increased. Privatization of state enterprises has been slow, particularly in the Federation, where political division between ethnically-based political parties makes agreement on economic policy more difficult. High unemployment remains the most serious macroeconomic problem. Successful implementation of a value-added tax in provided a predictable source of revenue for the government and helped rein in gray-market activity. National-level statistics have also improved over time but a large share of economic activity remains unofficial and unrecorded. In , Bosnia and Herzegovina was granted an International Monetary Fund IMF stand-by arrangement, necessitated by sharply increased social spending and a fiscal crisis exacerbated by the global economic downturn. Disbursement of IMF aid was suspended in after a parliamentary deadlock left Bosnia without a state-level government for over a year. Although the economy recovered in , GDP growth has again slowed. Two major investment services rank

Botswana as the best credit risk in Africa. Tourism, financial services, subsistence farming, and cattle raising are other key sectors. According to official government statistics, unemployment reached . An expected leveling off in diamond production within the next two decades overshadows long-term prospects. A major international diamond company signed a year deal with Botswana in to move its rough stone sorting and trading division from London to Gaborone by the end of .

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6: Performance management - Wikipedia

Development Strategies in Africa by Aguibou Yan Yansane, , available at Book Depository with free delivery worldwide.

Application[edit] This is used most often in the workplace, can apply wherever people interactâ€”schools, churches, community meetings, sports teams, health setting, [1] governmental agencies, social events, and even political settingsâ€”anywhere in the world people interact with their environments to produce desired effects. Armstrong and Baron defined it as a "strategic and integrated approach to increase the effectiveness of companies by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It may be possible to get all employees to reconcile personal goals with organizational goals and increase productivity and profitability of an organization using this process. The performance process is appropriately named the self-propelled performance process SPPP. The job mission statement is a job definition in terms of purpose, customers, product, and scope. The aim with this analysis is to determine the continuous key objectives and performance standards for each job position. Following the commitment analysis is the work analysis of a particular job in terms of the reporting structure and job description. If a job description is not available, then a systems analysis can be done to draw up a job description. The aim with this analysis is to determine the continuous critical objectives and performance standards for each job. Werner Erhard , Michael C. Jensen , and their colleagues have developed a new approach to improving performance in organizations. Their work delves into the source of performance, which is not accessible by mere linear cause-and-effect analysis. They assert that the level of performance that people achieve correlates with how work situations occur to them and that language including what is said and unsaid in conversations plays a major role in how situations occur to the performer. Some proponents argue that there is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. Any discrepancy, where Actual is less than Desired, could constitute the performance improvement zone. Performance management and improvement can be thought of as a cycle: Performance planning where goals and objectives are established Performance coaching where a manager intervenes to give feedback and adjust performance Performance appraisal where individual performance is formally documented and feedback delivered A performance problem is any gap between Desired Results and Actual Results. Performance improvement is any effort targeted at closing the gap between Actual Results and Desired Results. Other organizational development definitions are slightly different. Work is planned and expectations are set Performance of work is monitored Staff ability to perform is developed and enhanced Performance is rated or measured and the ratings summarized Top performance is rewarded [6] In companies[edit] Many people equate performance management with performance appraisal. This is a common misconception. Performance management is the term used to refer to activities, tools, processes, and programs that companies create or apply to manage the performance of individual employees, teams, departments, and other organizational units within their organizational influence. In contrast, performance appraisal refers to the act of appraising or evaluating performance during a given performance period to determine how well an employee, a vendor or an organizational unit has performed relative to agreed objectives or goals, and this is only one of many important activities within the overall concept of performance management. At the workplace, performance management is implemented by employees with supervisory roles. Normally, the goal of managing performance is to allow individual employees to find out how well they had performed relative to performance targets or key performance indicators during a specific performance period from their supervisors and managers. Organizations and companies typically manage employee performance over a formal month period otherwise known as the formal company performance period. The results of performance management exercises are used in:

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7: Market Forces and Security

Like engineering in the natural sciences, which translates theory (e.g., from physics) into practical design (e.g., a bridge), engineering in the social sciences translates rational-choice analysis into the design of better political-economic-.

Introduction The international system has undergone profound transformations since the late s. One of the most noticeable changes took place in the arena of international security. The dissolution of the Soviet Union and the demise of the Cold War system have brought about a new strategic landscape: Despite lingering legacies of the Cold War, the fear of nuclear catastrophe is on the wane, and greater hopefulness and optimism for peace and stability are on the rise. Cooperation and coexistence have emerged as a new norm of international interactions. In tandem with the change, the primacy of geo-strategy and military security has become increasingly obsolete, while geo-economic and other concerns begin to dominate the security agenda of nation states. Equally dramatic are changes in the international economic system. The GATT system survived tough and protracted tests in the Uruguay Round negotiations, and evolved into the more institutionalized form of the World Trade Organization. The triumph of capitalism has become much more pronounced than ever before. The second world, framed around socialist planned economic templates, was virtually dissolved, and former socialist countries are making a hasty transition to the capitalist economy. Many developing third world countries, once captured in the mercantile closet of import-substituting industrialization, are also racing toward more open and outward- looking economies, due in part to internal necessity and in part to external pressures. As Francis Fukuyama envisages it, capitalist market forces are fostering the coming end of history, in which the entire world would be united under the rubric of free markets. Market forces will bind those who benefit from free-market transactions and turn them into formidable hegemonic coalitional forces. The proliferation of market forces and the resulting global political configuration will pave the way to a new world order in which peace and security can be ensured through the logic of Pax Universalitas. This paper re-explores this ideal and optimistic vision of capitalist market forces in resolving global insecurity and crafting international peace by elucidating the dynamic and complex relationships between the two. The first part of the paper examines the evolving nature of capitalist market forces in the world. The second recasts the conventional definition of security and expands it to newly emerging non-military security domains. The third section looks into causal relationships between market forces and security by issue areas. Finally, the paper suggests new roles for the United Nations in managing market forces and security. Understanding the Dynamics of Market Forces The state and the market are the two organizing principles of world society. The two have traditionally engaged in delicate patterns of conflict and cooperation on national and international levels. While the market has been driven by natural forces of individual profit motives, the state has served as an artificial regulator of market failures. On the national level, the state and the market have vied for effective economic management, resulting in a wide array of state-market mixes involving laissez-faire Anglo-American, Keynesian structuralist, late-industrialization, and even socialist planned economy models. On the international level, mercantilist forces and liberal market forces have shaped endless feuds over how to manage international trade in an efficient and equitable manner. Approaching the twenty-first century, we begin to witness finer pictures of changing state-market entanglements in which market forces prevail over the state. The most critical evidence can be found in the global triumph of capitalist ideology. After having gone through a variety of economic ideologies and institutions, a growing number of countries have adopted the ideology of the free market in managing their economic fates. The Soviet Union, the architect of the socialist planned economy, and its former Eastern European satellite states all abandoned socialist ideology and have aggressively adopted free-market principles. Even China, which championed autarchy and self-reliance during the Cultural Revolution, has become a stellar case of successful capitalist market adoption. Socialist management of the economy has

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virtually become an endangered species. Most developing countries that adopted an inward-looking development strategy have begun to opt for an outward-looking strategy following the lead of East Asian Newly Industrializing Countries NICs. What is more interesting is that East Asian NICs, whose economic success is often attributed to the role of the developmental state, are engineering structural reforms in the direction of free-market principles of liberalization, deregulation, and rationalization. On the international level, the mercantilist logic of managing international trade is also on the wane. Having overcome the crisis of the liberal international trade order, as evidenced through exhausting Uruguay Round negotiations, the World Trade Organization is in a much better position to reinforce liberal norms, principles, rules, and decision-making procedures of international trade. Moreover, American bilateral pressure, wrapped in the logic of strategic reciprocity, has been able to crack the fortified shield of mercantilism in Japan and several other East Asian countries. A country can no longer remain a hermit and resist the waves of market opening. Changes are evident even on the regional level. Integrative market forces are bringing countries regionally closer than ever before. Open regionalism has emerged as a new norm of economic cooperation among countries, while fear of closed regionalism is rapidly disappearing. After three decades of trial and error and sporadic transitional setbacks, the European Common Market has evolved into the European Union, the highest level of economic integration, just a step short of total integration. NAFTA is only a preliminary stage to effective regional economic integration, but sends a formidable green signal to the liberal international economic order. Despite prevailing cynical and pessimistic projections, the Asia-Pacific Economic Cooperation APEC forum was launched, and it has begun to play an important role in providing a consultative mechanism to promote free trade in the Asia-Pacific region. The most telling example can be found in the globalization of production through multinational corporations. As of , there were 38, multinational parent corporations and , subsidiaries. But more important are microeconomic forces involving product life cycles, shifting market parameters, corporate strategies for survival and expansion, and related efforts to generate excess profits. Network dynamics involving international strategic alliances, international subcontracting, off-shore production, and outward processing have all facilitated globalization of production. Despite increasingly stricter regulations on immigration, transnational movements of manpower have increased more than ever. The trend can be attributed partly to growing regional integration, such as the European Union and the North American Free Trade Area, and partly to the law of supply and demand. Defying regulations on immigration, market demands for manpower have precipitated and expanded inflow of foreign workers in selected advanced industrial countries, such as the United States and Germany. Capital and financial markets are also no longer confined within national boundaries. Transnational networks of financial transactions have entailed an unprecedented global expansion of capital. The enlargement of the Eurodollar markets, the advent of financial centres in such Asian cities as Hong Kong and Singapore, and synchronized financial transactions on the global scale are testimony to the new trend. Financial flows now exceed trade in merchandise by 20 to 30 times. Strategic alliances, joint investments in research and development, and cross-licensing among multinational corporations, which transcend government control, underscore the triumph of technoglobalism over technonationalism. Globalization of production is closely linked to the expansion of international trade. Gross world products increased by per cent during the period , but the volume of world trade expanded by per cent during the period. Moreover, globalization of consumer products followed by expanding world trade have created a common bond of global consumer culture across nation states. The dynamics of market forces then bear several important implications. First, globalization associated with market forces is not temporal, but a grand historical process that transforms the world into organic and functional networks of complex interdependence by tearing down artificial national boundaries. Second, the balance of power between the state and multinational corporations MNCs seems to be shifting in favour of MNCs. MNCs are getting larger, more powerful, and diversified functionally and geographically. Their financial power measured in terms of net sales rivals or exceeds that of many countries. Finally, the dynamics of market forces and the process of globalization have been significantly altering individuals, societies, and nation states. Openness, competition,

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and rationalization have emerged as central norms of domestic and international governance. Unravelling the Security Problematique Will globalization of market forces then lead us to a virtuous cycle of prosperity, peace, and security? It seems essential to define the concept of peace and security before answering the question. Peace and security are often interchangeably used. In this paper, however, peace is defined as the ultimate goal to be reached through the actualization of security. Thus, security can be seen as a preliminary step toward peace. But defining the concept of security is not easy since it involves a multiplicity of level, scope, and referent. The scope of security concerns is also wide and diverse. Military and strategic affairs alone do not dominate the security agenda. Economic, ecological, communal, and societal security issues have become increasingly salient. Moreover, conceptual understanding of, and the ways and means to achieve, security have varied by different analytical perspectives. One is that it is related to the deprivation of vital values of the actors involved, and the other is that national security, as opposed to global, regional, and human security, is still the dominant concern. The most common form of national security involves the physical protection of the state from external threats - violent threats that are predominantly military in nature. External aggression involving war and border conflicts, espionage, sabotage, subversion, and other threats triggers national security concerns of this type. Military security concerns are by and large dictated by the realist interpretation of international politics, where anarchy is pervasive and each state pursues its own national interests. In the vicious circle of action and reaction, self-help is the only rule of the game. For the weakest and most fragile countries, conceiving security issues in terms of Hobbesian anarchy is certainly understandable. Diagnosing the security problematique in terms of external military threats has produced a predictable prescription in an anarchic world. Security is measured by the ability to protect state sovereignty, to preserve territorial integrity, and to maintain autonomy. The behavioural and coercive nature of external threats demands the accumulation and exercise of the same kinds of force to resist or deter attack or other hostile behaviour. Such logic dictates that each nation develop, maintain, and exercise coercive and behavioural power. Any shifts in absolute or relative coercive power, in fact or in prospect, trigger new security problems. This coercive-behavioural dimension of power is most clearly manifested in the form of military force. The capacity to coerce, kill, and destroy becomes the important source of power, and thus the pre-eminent safeguard for national security. Indeed, the military component becomes the ultimate criterion by which overall levels of power potential and national security capability are measured. Human, material, and technological resources and constraints are all tied to this military power. The primacy of military power in considerations of national security is pervasive. However, construction of a modern military establishment is not an easy task nor inexpensive and is rarely undertaken without the presence of tension in the security environment. A state surrounded by hostile adversaries typically will build up military forces. In the absence of endogenous power adequate to deter or contain external military threats, a government may rely on coalitions or tacit or open alliances. Such regional or international alignment and realignment could complicate the security dilemma in all the more precarious a manner. It is, however, my contention that this monolithic view framed around the realist tradition of international politics is not only too narrow in scope, but it also distorts objective reality. In reality, there is no fixed concept of national security. The operational definition of national security is largely contextual. Consequently, the diagnosis of, and prescription for, security can vary from one country to another, depending on the nature of vital national values contextually defined. The multiplicity of national values, coupled with the precarious security context, results in diverse security dimensions.

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9: Development Strategies in Africa : Aguibou Yan Yansane :

management services and job evaluation - or the "science" of engineering organisation charts and job descriptions-merit less attention, in international civil service management practice, than in the heydays of "master planning".

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