

early warning group. Finally, the information is developed and once again translated into ordinary language. **Common wisdom must be produced to provide policy makers with a basis for action that will be viewed as legitimate by citizens.** This is the role of the Club. (See figures: The Process; The Club.)

The latter group should be made up of government officials and representatives of interest groups. It should also include a good number of influential individuals who can set the tone and whose positions on major issues can exert influence. This select group must have direct access to the early warning network. It must be given enough time to hear out all the arguments of the experts and choose those which can serve as a basis for action for decision makers. It must also be given the time to update its contacts with power brokers on a case-by-case basis.

Two basic criteria should be added. First, it is important to empower African organizations. It will not do to set up a brilliant early warning working group at Harvard or some other prestigious institution in the North. It is imperative that Africans themselves be equipped with the tools they need for their own development. To begin with, they have a better understanding of the situation in their own countries. Moreover, no initiatives from the North can succeed where African good will is lacking. We must therefore create parallel institutions: institutions in Africa staffed by Africans and institutions in the North, which will be kept modest and will serve as antennae and provide technical assistance to the institutions in the South.

Too often, in an effort to save a little money, a single institution has been created to represent the interests of both North and South. For a host of reasons, this marriage of styles always proves unworkable; it is best to separate them. There are many well-educated Africans seeking employment. It would be more advantageous to put them to work at home on solving their own problems. For their part, the antennae in the North can access many well-organized and highly effective networks; they certainly do not need overly developed structures.

Secondly, multilateral agreements have reached the limits of their own logic. We need to develop a new logic more consistent with contemporary attitudes. A Foundation could be set up to develop this system of organizations. It would be responsible for building the various required components, in response to demand, and maintaining a constant balance between supply and demand. As in a corporation, the Foundation's various components would have to justify their existence by providing appropriate quality services to the community. Apart from seed money, the Foundation and its components could not seek funding except by selling their services to various interest groups. The service centres would function as profit centres, while the Foundation would simply be responsible for auditing their operations. A central bureaucracy must not be allowed to take root and become a growing centre of power at the expense of the needs of the periphery, as has unfortunately occurred in some large multilateral institutions.