主编简介

Introduction to editors in chief

赵蜀蓉，管理学博士，教授、电子科技大学西非研究中心主任；长期从事公共管理与国际政治教学与研究；研究方向为全球化背景下政府治理、比较政府与政治及战略管理研究。公开发表学术论文 100 余篇，其中 22 篇被 EI 收录、50 篇被 ISTP/ISSHP、CSSCI 收录并被人大报刊资料复印。作为公共管理国际会议（ICPA）执行主席及论文集主编，历届论文集获得美国情报研究所 ISI Web of Knowledge 检索平台下 CPCI-SSH 收录；获美国公共管理学会 2013 年度、2015 年度杰出贡献奖。

Dr. Zhao Shurong is professor at School of Political Science and Public Administration of University of Electronic Science and Technology of China and director of Center for West African Studies of UESTC with research focus on Comparative studies on Politics and Government and Strategic Management in globalized context. She serves as the Executive Chairperson and Editor in Chief for International Conference on Public Administration (ICPA) and its Proceedings from 2005-present respectively, whose proceedings have been collected by ISI Web of Knowledge-ISSHP since 2005 annually. She is the author of 102 articles with 20 top journal articles and up to 50 articles of collected by worldly recognized data bases such as EI, IEEE and ISI(CPCI-SSH/S-ISSHP/ISTP).

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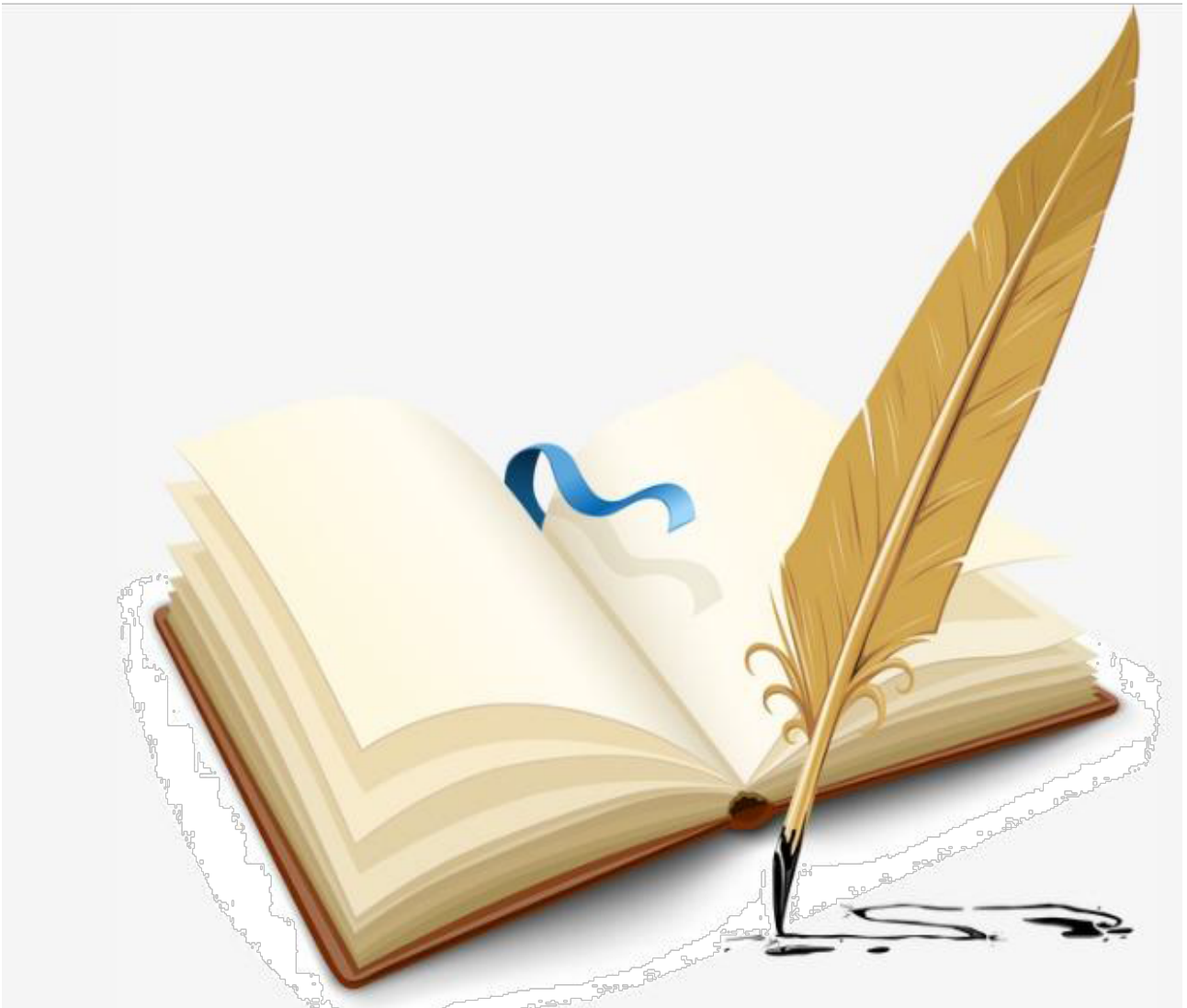
关于本成果集的出版是各方共同努力的结果，我们要向编著过程中付出辛勤工作的各方合作者致以诚挚的感谢。在此，要特别感谢电子科技大学西非研究中心的领导、老师、以及学生们的大力支持。

We would like to express our most sincere appreciation to the contributors for 2017 Collections for CWAS of UESTC to a quality product. An edited book is by definition the combined work of many hands and minds. Our special thanks go to our work team of postgraduates of School of Public Administration of University of Electronic Science and Technology of China (UESTC), namely, who are CHEN Shanshan (Student ID: 201621120230), FAN Wenxue (Student ID: 201721120203) and DONG Yufei (Student ID: 2015120302012).

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Paper publications in the *Proceedings of 2017 International Conference on Public Administration (12th) & International Symposium on West African Studies (1st)*

1. **题目：** Sukuma Sakhe 操作：跨组织协作管理经验借鉴
   Topic: Operation Sukuma Sakhe: Lessons in Managing across Organizational Boundaries

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Abstract: In April 2011, the KwaZulu-Natal (KZN) Provincial Premier launched Operation Sukuma Sakhe (OSS), in isiZulu for "Stand Up and Build". The OSS challenges the common frustration of government's pervasive and entrenched "silo mentality" resulting in weak coordination and collaboration across the public service that severely impact services to vulnerable households. To ameliorate this situation, the OSS has created political and technical governance structures at provincial, district, local and ward levels. At the community level, ward-based War Rooms are the crucial nexus that connects vulnerable households and communities to government services and social partners. Operating from these War Rooms, under the leadership of the Ward Councilor, the fieldworkers are the lifeblood of these War Rooms. This paper will briefly outline the OSS integrated service delivery model and showcase its workings, achievements, constraints and lessons. A good practice War Room in Ward 4 in the Umngeni Local Municipality is presented.

Key words: War Rooms, Integrated service delivery, Vulnerable households, Collaboration, Leadership, Governance, Community participation, Poverty

摘要： 2011 年 4 月，夸祖鲁-纳塔尔省省长启动了 Sukuma Sakhe 计划，Sukuma Sakhe 在祖鲁语里意为"站起来，去建造"。该计划向政府普遍存在的挫折以及根深蒂固的"孤岛思维"发起挑战,而这些问题通常导致公共服务部门之间协调和合作薄弱，严重影响弱势家庭服务。为了改善这种情况，OSS 计划在省，市，

地方和地区层面上创建了政治上和技术上的治理结构。在社区层面，以地区为基础的作战室是将弱势家庭和社区与政府服务机构和社会伙伴联系起来的关键纽带。在作战室的运作中以及地区议员的领导下，实地考察工作者是这些作战室的命脉。本文将简要概述 OSS 这个综合服务配送模式的范式，并展示其运作的成效，启示以及经验教训。

关键词：战室，综合服务配送，弱势家庭，合作,领导力，治理，社区参与，贫困

Concluding remarks

The South African public service architecture and governance systems are rigid, hierarchical and overly bureaucratic. This industrial age organizational proclivity continues to dominate government institutions in all spheres, embedding centralized and rank-conscious command and control management and leadership styles. Such archaic and ineffectual public service governance structures and management behaviors only serve to perpetuate the stark poverty and inequality, especially in provinces with former homelands, such as KwaZulu-Natal, with huge historical backlog in socio- economic development.

Against this backdrop, over the past five years, the KZN provincial government has attempted to counter the dominant public governance models and approaches to service delivery to the severely marginalised communities and households in the province. Instead, an integrated, bottoms-up, household-centric, and social partnership driven service delivery model – Operation Sukuma Sakhe – was introduced, which built on the achievements of previous programmes addressing poverty. The KZN's Office of the Premier continued with the War on Poverty programme, despite the withdrawal of leadership support from the programme's progenitor, the Presidency.

Even though the OSS model challenges the dominant public service governance and management models, it remains trapped within the powerful 20th century dominant narrative of public organizations. It is in the shadow of this narrative that the democratic South African public service has emerged. Despite the structural and systemic contradictions and tensions experienced by Operation Sukuma Sakhe, there are key lessons to draw from this noble change initiative in promoting an integrated, collaborative and coordinated approach to service delivery that supports the South African government's Batho Pele (People First) values of caring, serving and belonging. Lessons for example, on the importance of both political and public administrative leadership; sufficient human and material resources, in particular community workers on the ground; and rethinking the archaic top-down public service institutional design and planning processes.

The challenge for the public service globally is to deconstruct the rigid bureaucratic and hierarchical governance structures, and to evolve integrated, dynamic and agile structures and systems that are people-centric rather than bureaucrat-centric. OSS bears several lessons for such a shift. As living expression of Chapter 3 of the South African Constitution, relating to co-operative governance and inter-governmental relations, OSS provides a verdant landscape for learning. This initiative needs a platform in public service change discourse and literature.

结论：南非的公共服务架构和治理体系僵化，层次分明，过于官僚化。这个工业时代的组织倾向继续主导着政府机构的所有方面，包括嵌入集中、排列意识、指挥和控制管理以及领导风格。这种陈旧而无效的公共服务治理结构和管理行为只会使严重的贫困和不平等延续下去，特别是一些具有故土情节的省份，如夸祖鲁-纳塔尔省，会伴随着巨大社会经济发展的加剧贫困。

在此背景下，过去的五年里，夸祖鲁-纳塔尔中央政府一直在尝试去对付占主导地位的公共治理模式和方式来为全省严重边缘化的社区和家庭提供服务。相反，一个综合的，以家庭为中心，以社会伙伴关系为驱动的服务传递模式得到推动，即 Sukuma Sakhe 计划；这个计划是基于解决贫困问题的而启动的。即使 OSS 计划给主要的公共服务治理和管理模式带来了挑战，南非公共服务已经出现。

尽管 OSS 计划经历了结构性和系统性的矛盾和紧张局势，但从这一崇高的变革举措中可以吸取一些重要的经验教训来提供综合、合作和协调一致的服务方式以提升南非政府的 Batho Pele（以人为本）价值观，即关心、服务和归属。全球公共服务面临的挑战是解构僵化死板的官僚和等级层次分明的治理结构，发展综合、动态又迅捷的以人为本的，而不是以官僚为中心的公共服务体系。作为"南非宪法"第三章关于合作治理和政府间关系的具体实践，OSS 计划提供了一个公共服务变革实践的平台。

2. 题目：西非放牧传统/农耕机制对气候变化恢复力的作用
   Topic: The Role of Pastoralists' Tradition/Cultural Institutions in Climate Change Resilience in West Africa

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Abstract: This is an overview desk study of the role of pastoralists' institutions currently, and what their likely roles will be in the future. The particular focus is on resilience in the face of climate change. The study opens by discussing three different perspectives on resilience that have been applied to dryland production systems. We then turn to measures that have been proposed for development resilience that are relevant to dryland production systems. This is followed by a discussion of West African Agropastoral systems, leading to an analysis of the situation in Burkina Faso. We conclude with recommendations for programming in agropastoral systems in Burkina Faso and more broadly in agro-pastoral areas in West Africa.

Key words: Resilience, Pastoralism, Agro-pastoralism, Drylands, Institutions

摘要：本研究是对当前牧民机构作用的一个整体初步探索，包括其角色定位。通过讨论已经应用于旱地生产系统的三个不同的生态恢复力， 本研究特别关注其在面对气候变化的生态恢复力的作用；进而提出应对有关旱地生产系统发展抵御能力的措施 并探讨与分析了布基纳法索西非农牧系统。文章结论提出了关于布基纳法索农牧系统规划更广泛的应用在西非农牧区的建议。

关键词：生态恢复力，牧民，农牧业，旱地，机构

Recommendations

We begin by focusing on land use management. In many West African countries, the recent past has been one of decentralization and delegating more authority to local communities. There is a move to organizing at the local level of an arrondissement, commune, communauté rural, or other defined political and administrative entity (Berger 2010). Granier (2010) writes of local conventions as first being developed in Senegal and Mali as part of a move towards decentralization, and then the approach has spread more broadly in West Africa as an approach to land use management.

O'Bannon (2006) notes some of the limitations that confront local communities when attempting to develop local conventions. He quotes an official in Senegal who commented on the decentralization process as receiving an 'empty envelope'; they are authorized to implement decentralized government but no transfer of funding has been associated with this transfer of authority. Another common challenge is that the participatory approach is complicated by the transitory nature of the herders who are only present temporarily to make use of local resources. Decisions are made locally by year round residents and this may not take into account the

interest of the transhumant pastoralists. In addition, a notable bias by governments towards the interest of settled cultivators (and bias towards irrigated cultivation) has been noted in the literature on land use in West Africa (Breusers 2001; Breusers et al. 1998). A further complication is that a local convention is designed to govern resource use for some members who are only 'local' for a defined period of time before they become 'local' residents elsewhere as they migrate. Mwangi et al. (2012) note this ambiguity in property rights and membership are a common feature of pastoral systems, and Goodhue et al. (1998) note that the fuzzy nature of rights can be welfare enhancing. However, it makes participatory rule making difficult.

Kitchell et al. (2014, 2017) discuss how the formulation of local conventions confronts what Fernandez Gimenez (2002) described as the 'paradox of pastoral tenure'. On the one hand, a local convention can formalize and regulate livestock access to certain areas of land at a given point in time. However, the open and flexible nature of land use by livestock is open, flexible, and adaptive (Moritz 2013). In a recent paper based on work in Senegal, Kitchell et al. (2017) describe institutional innovations that go along with protecting livestock corridors in agropastoral areas of Senegal. Djiga (2012a, 2012b) has written about environmental law and local conventions in Burkina Faso. He describes conventions as having two main functions. The first is to conserve natural resources and the second is to prevent conflicts related to natural resources. He notes that the Program for Sahel-Burkina work on local conventions funded by GIZ from 1989 reduced conflicts by a significant degree.

There are different kinds of conflict noted in the literature that conventions can help to address. The most prominent is farmer-herder conflict, but one can note different permutations of farmer-farmer, herder- herder and in some cases conflict with fishing oriented populations. Farmer-herder conflict generally centers on crop damage by animals and also by cultivation expanding into areas that had been used for transhumance / watering animals. It is also important to distinguish between conflicts originating with the livestock passing through on transhumance from the conflicts between resident livestock and cultivators. With the transhumants, the key conflict periods are early in the growing season as animals move from south to north and may damage recently planted fields and at the start of the cold dry season when animals in cultivation zones enter fields that have yet to be harvested. There are also reports of conflicts with local cultivators who own livestock who have animals swept up into transhumant herds as they pass by. Further there are conflicts between local herders and farmers when animals are not removed from the village territory during cropping / harvesting season. From a participant in a local convention workshop in Bakel, Senegal we have the following quote: *Les dégâts les plus réels dans nos villages ne sont pas les gens qui viennent mais plutôt les habitants des villages eux-mêmes. Les transhumants viennent rarement en temps de pleine campagne ici ; ce sont les éleveurs du village qui causent souvent des dégâts aux agricultures*. (Ba, 2015 p. 29)   My translation :   Most of the crop damage in our villages is not due to people coming from outside but is more frequently attributable to livestock belonging to residents of these villages. The migratory herders rarely come here during the main cultivation season ; it is the livestock herded by residents of the village who are frequently responsible for crop damages.

An interesting methodology for animating discussions of local conventions is

provided by the common-pool resources and multi-agent simulations work of CIRAD (see www.cormas.cirad.fr) Bommel et al. (2015) provide an overview of the use of this methodology. An application of this method to an agro-pastoral zone in Senegal was produced by Ba (2015) quoted above. A key intervention for the future for CSOs in Burkina Faso is to coordinate and facilitate local convention development in communities and coordinate them across communities to arrive at some degree of consistency. This can combine their knowledge of on the ground practices with a broader sense of the overall challenge of land use planning to enhance productivity and reduce conflict. In addition, given the context of climate change, local convention development can be coupled with scenario planning (see CARE International, IIED, and CIRAD for examples) to anticipate ways in which the plans could adapt to future changes in the state of nature.

Kitchell et al. (2017) note the dual challenges of establishing local participation and control while at the same time recognizing the vast spatial scale of the transhumance corridors / networks. Alidiou (2016) provides some background on the cross-border dimension of these challenges when animals from Burkina Faso, Niger, and Nigeria enter into Benin. They identify a need for a cross border information and governance strategy together with provision of infrastructure to support transhumance. CSOs could also use their international networks to coordinate these efforts across borders.

Caffrey and Farmer (2014) note a critical institutional factor in Burkina Faso is the Régime Foncier Rural of 2009. They find the 'rules and regulations are not well understood…' (p. x) and note that a Millennium Challenge Account program to disseminate information about the law only reached 13% of the communes in the country. This would indicate further work could be done on communicating and clarifying the current land use laws. Also considered in this report is the negative environmental implications of artisanal gold mining that could potentially pose a threat to livestock and farming (and overall health) in Burkina Faso, though it does play a role in the income diversification profile. A different role for CSOs is to continue to disseminate the current meaning of the law to rural areas to ensure people understand their rights and obligations.

Beyond issues of land use management, there is also the possibility of accessing climate change funding for local public good development such as through the BRACED program to enhance resilience in the face of climate change. The BRACED program I am working with in Mali and Senegal has been funding grain storage facilities, vaccination holding grounds, irrigation systems, dry season gardens, forestry projects among other things in agropastoral zones. Part of the program is building up local governance structures and institutions to identify community priorities and implement programs that meet expressed need. Another consortium is working in Mali on the BRACED project (see the link above) and might be possible to establish a collaboration if further funding rounds are developed.

Finally, The International Livestock Research Institute (ILRI) is working in Burkina Faso as part of the USAID Feed the Future initiative on feeding systems for milk production and supporting intensification of dairy systems. At the same time they are working on improving milk hygiene. As intensification and sedentarization are occurring already, training and adoption of new practices could offer some promise for improved health, incomes, and nutrition. There is also likely to be new applied

research for development initiatives in the near future as the USAID funded Livestock Innovation Lab is currently reviewing project proposals for work on livestock systems in Burkina Faso and Niger. As the production system evolves, applied research can help identify least cost feeding systems that can support agropastoralists and farmer-herders. CSO partners interested in applying these findings to improve agricultural production could become involved in these efforts.

结论：在西非许多国家，赋予当地社区更多的权力做法在西非作为土地使用管理到了更广泛的传播。

O'Bannon（2006）指出了当地社区在试图发展地方公约时遇到的一些局限性。他引用塞内加尔的一位官员的话说，权力下放过程是"空的信封"。他们被授权执行分散的政府；另一个挑战是参与式方法由于临时只利用当地资源的牧民的短暂性质而使得权利效应作用发挥具有局限性。关于西非土地利用的文献（Breusers，2001; Breusers 等，1998），已经意识到政府对定居耕种者的利益的偏向（以及对灌溉种植的偏见）；本地公约的目的是要管理一些只在特定时期"本地"的成员在他们迁移之前成为"本地"居民的资源使用。 Mwangi 等人（2012）指出，这种产权和成员身份的模糊性是牧民体系的一个共同特征，Goodhue 等人（1998）指出，权利的模糊性质使参与式规则制定变得更加复杂。

Kitchell 等人（2014,2017）探讨了当地公约如何面对费尔南德斯·希门尼斯（Fernandez Gimenez，2002）所描述的"牧师任期的悖论"。一方面，当地公约可以规定和规范牲畜进入特定时间点的某些地区。然而，牲畜的土地使用的开放性和灵活性是开放的，灵活的和适应性的（Moritz，2013）。在最近一篇基于塞内加尔研究的论文中，Kitchell 等人（2017 年）描述了与保护塞内加尔农牧区的牲畜走廊一起的制度创新。Djiga（2012a，2012b）在布基纳法索撰写了关于环境法律和地方公约的文件。他将公约描述为具有两个主要功能。一是保护自然资源，二是防止与自然资源有关的冲突。他指出，萨赫勒 - 布基纳法计划从 1989 年开始为由德国国际合作机构资助的当地公约开展工作，在很大程度上减少了冲突。

文献中提到各种公约可以帮助解决的冲突。最突出的是农民和牧民之间的冲突，但是可以注意到农民，牧民和不同的排列组合，在某些情况下可能与以捕捞为导向的人群发生冲突。农民和牧民之间的冲突一般是以动物的作物损害为中心，也是通过种植扩大到用于转基因/浇水动物的地区。区分起源于牲畜过度迁移的冲突与居民牲畜与耕种者之间的冲突也是重要的。随着动物的迁徙，关键的冲突时期是在生长季节的早期，因为动物从南向北移动，并且可能破坏近期种植的田地，并且在寒冷干燥季节开始时，种植区中的动物进入尚未收获的田地。也有报道说，当地的耕作者与拥有牲畜的人有冲突。此外，在种植/收获季节，当地的牧民和农民没有将牲畜从农村移走时，就会出现冲突。 Ba（2015）分析了布基纳法索在塞内加尔的一个农牧区的应用。布基纳法索公民社会组织未来的一个关键干预措施是协调和促进社区的地方公约发展，并在社区之间进行协调，以达到某种程度的一致性。这可以将他们对地面实践的认识与对土地利用规划总体挑战的更广泛的认识结合起来，以提高生产率和减少冲突。此外，鉴于气候变化的背景，地方公约的发展可以与情景规划（参见 CARE International，IIED 和 CIRAD）相结合，以预测计划如何适应未来自然状态的变化。

Kitchell 等人（2017 年）指出建立地方参与和控制的双重挑战，同时承认过渡走廊/网络的广阔空间规模。 Alidiou（2016）为来自布基纳法索，尼日尔和尼日利亚的动物进入贝宁时的这些挑战提供了一些背景。他们确定需要跨境信息和治理战略，并提供基础设施以支持转变。民间社会组织也可以利用其国际网络跨

越国界协调这些努力。

　　Caffrey 和 Farmer（2014 年）指出，布基纳法索的一个重要制度因素是 2009 年的 Régime Foncier Rural。他们发现"规则和条例不是很好理解……"（p.x），并指出千年挑战账户计划有关法律的信息只达到了全国 13%的公社。这表明可以进一步开展沟通和澄清现行土地使用法律的工作。本报告也考虑到手工采金对环境的负面影响，可能对布基纳法索的畜牧业和农业（以及总体健康）造成威胁，尽管它在收入多样化方面发挥了作用。公民社会组织的另一个作用是继续向农村地区传播法律的当前意义，确保人们了解自己的权利和义务。除了土地使用管理问题之外，还有可能通过 BRACED 计划获得气候变化资金来促进地方公共事业的发展，以提高面对气候变化的抵御能力。国际家畜研究所（ILRI）正在布基纳法索工作，作为美国国际开发署"喂养未来"计划的一部分，为牛奶生产提供饲养系统，并支持乳品系统的集约化。同时他们正在努力改善牛奶卫生。由于加强和定居已经发生，培训和采用新的做法可以为改善健康，收入和营养提供一些承诺。由于美国国际开发署资助的畜牧创新实验室目前正在审查布基纳法索和尼日尔的畜牧系统工作项目建议书，因此在不久的将来也有可能开展新的应用研究。随着生产系统的发展，应用研究可以帮助确定能够支持农牧民和农牧民的最低成本的饲养系统。有兴趣应用这些发现来改善农业生产的公民社会组织合作伙伴可能参与这些努力。

3. **题目：** 非洲、中国、与全球分配新形式
   Topic: Africa, China, and the New Global Dispensation

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Abstract: In the last several years there has been historical shifts in the global political economy; China's rise as the most important economic power in the world after the United States represents such a shift. As a result, the new Africa-China rapprochement has attracted global concern and interest mostly because Africa's resources appear to be fully open to the economic and strategic needs of China. For over half a century, Africa traded mostly with the West; it looked mostly to Europe and the United States for development assistance. In 2000, however, African nations and China began a series of meetings dubbed Forum on China Africa Cooperation (FOCAC). There have been six such meetings since then in pursuit of "a new type of strategic partnership" between China and Africa intended to create a win-win economic relationship that transforms the continent.

What do African nations stand to gain from this relationship? Will the continent's 'new' partner become the newest and latest external power to pay lip service to Africa's well-being even as it proceeds to exploit local resources for its benefit? This paper argues that the only way for this relationship to be of mutual benefit is for the continent to conduct its relationships with China from a position of strength and self-interest; to use its resources for the benefit of its peoples; and to pursue people-centered policies. China can, and should, become a true alternative of development hope to the African peoples.

Key words: Africa-China, Natural resources, Development, Infrastructure, Partnership

摘要： 近几年来，全球政治经济发生了历史性的变化，中国崛起成为继美国之后世界最重要的经济大国。而非洲的资源似乎完全符合中国的经济和战略发展需要，因此，新型中非友好关系已经引起了全球的关注和兴趣。半个多世纪以来，非洲主要与西方交易，依赖欧洲和美国的发展援助。然而，2000 年非洲国家和中国开始了一系列被称为"中非合作论坛"（FOCAC）的会议。此后，中非以谋求双方"新型战略伙伴关系"，为目标，进行了六次会晤，旨在建立一个变革非洲大陆的双赢经济关系。

非洲国家能从这种关系中收获什么？非洲大陆的"新"合作伙伴是否能成为为非洲带来福祉的最新外部力量，即使是为了利益而开发当地资源？本文提出，建成这种关系唯一的、双赢途径是，非洲大陆能在综合自身优势及利益的基础上开同中国的伙伴关系，利用其资源为其人民谋利益，并奉行以人为本的政策。中国能够而且应该为未来非洲的发展带来真正的希望。

关键词： 中非，自然资源，发展，基础设施，伙伴关系

What can be done?

China is in Africa in a big way; the Chinese engagement in Africa has been one of the major global paradigm shifts since the end of the Cold War, circa 1989. The question is, how can the African governments manage this new dispensation? Clearly, there is a need for a comprehensive Africa policy that needs to be developed at the continental level; countries must work together more, especially to prevent China playing one against the other. African leadership must seek new policies that give the continent better negotiating positions in the signing of agreements. The continent cannot afford to create the age-old conditions that had it as just providing raw, primary products without adding any value. The time has long come—and indeed gone—when these economic relationships must be mutually benefiting, structured in a way that Africa gets its true value.

African leadership must use the windfall from China's engagement to lift its peoples out of underdevelopment, primarily through a diversification of its economies. There must be investments in education and human resources training, up to date enough to manage these opportunities.

So far, evidence points to a mixed environment; the relationship seems to be a double-edged sword. On one hand, it has the trappings of dependency, as the Chinese have managed to preach 'strategic partnership' but their actions have been based on cold, business terms. However, all across the continent one can see concrete evidence of Chinese influence: roads, railways, real estate and housing, mining companies, manufacturing concerns, dams, among others. Ultimately, the most important ingredient in this relationship is the proper management of it by Africa's leaders. At all times, this leadership must be guided by the concrete social development needs of its peoples and societies. Africa must be guided by its permanent interests, not necessarily insist on permanent friendship with China. No matter what happens, we can only blame African leadership if they are unable to manage these economic relationships with China to the benefit of its peoples.

结论：中国在非洲有很大的发展空间，中国在非洲的经济投入是 1989 年左右冷战结束以来全球范式转变的主要形式之一。问题是，非洲各国政府如何管理这一新形式？显然，需要在整个非洲范围内制定一项全面的非洲政策;各国须加强合作，尤其要防止中国联合其他非洲国家对抗本国。非洲领导层必须寻求新的政策，使非洲大陆在签署协议方面有更好的谈判立场。非洲大陆无法再延续只生产原始的初级产品而不增加任何附加价值的老旧生产模式。为产品增加附加值的时代早已到来。当中非经济关系必须互惠互利，并以非洲获得真正利益为目标时，以为产品增加附加值的时代才算真正结束。

非洲领导层必须借中国对非投入的东风，主要通过经济多样化来摆脱不发达状态。必须对教育和人力资源培训进行投资，抓住发展机遇。

迄今为止，事实证明了混合环境的重要性;中非关系似乎是一把双刃剑。一方面，中国人设法宣扬"战略伙伴关系"，但是他们的行为却以冷酷的商业条件为基础，存在附属国陷阱。然而，在整个非洲大陆，人们可以看到中国影响力的具体证据：公路、铁路、房地产和住房、矿业公司、制造、水坝等等。从根本上来说，这种关系中最重要的因素是非洲领导人是否能妥善管理这一关系。任何时候，非洲领导人都必须以非洲人民和社会的具体的社会发展需求为指导。非洲必须以永久利益为导向，不一定要坚持与中国的永久友谊。无论如何，若非洲领导无法妥善管理与中国的经济关系，造福非洲人民，就应该受到人民的谴责。

4. 题目：加纳企业社会责任概述：我们知道和不知道什么？

Topic: The State of CSR's Research in Ghana: What Do We Know and Do Not Know?

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Abstract: As a result of the globalization and its consequences such as multi-nationalisation of companies, CSR has become one of the dominant themes attracting the attention of researchers, policy makers, practitioners, educators and international multilateral organisations, such as the World Bank, the EU and the OECD. Whilst research in the field has advanced, aside South Africa, less can be found in most countries in Africa. A sample of reviews on extant studies on the topic has been done to summarise the state of knowledge in the field and recommendations for future research made. Yet few papers on Africa can be seen from the synthesis of the global studies. The current study contributes to CSR's knowledge in Africa by synthesising 115 CSR's studies from Ghana between 2006 and 2016. Using an analysis based on Aguinis & Glavas (2012), coupled with descriptive statistics, the results show that among organizational, individual and institutional level analyses, CSR's studies on Ghana focuses wholly on institutional level analysis. In terms of the issues addressed so far, CSR and firm performance related studies dominate. With sectoral focus, banking and the mining sectors dominate the studies. With regard to author collaborations, two author papers dominate, whilst regarding the author's institution, academics from the University of Ghana dominate the sample. Implications of the on findings for policy, practice and theory are suggested.
Key words: CSR, Ghana, synthesis
摘要：在全球化及其带来的后果，如公司的多国化背景下，企业社会责任（Corporate social responsibility, CSR）已成为研究人员、决策者、从业人员、教育者和国际多边组织如世界银行、欧盟和经合组织关注的主题之一。虽然此领域的研究已相对成熟，但在非洲，除了南非外，大多数国家对此研究甚少。已有对企业社会责任现状研究的评论已总结了这一领域的知识状况，并对未来研究提出了建议，然而，鲜有文章从全球研究视角下综合关注非洲。本研究基于 Aguinis ＆Glavas（2012）的分析及描述性统计，通过综合 2006 年至 2016 年加纳 115 项企业社会责任研究，以求丰富非洲企业社会责任研究。结果显示，加纳企业社会责任研究主要集中在对制度层面的分析。就目前已解决的问题而言，企业社会责任和企业绩效相关研究占主导地位。以部门为重点，银行业和采矿业为主。作者合作方面，两位作者合作的论文占主导地位。作者单位方面，加纳大学的相关研究学者最多。本研究对企业社会责任政策制定、理论与实践研究有一定启示与建议。
关键词：企业社会责任，加纳，综合

Implications of the study

Undoubtedly, CSR studies have encapsulated a number of facets. This study has not only uncovered various methods, sectors and themes, among others. More importantly, it sets the trend for future researches on SMEs as it brings to light what crucial themes are yet to be researched and robust methodologies are in desuetude.

From a scholarly viewpoint, current studies on CSR looks too descriptive and therefore future studies must seek to employ advanced statistics to validate existing findings. Whilst sectoral and individual level analysis seem so crucial in the field, current studies on Ghana deals with more of organizational level analysis to the neglect of the other two. Whilst hospitality is booming in Ghana because of the globalization process, few papers have focused on tourism CSR and well as CSR and the telecommunication companies.

In terms of public policy, government fund academics to unearth the under-study areas such as tourism, construction and the telecommunications. This will balance the knowledge gap in policy formulation.

Educators such as PhD supervisors must focus on the under-researched areas in most of the doctoral training to wet prospective PhD candidates' appetite to fill existing gaps on CSR in Ghana.

研究意义：企业社会责任研究内容包含方方面面。本文揭示了企业社会责任研究的方法、部门和主题等。同时，本文通过指出尚未研究的关键性主题、尚未使用的有效方法论，为未来中小企业的社会责任研究设定了趋势。

从学术角度来看，目前关于企业社会责任的研究描述性太强，未来的研究必须寻求使用先进的统计数据来验证现有的研究结果。虽然部门和个人层面的分析在这一领域看起来如此重要，但目前关于加纳的相关研究更多的是关于组织层面的分析，而忽视了另外两个层面的分析。尽管全球化进程使得加纳的旅游业蓬勃发展，但关于旅游业的企业社会责任以及企业社会责任和电信公司的文章很少。

在公共政策方面，政府资助学者发掘旅游业、建设行业、通信业等研究较少的领域。这将平衡政策制定中的知识差距。

像博士生导师这样的教育工作者必须重点关注博士培养中研究不足的领域，满足准博士们的研究需求，填补加纳现有的企业社会责任研究空白。

5. **题目：**非洲公共管理学中批判性思维与对话的关系及其道德启示

Topic: The Relationship between Critical Thinking and Dialogue in the Threshold of Public Administration in Africa: Its Ethical Implications

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Abstract: Traditionally, public administration has been primarily concerned with issues and challenges related to the faithful application of governmental policies, along with integrity, honesty and efficiency at the foundation of the process. This lends credence to the ethical question: how can governmental policies and implementation process be done correctly, wisely and in the public interest. This study examines the concept of critical thinking and dialogue which is grounded in the theory and practice of public administration, where actors function as moral agents of change as they facilitate service delivery, value laden engagements (moral discourse and action) among policy makers and other stakeholders. Drawing upon far-reaching existing literature on public administration and relying on content analysis, this paper examines the phenomenon taking a cue from Kurt Lewin's "cognitive field" theory and call for a new paradigm toward responsibilities and moral decision-making. The study sought to understand how stakeholders using the tools of critical thinking and dialogue should engage one another in terms of choices, decisions and moral conversations leading to service delivery and dividend of good governance. With an insight provided into understanding the nexus between critical thinking and dialogue in public administration in Africa, a criterion on what should constitute an appropriate model of interaction for effective performance and service delivery is thus supplied.

Key words: Public administration, Critical thinking, Dialogue, Moral agency, Public sector, Service delivery

摘要：传统意义上的公共管理主要关注政府政策形成过程中，政策是否能如实、完整、廉洁及高效地实行。这使人们对其中的道德问题产生疑虑：政府在制定及执行政策的过程中如何保证政策的正确性、明智性、并以公众利益为本？本研究考察了以公共管理理论和实践为基础的批判性思维和对话的概念。作为变革的道德责任推动者，参与者在促进服务交付，权衡决策者与利益相关方间投入比例（道德话语和行动）方面发挥作用。本文借鉴已有的公共管理文献，依托内容分析法，从库尔特•列文的"认知领域"理论角度考察了这一现象，并提出了一种新的责任和道德决策范式。本研究试图了解利益相关方如何运用批判性思维和对话的工具，在选择、决策和道德对话方面相互投入，从而实现服务供应和善治分红。在了解非洲公共管理的批判性思维与对话关系的基础上，本文旨在提出一种标准，对恰当的有效绩效和服务供应互动模式构成标准作以规范。

关键词：公共管理，批判性思维，对话，道德行为，公共部门，服务交付

Conclusions

This study has been able to examine the relationship between Critical Thinking and Dialogue in public administration in Africa. The analysis demonstrates that despite evident success in promoting sustained development in Africa, the public administration model is not without its challenges. It manifest itself in the employment, training and retaining public administrators with the right skills and attitudes, moral agency and values capable of engaging and handling effectively the changing needs and the rising aspirations of members of the society. This scenario however, presents a disturbing trajectory requiring a changed paradigm. This is sequel to the fact that public concerns about public administration from the dimension of meritocracy, accountability, low public service values, shortcomings in transparency and responsiveness, dealing with uncertainty and complexity in cross-cutting policy issues are all questions of serious public concern (Collins and Peerbotte, 2012). This study emphasized the fact that an individual must engage in critical thinking if he or she is to actively construct choices, decisions, and actions in a self-confirming ways rather than passively reacting to situational conditions or the organizational requirements of duty. It is evident in the study that critical thinking helps a person who is in a position to serve the people rethink the rationalistic presuppositions of public administration and think in a way that meets the challenges of a situation.

The study demonstrates that public administration can be strengthened through critical thinking and questioning of the social, administrative, and personal practices which is key to the dialectical connection of contradictions and paradoxes that exist in our assumptions, organizational and administrative activities, and policies (Cooper, 2006). Perhaps the most important element in changing individuals and organizations may be an individual's ability to become a critical thinker. Rationally speaking, a critical thinking individual (public servant) expects to recognize the need to consider "competing interests, ideas and positions of struggle" (Denhardt, 2011) when formulating and applying policies and construct dialectical possibilities for meeting social needs by placing his/her responsibility into the larger contexts of society, citizens, and ethical action. In doing so, public administrators may be able to overcome the limits of institutional inadequacies and increase their ability to change those limits by constructing new collaborations, and inclusive forms of reality. The study also observes that conventional views of public administration as a science and administrators as technocrats making rational decisions for the people often ignore the moral angle of public administration because ends and means are oftentimes taken for granted (Christensen, 2011). This does not necessarily mean just following ethical principles and guidelines but becoming aware of how we might avoid "the suppression of alternative conceptions and possibilities" (Christensen and Laegreid, 2007). Critical thinking and dialogue therefore come in between the present predicaments in the society and the exploration of new possibilities in the future of public administration; it also illustrates the apparent contradictions and hidden dimensions of public management, as well as the relationship between self and the social world, the individual and the bureaucracy in contemporary society.

结论： 本研究考察了非洲公共管理中批判性思维与对话的关系。分析表明，尽管在促进非洲持续发展方面取得明显成功，公共管理模式仍挑战重重。其困难表现在就业、培养和留住具备公共管理技能及态度、道德责任、能够有效地接触和处理社会成员不断变化的需求和不断增长的愿望的公共管理人才。然而，此场景呈现出令人不安的迹象，其范式急需改变。这种迹象正是以下事实的结果：公民所关注的包括行政精英、问责制、公共服务价值低、透明度和反应能力不足，处理交叉性政策问题的不确定性和复杂性等焦点都是严肃的公众问题，（Collins、Peerbotte，2012）。本研究强调了这样一个事实：如果个人要以自我肯定的方式积极构建选择、决定和行动，而不是被动地对情境条件或组织责任作出反应，个人就必须运用批判性思维。研究表明，批判性思维有助于一个有能力为人民服务的人重新思考公共管理的理性预设，思考应对形势的挑战。

研究表明，通过对社会、行政和个人实践的批判性思考和质疑，公共管理能够得到加强。这对于我们的假设，组织和管理活动以及政策中存在的矛盾和悖论的辩证关系至关重要（Cooper，2006）。也许改变个人和组织的最重要因素是个人成为批判性思维者的能力。理性地说，批判性思维的个人（公仆）期望认识到，在制定和运用政策，当通过将其责任融入到社会、公民和伦理行动的大背景下建构满足社会需求的辩证可能性时，需要考虑"竞争的利益，斗争的思想和立场"（Denhardt，2011）。这样，公共管理者可以克服制度缺陷的局限性，通过建立新的合作关系和包容的现实形式来增加他们改变这些限制的能力。研究还发现，公共管理作为科学和管理者的传统观点，作为为人民作出理性决策的技术官僚往往忽视了公共行政的道德视角，因为目的和手段往往被认为是理所当然的（Christensen，2011）。这并不一定意味着遵循道德原则和准则，而是意识到我们如何避免"压制替代的概念和可能性"（Christensen and Laegreid，2007）。因此，批判性思考和对话是在当前社会困境与公共管理未来新的可能性的探索之间进行的。也说明了公共管理的明显矛盾和隐含的维度，以及自我与社会世界、个人与当代社会官僚之间的关系。

6. **题目：** 鼓励高等教育机构公共部门合作行为——以加纳海岸角大学为例

Topic: Encouraging Collaborative Behaviors by Public Officials in Higher Education Institutions: The Case of the University of Cape Coast

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Abstract: Globalization, technological advancement and managerialism are gradually replacing the traditional way of managing an organization or Higher Education Institutions. In recent times, much attention has been placed on inter-organizational, inter-jurisdictional and inter-sectoral modes of operation and how these can be used to achieve organizational goals. This notion of managing across organizational boundaries still occupies scholars and professionals, as well as, practitioners of public administration and management. Even though research on managing across organizational boundaries is vast, little studies have examined collaborative behavior by public officials in Higher Education Institutions in the Ghanaian context. The current study examined whether encouraging collaborative behavior by public officials within and across colleges, faculties and departmental boundaries affect organizational performance and solve complex problems. The main objective was to examine whether public officials encourage collaborative behavior and how this has enhanced organizational performance and brought about innovation. The study adopted the qualitative research design and the case study strategy was employed. The study revealed that public officials in some of the Colleges and Schools encouraged collaboration and this has enhanced their capabilities and has affected performance. Again, the study revealed that collaboration has cut down cost, brought about effectiveness and as a result, brought about the greatest impact among these colleges. It is, therefore, recommended that collaborative behavior should be mandatory and a policy developed to guide the activities of the various colleges within the university.

Key words: Collaborative Behavior, Managing across Boundaries, Public Officials, Higher Education Institutions

摘要： 全球化、技术进步和管理主义正在逐渐取代传统的组织机构或高等教育机构管理方式。近年来，人们越来越重视组织间、辖区间和部门间的运作模式，以及如何利用这些模式来实现组织目标。跨越组织界限的管理概念仍然主导着学者、专业人士以及公共行政及管理实践者。尽管跨组织界限管理研究范围宽广，但却少有研究探讨加纳高等教育机构公职人员的合作行为。本研究考察了鼓励高校内部及部门间公职人员合作行为是否影响组织绩效，是否能解决复杂问题。本研究主要目标是考察公职人员是否鼓励合作行为，这种鼓励如何提高组织绩效并带来创新。本研究采用定性研究设计，采用案例研究策略。研究表明，一些学院和学校的公职人员鼓励合作，这增强了他们的能力，并提高了业绩。其次，研究表明，协作降低了成本，带来了有效性，在这些学院中产生了最大的影响。因此，本研

究建议合作行为应为强制性的，并制定政策来指导大学内各个学院的活动。

关键词：协作行为，跨界管理，公职人员，高等教育机构

Summary, conclusion and recommendation

From the study, it is clear that indeed globalization, technological advancement and managerialism is gradually replacing the traditional way of managing an organization or Higher Education Institutions. This is because, the findings revealed that collaboration in the University of Cape Coast is gradually taking shape. Conversely, there is more room for improvement and a very good and unique opportunity for Higher Education Institutions to established joint ventures for collaborative degree programs, research and collaborative teaching in certain academic disciplines. The paper set out to examine whether encouraging collaborative behavior by public officials within and across colleges, faculties and departments affect performance and solve complex problems as well as bring about innovation. The qualitative research design and the case study strategy was used to elicit views from 10 respondents. The findings revealed that not all the colleges, schools and faculties encourage collaborative behavior. The faculty who encourages collaborative behavior in research and teaching have enhanced their performance, brought about innovation and their departmental profile. The study also revealed that some elements lead to unsuccessful collaboration in the university: for instance, lack of commitment by all staff, the inability of Deans and Head of Departments to bring likeminded people together, lack of top management support, lack of efficient and effective communication and openness to facilitate collaboration in the university. However, nurturing collaborative environment, working in cells and groups has help to build collaborative research in some colleges and departments. It was realized that some faculties and colleges work in cells and research groups on a proposal especially, if the lecturer is knowledgeable in that area, they come together to write it. This is consistent with previous and recent research on the drivers and barriers to encouraging collaborative behavior in Higher Education Institutions. Finally, the paper highlights the importance of the elements and the degree to which the drivers of collaborative behavior practices support collaboration in some of the units in the University of Cape Coast.

Based on the outcome of the study, the following recommendations are made:

1. Collaboration should be mandatory and a policy should be developed to guide collaborative behavior in the University, where all the colleges, schools and faculties will adopt and practice. The quality assurance section of the University would have to monitor the compliance of the policy if implemented.

2. It was noted that top management support is inadequate, therefore, it should endeavor to ensure that the right channels of communication are followed. For instance, if a college provost or a departmental head ignore a rule or any official authority, to sign a memoranda, it is the duty of top management to advise accordingly and appropriately.

3. Capacity building is essential characteristics of collaboration, since it is a skill which leads to attitudinal change. The study gathered that people might not know how to collaborate therefore, university management should mandate the Training

and Development section of the University in that respect.

   Future research in this area should concentrate on the use of quantitative research design to explore the topic. Researchers are encouraged to examine the inter work unit of collaboration in private and public universities in Ghana.

结论及建议：

从本研究中可以清楚地看到，全球化、技术进步和管理主义正在逐渐取代传统的组织机构或高等院校的管理方式。这是因为，调查结果显示，海岸角大学内的合作正在逐渐形成，但进步空间仍很大。高等教育机构在某些学科建立合作学位项、科研及合作教学等尝试是极好且独特的发展机会。本文着重考察鼓励高校内部和部门内部公职人员的合作行为是否影响绩效，是否能解决复杂问题，以及是否能带来创新。本研究采用定性研究设计和案例研究策略归纳 10 位受访者的观点。调查结果显示，并不是所有的大学、学院都鼓励合作行为。鼓励教研的合作行为的学院，绩效及创新能力得到了提升，部门整体实力得到增强。这项研究还显示，一些因素会导致大学合作失败：例如，团队成员缺乏奉献精神，院长和部门主管缺乏凝聚力，缺乏高层领导支持，缺乏有效果、高效率的沟通方式，及校内缺乏促进合作的开放精神。然而在一些院系中，创造协作环境，培养集体工作习惯则有助于建立协作研究。据了解，如果讲师在某领域学识渊博，一些院系会提出以研究小组为单位工作，研究人员们共同合作开展研究。这与先前对高校鼓励合作行为的驱动因素和障碍的研究是一致的。最后，本文强调了海岸角大学部分单位合作元素的重要性及合作行为实践的驱动力对合作程度的重要性。

建议：

1.合作应具强制性，须制定政策指导大学协作行为。所有学院、部门都将采用并付诸实践。实施过程中，学校质量保证部门须监督政策的合规性。

2.有人认为高层管理人员支持不足，因此，应尽力保障沟通渠道畅通。例如，若大学教务长或部门领导因忽视规则或滥用职权签署了备忘录，最高管理层有义务相应地提出适当意见和建议。

3.能力建设是合作的基本特征，能力的变化会带来态度的改变。研究发现，人们可能不了解如何合作，因此，海岸角大学应该在合作能力培养方面加大力度。

未来在这方面的研究应以定量研究设计方法为主要研究方法。鼓励研究人员研究加纳私立和公立大学各单位间的合作。

7. 题目：加纳阿克拉市公共电子服务市民满意度调查

Topic: Survey of Citizens' Satisfaction of Public E-Service Delivery in the City of Accra, Ghana

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Abstract: Since the early 1990s till now, public administrations and the ways of conducting government business in the world has changed due to the advent of information and communication Technologies. The delivery of Public e-services enabled by e-government initiatives and innovations have fostered growth and competitiveness in the public sectors to the private sector and among countries. Countries, developed and developing including Ghana have adopted the electronic approach of service delivery in order to maximize the benefits that are associated to the use of it. Governance has become more participatory and citizen centered. However, the satisfaction or dissatisfaction of the e-service delivery plays an important role in the success of the e-government adoption and implementation. In view of this, we have extended the American customer satisfaction Index (ACSI) model to ascertain the factors that affect the satisfaction of e-service delivery in the city of Accra, Ghana and to know the relationships that exist among these factors. In trying to find out the factors that affects satisfaction in the city, the service quality constructs in the American Customer Service Index(ACSI) model has been changed based on our proposal and through existing literature, by adopting Functional Service Quality and Technical service quality which are very important service quality dimensions proposed by other scholars. The perceived usefulness construct is also added to establish a model of Citizens' satisfaction for this research. The loyalty construct or variable of the American Customer Satisfaction Index (ACSI) model has been replaced by Citizens' Trust. This is called customer trust in the American customer satisfaction index model when dealing with the public sector. The survey was conducted in the city of Accra specifically at the Drivers and Vehicles Licensing Authority (DVLA) and the Registrar Generals Departments with 242 respondents. The results of the research show that the citizens' are satisfied with the Public e-service delivery in the city of Accra Ghana, and that the satisfaction of the service delivery produces citizens' trust. There is also a great impact of Functional Service Quality, Perceived Technical Service Quality, Perceived Expectation, and Perceived Usefulness on Citizens' Satisfaction in the City. The research has proposed some suggestions to government and city managers in adopting measures that will help in the provision

of Public e-services in the city and other cities in the country and beyond. The findings of this work will also add to the field of knowledge in e-service delivery as well as serve as a guide to service delivery model in developing countries.

Key words: Citizens' satisfaction, American Customer Satisfaction Index (ACSI) model, Citizens' trust

摘要：20世纪90年代初至今，由于信息通信技术的出现，公共管理和世界各国政务运作方式发生了变化。电子政务的发起与创新使公共电子服务交付应运而生。公共电子服务交付促进了公共部门向私营部门的转变、增加了私营部门的竞争力，增加了具有私营部门的国家数量。包括加纳在内的发达国家和发展中国家采用了电子服务交付方式，最大限度地发挥电子服务交付带来的好处。政府治理参与度提高，并更以公民为中心。但是，电子服务交付的满意度仍对电子政务是否能被成功采纳和实施起着重要的作用。鉴于此，我们扩展了美国客户满意度指数（ACSI）模型，探究影响加纳阿克拉市电子服务交付满意度的因素，并了解这些因素之间的关系。在试图找出影响市民满意度因素的同时，本研究基于所提出的建议及现有文献研究，通过采用功能服务质量和技术服务质量两大重要服务质量衡量维度，使美国顾客服务指数（ACSI）模型中的服务质量结构发生了变化。本研究还增加了感知有用性结构，以建立公民满意度模型。美国顾客满意度指数（ACSI）模型的忠诚度结构或变量已被公民信托所取代。这就是在与公共部门打交道时，美国客户满意度指数模型中的客户信任。调查所在地为阿克拉市，以司机和车辆执照管理局（DVLA）和司库部门人员为调查对象，共有242名受访者。研究结果表明，市民对加纳阿克拉市的公共电子服务交付满意，而服务交付的满意度则使公民对其的信任。功能服务质量、感知技术服务质量、感知预期和感知有用性对城市居民的满意度也有很大影响。本研究对政府和城市管理者在阿克拉及国内外其他城市提供公共电子服务提出建议和意见。本研究结果还将丰富电子服务交付知识领域，并为发展中国家服务交付模式提供指南。

关键词：公民满意度，美国顾客满意度指数模型（ACSI），公民信任

Managerial implications

The research a lot of implications for practicing managers and directors in the country and beyond. The model as a tool has the ability to be utilized in all the regions cities and departments to measure citizens' satisfaction of public e-service delivery in the country. The city of Accra is the seat of government of Ghana (GOG). The government should consider the factors discussed very important in the delivery of electronic services in the country in order to make the much advances in the e-government implementation success. Satisfaction of service delivery plays very important role in the service industry. The determinant of satisfaction which are: Functional Service Quality, Technical Service Quality; Perceived Expectations and Perceived Usefulness should be taking into consideration in the measurements of citizens' satisfaction in order to better serve the citizens of the country better.

The management as a matter of fact, the directors of the two departments under consideration should pay attention to the findings of this research in the delivery of e-services in the city and beyond.

管理意义：这项研究对国内外执业经理和董事影响重大。本模型可成为所有地区的城市和部门衡量公民对国家公共电子服务交付满意度的工具。阿克拉市是加纳首都，政府在全国范围内提供电子服务时，应该考虑先前讨论的重要影响因素，以使电子政务的实施取得更大的进展。服务交付满意度在服务业中的影响不可小

觑。满意度的决定因素包括功能服务质量、技术服务质量；在衡量公民满意度时还应考虑到感知期望和感知有用性，以便更好地为国家公民服务。

事实上，本研究在阿克拉及其他城市电子服务交付的研究结果应受到两部门负责人员关注。

8. **题目：** 机构质量、多元化金融机构的支持以及 PPP 项目的成功：基于非洲国家的实践研究

Topic: Institution Quality, Multilateral Financial Institutions Support and the Success of PPP Projects: An Empirical Study Based on African Countries

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Abstract: Public-Private Partnership (PPP) is an important way to solve the capital shortage of infrastructure construction. However, the history of PPP in African countries is not long and it is still in the stage of exploration. The PPP investment in infrastructure projects is at a high risk. To this end, it is necessary to study the existing PPP projects in African countries and explore the factors that contribute to the success of the project. This study use data from 552 PPP infrastructure projects between 2002 and 2016 in African countries to research the impact of PPP project risk structures from Institution Quality and Multilateral Financial Institution Support. We find out that Institution Quality and Multilateral Financial Institution Support influence the success of PPP by directly influencing private sectors' risk sharing. And further, Multilateral Financial Institution Support is positive factors to private sectors during choosing risk structure. And Institution Quality of the investment destination has mixed impact on the degree of private sectors' risk sharing in PPP projects, especially, increased rule of law, higher bureaucratic effectiveness, stronger control over corruption and better support to private sectors' development are more likely to encourage private entities to shoulder more risks within the partnership, however, the democracy level of countries presents the contrary effect.

Key words: Public-Private Partnership (PPP), Institution quality, Multilateral financial institution support, African countries

摘要： 公私伙伴关系（PPP）是解决基础设施建设资金短缺的重要手段。但是，非洲国家公私伙伴关系的历史不长，还处于探索阶段。公私伙伴关系对基础设施项目的投资风险很高。为此，有必要研究非洲国家现有的公私伙伴关系项目，并探索有助于项目成功的因素。本研究通过对非洲国家 2002 年至 2016 年期间 552 个公私伙伴关系基础设施项目数据的分析，研究了公私合作项目风险结构对机构质量和多边金融机构支持的影响。研究发现，机构质量和多边金融机构支持直接影响私人部门的风险分担，从而影响公私合作的成功。此外，多边金融机构支持对私人部门在选择风险结构时为有利因素。投资目的地的机构质量对私营企业项目中私营部门的风险分担程度影响参差不齐，尤其是增加法治，提高官僚效率，加强对腐败的管控，更好地支持私营部门的发展，鼓励私人实体在合作伙伴关系

中承担更多的风险，然而，国家的民主水平呈现相反的效果。

关键词：公私伙伴关系（PPP），机构质量，多边金融机构支持，非洲国家

Conclusions

The successful experience of PPP projects will enhance the success probability of PPP projects in a country. Conversely, the failure experience or no experience will negatively affect the success of the project. Considering this, participate in PPP projects in countries or regions where there is no successful experience would probably bring a loss to those first movers. As developing countries, most African countries generally lack a mature experience of launching PPP projects with private capital. Considering this, it is necessary to accelerate the accumulation of experience of the PPP project in Africa to reduce the risk and transaction cost of private capital investing in infrastructure construction in Africa, in the background of the rapid development of infrastructure construction

By the way of influencing system quality the participation of private capital in PPP projects, the system quality will further influences the success or failure of PPP projects. The quality of the system in PPP project host area becomes particularly important when private capital, especially cross-border international capital invest in PPP projects. Private capital will choose to cooperate with countries with higher system quality. Similarly, countries with higher system quality will encourage private capital investment. However, according to the current authoritative international standard of the quantitative system of system quality, the higher the "democracy" index, the higher the system quality will be, which is debatable in developing countries with different political systems. There are also typical "western characteristics" in the international comparison of authoritative quantitative standards. However, the study samples of this paper are African developing countries where these quantitative standard is of no use. In addition, the "democratic institutions" of developing countries were transplanted from developed countries which do not work well in practice. In particular, it may negatively affect the government's decision and execution, thus increasing the cost of private capital participating in project investment, which is not conducive to the development of PPP projects.

The support and participation of multilateral financial institutions in PPP projects will enhance the risk-sharing degree of private capital selection, which means that multilateral financial institutions play an important role in African infrastructure development. At present, traditional multilateral financial institutions such as the World Bank and the African development bank have failed to meet the huge financing needs of infrastructure construction in Africa. as those commercial financial institutions have difficulty in the supervision and restraint of the government of the project. Therefore, the establishment of new multilateral financial institutions such as the BRICS development bank and the Asian infrastructure investment bank is timely, which is of great significance for Chinese enterprise 'go global' to participate in the infrastructure construction in Africa.

结论：

公私伙伴关系项目的成功经验将提高一个国家公私伙伴关系项目的成功概率。相反，失败的经验或没有经验会对项目的成功产生负面影响。考虑到这一点，在没有成功经验的国家或地区参与公私伙伴关系项目可能会给先动者带来损失。作为发展中国家，大多数非洲国家普遍缺乏以私人资本发起 PPP 项目的成熟经验。鉴于此，在非洲基础设施建设快速发展的背景下，有必要加快非洲公私伙伴关系项目在非洲的经验积累，降低非洲基础设施建设投资私人资本的风险和交易成本。

通过影响私人资本参与公私伙伴关系项目的系统质量，系统质量将进一步影响公私伙伴关系项目的成败。私人资本特别是跨境国际资本投资公私伙伴关系项目时，公私伙伴关系项目主办方体系的质量尤为重要。私人资本将选择与系统质量较高的国家合作。同样，系统质量较高的国家也会鼓励私人资本投资。但是根据现行的制度质量量化制度的权威性国际标准，"民主"指标越高，制度质量越高，这在不同政治制度的发展中国家是值得商榷的。在权威的量化标准下的国际比较中也有典型的"西方特色"。然而，本文的研究样本是非洲发展中国家，这些定量标准并不适用。另外，发展中国家的"民主制度"也从实践中效果不好的发达国家移植过来。特别是可能对政府的决策和执行产生不利影响，从而增加了私人资本参与项目投资的成本，不利于公私伙伴关系项目的发展。

多边金融机构对公私伙伴关系项目的支持和参与，将提高民间资本选择的风险分担程度，这意味着多边金融机构在非洲基础设施建设中发挥重要作用。目前，世界银行、非洲开发银行等传统多边金融机构未能满足非洲基础设施建设巨大的融资需求。因为这些商业金融机构对项目政府的监督和约束有困难。因此，金砖国家开发银行、亚洲基础设施投资银行等新型多边金融机构的建立是及时的，这对中国企业"走出去"参与非洲基础设施建设具有重要意义。

9. **题目：** 科技、数字品牌价值共创、非洲女性与固体废物管理概述

Topic: Technology, Digital Brand Value Co-Creation, Women and Solid Waste Management in Africa: A Conceptual Discourse

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Abstract: The Golden Age of Digital has endowed both firms and their stakeholders with new capabilities, making consumers very active participants of brand value creation. Value co-creation has, therefore become a new marketing paradigm where the consumer is seen as an operant resource and not an operand resources. The African woman is regarded as a household waste manager and therefore a key player in SWM. The study seeks to find out the extend of application of value co-creation concept in the solid waste management (SWM) sector in Sub-Sahara Africa, and specifically, the use of women as co-creators in SWM, using the digital platform. The study revealed that digital co-creation is not deeply rooted in the waste management sector in Africa as a result of low level of ICT development. Again, the study reveals three key factors-low level of education, little access to technology, and cultural settings-which moderate African women's skills, ability, and willingness to engage in value co-creation in the SWM industry. Suggestions for managerial and governmental consideration have been offered, and the need to test the proposed framework to confirm or otherwise of the impact of the moderators on co-creation have been suggested.

Key words: Technology, Co-creation, Women, Waste management, Africa

摘要： 数字黄金时代赋予企业及其利益相关者新的能力，使消费者成为品牌价值创造的积极参与者。因此，价值共创已经成为一种新的营销范式，在这种范式下，消费者被看作是一种操作性资源而非对象性资源。非洲妇女被认为是生活垃圾管理者，因此是固体废物管理（SWM）的关键人物。本研究试图找到撒哈拉沙漠以南非洲地区固体废物管理领域中价值共创概念的应用扩展，尤其是使用数字平台将妇女作为固体废物管理的共创者。研究显示，由于信息和通信技术发展水平低下，数字共创没有深深根植于非洲的废物管理部门。其次，本研究揭示了三个关键因素，即受教育程度低、技术难以获得，文化背景限制，这些因素影响了非洲妇女在固体废物管理行业从事价值共创的技术、能力和意愿。本文为管理及执政提出了建议，同时就已提出的管理框架测试需求，管理者共创的影响提出建议。

关键词： 技术，共创，女性，废物管理，非洲

Conclusion

The aim of this study is to find out the role of women in solid waste management in Africa, and how their characteristics influence their interactions with SWM firms in a digital co-creation situation.

This study has contributed to literature primarily by highlighting the factors that can prevent the average African woman from engaging in co-creation venture in the SWM sector. Specifically, the study identifies culture, low ICT literacy rate, and low level of education as the key moderating variables to the effective use of women as brand value co-creators in SWM sector in Africa, and that their engagement is often limited to household and community cleaning. There is the need to digitally empower her, refine the African culture, and to offer her requisite educational training rich in ICT to equip her for greater works, to improve her community's environment and for better health to her family.

Younger women, who are getting more education and thus more digitally inclined, could be targeted as co-creators in the SWM. They could offer assistance to the older generation and help bring them along. They could also assist their mothers and older women who lack the necessary skills and abilities to engage in value co-creation on the digital platform.

Furthermore, although digital brand value co-creation is gaining roots in the world of business, the concept is not much applied in the SWM sector. The academia should champion this course among the business sector in Africa.

结论：本研究旨在找出女性在非洲固体废物管理中所扮演的角色，以及在数字共创的背景下，她们的特征如何影响其与固体废物管理公司的互动。

本研究以分析阻碍普通非洲妇女在固体废物管理部门参与共创的因素为主，丰富了此领域文献研究。具体而言，这项研究确定了文化水平、信息和通信技术知识水平以及受教育水平是妇女成为非洲固体废物管理部门的品牌价值共创者的主要调节变量，这三项水平的低下导致非洲妇女对废物管理的参与往往局限于家庭和社区清洁。有必要以数字方式给予其力量，改善非洲文化，为她提供必要的信息通信技术教育培训，使她有更多成就，改善她的社区环境，改善她的家庭健康状况。

受教育程度高，因而更加数字化的年轻女性可能成为固体废物管理的共创者。她们可以向长者提供帮助，并帮助她们一起进步。她们还可以帮助那些缺乏必要的技术和能力的母亲、老年妇女在数字平台上进行价值共创。

尽管数字品牌价值共创在商业世界中获得了根基，但这个概念在固体废物管理领域并没有太多应用。学术界应该在非洲商界中捍卫这一进程。

10. **题目：** 公共部门发展电子政务的挑战：以加纳为例

Topic: Challenges of E-government Implementation in Public Sector Institutions: The Case of Ghana

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Abstract: This paper examines the challenges of e-government implementation in public sector institutions. The objective of this paper is to present an overview of the challenges the Government of Ghana faces in the implementation of e-government initiatives and its usage. This will enhance efficiency and effectiveness in public sector institutions to ensure better service delivery to the general public. The e-government initiatives facilitate effective and efficient service delivery through network infrastructure to connect ministries, agencies, departments and cities. The main aim of government is to initiate ICT in public sector institutions in order to ensure high productivity so as to facilitate smooth coordination of work processes among state institutions to ensure sustainable growth and development. This paper used secondary sources of data via journals, web sources and policy documents by Ghana government couple with some interviews with some key stake holders in Government.

The study shows that there is enormous commitment by Ghana government to successfully implement e-government policy or initiative but for some reasons, Ghana government have been challenged by obstacles towards the successful implementation and these factors includes infrastructural facilities, Political will, Socio-economic conditions, Human resources, Financial resources and Organizational factors.

The study made some recommendations that will help ensure successful implementation and these includes budget allocation through an endorsement by the legislative body and provision of infrastructure, empowering the human resource base through training and binding of political leaders to the course of appreciating e-government.

To ascertain this phenomenon, further research need to be carried out to determine Challenges of e-government implementation in Ghana and to unearth the gaps by using different research methods.

Key words: Electronic government, Public sector institutions, Implementation, Challenges

摘要： 本文分析了公共部门实行电子政务手段时所面临的挑战。本文的研究目的是概述加纳政府在实行电子政务手段时的措施制定及使用方面所面临的挑战。本研究的成果将提高公共部门的效率和效益，以确保更好地向公众提供服务。电子政务通过网络基础设施促进更有效、高效的服务供给，并使各部委，机构，部门

和城市合理联通。政府的主要目标是在公共部门推动信息通信技术的使用，确保保持高生产力，从而促进国家机构的工作流程更顺利协调，达到可持续增长和发展的目的。本文从加纳政府的期刊，网络资源和政策文件等处获得的二手数据资料，并与政府的一些关键股东进行了访谈。

研究表明，加纳政府对成功落实电子政务有巨大贡献，但由于某些原因，加纳政府受到一些障碍的挑战，这些因素包括基础设施，政治意愿，社会经济条件，人力资源，财务资源和组织结构。

该研究提出了一些有助于成功实行电子政务手段的建议，其中包括通过立法机构的许可和基础设施的建设来分配预算，通过培训政治领导人并使之与电子政务相结合来奠定人力资源基础。

为了进一步确认本文提到的这种情况，需要通过进一步的研究以明确加纳在实行电子政务手段时所面临的挑战，并利用不同的研究方法找出差距。
关键词：电子政府，公共部门，实施，挑战

Conclusion and recommendations

From the above findings, the study makes some recommendations which are relevant for policy making regarding the challenges of implementation of E-government. The study made some recommendations that will help ensure successful implementation and these includes:

— Budget allocation through an endorsement by the legislative body towards the provision of infrastructure, Government (public policy makers) should take the necessary steps towards the expansion and the furnishing of the existing ICT infrastructure including various ICT departments of public institution

— Empowering the human resource base through line-staff training. Government again should intensify the awareness the initiative on its intention to digitalization of the Ghanaian public sector. The awareness creation should also include the expectations and the responsibilities of public servants in their operation of e-government solutions. Further, the awareness creation should aim at also getting the citizenry involved in appreciating the benefits of E-government offers.

— Leaders in governance or political leaders should be bind to the course of appreciating and understanding the benefits associated with e-government initiatives and also perceived to be willing to provide direction and support. This would also involve greater commitment on the part of public servants as well as citizens or users towards the full embracement and acceptance of e-government projects.

In view of the fact that this research is based on literature review and interviews of certain government stake holders, there could be a possibility that some papers that might have been equally useful have been omitted. This does not however devalue the findings of this paper. The results provide a picture of what the situation actually looks like in Ghana and most African countries at large. However, there still remains room for more in-depth analysis to determine Challenges of e-government implementation in Ghana using different research methods.

结论与建议：从以上研究结果来看，本研究提出了一些与电子政务实施面临的挑战相关的建议。该研究提出了一些有助于确保电子政务成功实施的措施，其中包括：

- 通过立法机构许可提供基础设施的预算，政府（公共决策者）应采取必要措

施，提供现有的与信息通信技术有关的基础设施，如各公共机构的信息通信技术部门。

- 通过在职人员培训奠定人力资源基础。政府应该加强对加纳公共部门数字化意识培育的主动性。提高数字化意识还应包括明确公务员在电子政务运作中的责任。此外，提高意识的目的同时也是让市民参与到电子政务的建设中来、感受电子政务带来的好处。

-政治领导人应该明确电子政务建设的相关益处，并愿意提供指导和支持。这还需要公职人员以及公民对电子政务项目有更全面的接受。

本研究由于基于文献回顾和对一些政府利益相关者的访谈，所以部分同样有效的论文可能被忽略。然而，这并不影响本文的研究结果。本文结果提供了加纳和大多数非洲国家的实际情况。然而，仍然有更多的深入分析的余地，以使用不同的研究方法分析加纳电子政务实施的挑战。

11. 题目：加纳债券市场收益率曲线模型

Topic: Modelling of Yield Curve for Ghana Bond Market

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Abstract: The bond market is an important part of the financial market of Ghana. Even though zero-coupon yield curve is an important tool used in secondary bond markets, there is no observed zero-coupon yield curve in the secondary bond market of Ghana. The purpose of this paper is to model the zero coupon yield curve for Ghana Government bond market. We extract the yields from the daily bond price data available on the secondary bond market, and then use piecewise cubic hermite interpolation to fit the yield curve. The bond price data is obtained from the Central Securities Depository of Ghana. The study seeks to solve the problem of non-availability of observed zero- coupon yield curve in the secondary bond market of Ghana. This work also serves as a fundamental preparation for developing a database of daily yield curves for the Government bonds.

Key words: Yield curve, Piecewise cubic hermite, Term structure, Interest rates, Ghana bond market

摘要：债券市场是加纳金融市场的重要组成部分。尽管零息票收益率曲线是二级债券市场的重要工具，但在加纳的二级债券市场却没有体现零息票收益率曲线。本文的研究目的是模拟加纳政府债券市场的零息票收益率曲线。本文从二级债券市场上的日债券价格数据中提取收益率入手，然后使用分段立方厄米内插法来拟合收益率曲线，其中债券价格数据来源于加纳中央证券登记处。本研究旨在解决加纳二级债券市场观察到的零息票收益率曲线不可用的问题。这项工作也同时可作为发展政府债券日收益率曲线数据库的基本准备工作。

关键词：收益率曲线，逐段立方厄米，期限结构，利率，加纳债券市场

Conclusion and recommendation

We have been able to solve the problem of non-availability of zero coupon yield curve in the Ghana bond market. We have produced a yield curve that can be used as a benchmark in the Ghana bond market; for the pricing of corporate bonds and other relevant financial instruments. These curves could be used for decision making by domestic and international investors and potential investors. The yield curves could also be used by the Bank of Ghana to monitor the expectations in the macroeconomic environment. Our work provides an insight into the level of bond interest rates and the term structure of interest rates in Ghana. Our work would serve as literature for further studies on yield curve in Ghana and Africa. This work provides background for the future establishment of database of daily yield curves. We recommend a study to investigate the dynamic behaviour of the interest rates in Ghana.

结论与建议：

本研究已经能够解决加纳债券市场零息票收益曲线不可用的问题。我们已经制定了一种可以作为加纳债券市场的基准以及用于公司债券和其他相关金融工具定价的收益率曲线。这些曲线可以用于国内外投资者和潜在投资者的决策。收益曲线也可以被加纳银行用来监测宏观经济环境的预期。本研究的的工作对加纳债券利率水平和利率期限结构的深入了解提供了辅助。本研究将作为进一步研究加纳和非洲收益率曲线的文献，这为未来建立日产量曲线数据库提供了背景。我们建议研究调查加纳利率的动态变化。

12. 题目：当代地方治理与土著制度：以埃塞俄比亚南部斯达玛为例

Topic: Contemporary Local Governance and Indigenous Institutions: The Case of the Sidaama Southern Ethiopia

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Abstract: Nowadays, enormous change and improvement are occurring in governance practices throughout the world. Democratic decentralization, in particular, has become a concern in many countries, especially in the developing world countries like Ethiopia. Successive Ethiopian governments since Menelik II, have introduced and implemented modern governance system. This happened despite the existence of indigenous institutions which have been playing an indispensable role in guiding the social-political and other life of the society, especially, for rural area communities in filling the gap of the formal state institutions, that are often weak or absent, and its penetration to rural areas has been poor. Thus, given the limitations of modern institutions, relying on traditional institutions could be an attractive option to improve local governance. This is because, when compared with state structure, traditional institutions do not need to build from the start. At local level creating new and efficient state institutions can be difficult, costs and it needs time as well. Accordingly, qualitative research methodology was employed in the study for its appropriateness to investigate indigenous institutions and local governance by drawing practical evidence from Sidaama province and data was collected through the use of key informant interview, focus group discussions, personal observation and secondary source consulting. The study revealed that these indigenous institutions and their governing systems are pivotal to manage the multifaceted affairs starting from day-to-day affairs of the community. In pluri-national polities like Ethiopia, the thick bonds of national identity and solidarity are, neither in no way are affected by preservation and promotion of indigenous ways of knowing as a tool for strengthening local governance nor an oxymoron to the Ethiopian national identity. Thus, indigenous institutions are mechanisms for improving the performance of formal local governance institutions. Finally, the study suggested that local development policies and programs must take into account these indigenous institutions which have a vital role for the upgrading our contemporary local governance endeavors.

Key words: Indigenous Institutions of Sidaama, Local Governance, Sidama (Sidaama), Ethiopia

摘要：当今世界各国的治理实践正在发生巨大的变化和改善。尤其是在许多国家，特别是像埃塞俄比亚这样的发展中国家，民主化分权已成为备受关注的问题。自从梅内利克二世以来，埃塞俄比亚政府已经推行并实施了现代治理体系。尽管存在着一些土著制度，这些制度在引导社会的政治生活和其他生活方面发挥着不可或缺的作用，尤其是农村社区，填补了国家机构常常薄弱或缺乏的空白。因此，

考虑到现代制度的局限性，依靠传统制度可能是改善地方治理的有吸引力的选择。这是因为，与国家结构相比，传统制度从一开始就不需要建设。在地方一级，建立新的有效的国家制度可能是困难的，成本也是需要时间的。因此，本研究采用定性研究方法，通过从斯达玛得到实际数据，调查土著制度和地方治理的适宜性，并通过使用关键的信息访谈，焦点小组讨论，个人观察和二手咨询等方法来收集数据。研究显示，这些土著制度及其执政制度，是处理社会日常多元化事务的关键。在埃塞俄比亚这样的多民族政体中，国家认同和团结的密切关系决不会受到土著制度作为加强地方治理工具的影响，也不会影响埃塞俄比亚的国家认同。因此，土著制度是改善正式地方治理制度绩效的机制。最后，研究表明，地方发展政策和方案必须考虑到这些土著制度，这些制度对促进当代的地方治理工作起着至关重要的作用。

关键词：斯达玛土著制度，地方治理，斯达玛，埃塞俄比亚

Conclusion and Suggestions

To sum up, the Salaam indigenous institutions are culturally embedded and popular. They are based on norms and values of the community and are accessible to community members and are more powerful in influencing the behaviors of the community members. These institutions have vital potential to play for local governance; they are still intact among Ethiopians in general and Sidaama in particular. For nations like Sidaama, these institutions are powerful resource and key elements to overcome local governance problems. Though, these institutions are established due to social, political, economic and spiritual demands, they have potential to complement the local governance efforts of modern institutions in identified activities like local service delivery, natural resource managements, conflict solving, local agriculture, local income, local resource mobilization and others. Thus, inclusion of indigenous institutions in local governance efforts of modern institutions reinforces these goals

Accordingly, this study suggested that, indigenous institutions play vital roles in local governance efforts; and as a result there is a need to strengthen, recognize and empower them. This study also suggests that given the role being played by these institutions, it is imperative that they should be made to complement the contemporary local governance efforts of modern institutions. Local government, policy makers and others should build the capacities of these institutions and involve them in local governance efforts. In pluri-national polities like Ethiopia, the political self-governance, devolution of functions of indigenous institutions and strengthening of local identity is a must as it was evident that the alienation of some groups by the past successive regimes in the governance process had severe socio-political implication in intergroup relations in the state.

结论与建议：总而言之，萨拉姆地区的土著制度在文化上是嵌入式的，普遍的。它们以社区的规范和价值观为基础，可供社区成员使用，对社区成员的行为影响更大。 这些制度具有发挥地方治理效力的重要潜力；在一般的埃塞俄比亚人和斯达玛人中，他们依然保持完好。像斯达玛这样的国家，这些制度是克服地方治理问题的有力支撑和关键因素。虽然这些制度是由于社会，政治，经济和精神需求而建立起来的，但它们有可能在当地的服务提供，自然资源管理，冲突解决，地方农业，地方收入，当地资源调动等方面产生作用。因此，将土著制度纳入现代机构的地方治理工作，可促进这些目标的实现。

　　相应地，本文建议，土著制度在地方治理中扮演着重要角色，强化、认同并驱动这种制度非常必要。本文建议发挥土著制度的重要作用，应当对现代制度的完善做出应有贡献。地方政府，政策制定者以及其他多方应当发挥这些制度的效力，并将其融入政府治理过程中去。在诸如埃塞俄比亚这样的多元民族政体中，政治自治、土著制度的功能分化以及加强地方认同是必要的，存在于过去的政体内的一些团体的疏离已经很明显，社会-政治关系在这些团体之内有着重要影响。

13. **题目：** 加纳外国直接投资的部门分析：加纳 40 年战略措施的影响

Topic: A Sectoral Analysis of FDI Inflow in Ghana: The Implications for the Proposed National 40-year Strategic Plan of Ghana

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Abstract: Theory argues that FDI inflows play a significant role in the socio-economic development of host countries, especially in developing countries. Drawing from the long-term planning school from the strategic management field, the study aims to examine the sector (s) that drive most FDIs inflow to Ghana in order to identify the sector that can be used as the cornerstone of a competitive advantage in the light of the proposed 40-year national strategic plan of Ghana. The study uses a secondary data set consisting of the annual FDI inflows into Ghana from 2002-2013 from the Ghana Investment Promotion Centre. The data set consist of the total number of projects, the dollar value and the ownership composition that flowed to Ghana from 2002-2013. By employing descriptive statistics such as bar graphs, charts and tables, the results show that in terms of the contribution of projects, the service sector dominates FDI inflows to Ghana. But with regard to the total dollar value of invested capital, the building and construction sector dominated the period from 2002 - 2013. With regard to the ownership composition, it is found that the wholly owned investments far outweighs the joint venture projects (JVs) to Ghana. Bases on the results, implications of the study on the proposed 40-year national strategic plan are suggested.
Key words: Strategic plan, Foreign direct investment, Ghana

摘要： 理论认为，外国直接投资的流入在东道国特别是发展中国家的社会经济发展中起着重要的作用。本研究从战略管理领域的长期规划中吸取经验教训，旨在研究推动大部分外国直接投资流入加纳的行业，以确定可作为加纳 40 年国家战略计划的中流砥柱的部门。这项研究收集了二手数据，其中包括加纳投资促进中心公布的 2002 - 2013 年间流入加纳的年度外商直接投资数额，2002 - 2013 年流入加纳的项目总数，美元价值和所有权结构。通过使用条形图，图表和表格等描述性统计数据分析结果。结果显示，就项目贡献而言，服务业在加纳吸引外国直接投资中占据统治性地位。但从投资资本总额来看，建筑业在 2002 - 2013 年间占主导地位。在所有制构成上，全资企业拥有的投资远远超过了合资项目（合资）。根据研究结果，对 40 年国家战略计划进行研究的重要性不言而喻。
关键词：战略规划；外国直接投资，加纳

Implications on the 40-year Ghana's development plan

Ghana's 40-year strategic plan spells out the vision and the strategic goals of the country and so the outcome of this study has a number of strategic consequences.

First the government must use the construction sub-sector as the cornerstone

for achieving most of the strategic goals in the 40-year national development plan. Implicitly, a number of public private partnerships initiatives must be considered with the sector. There must be a more technology transfer within the sub-sector. So the government and/or its agency like the Ministry of Trade and Industry in collaboration with the Ghana Investment Promotion Centre must sensitize the foreign investment community about the importance and the benefits of joint ventures with indigenous firms. This must be seriously emphasized in order to benefit from the technology transfer to be used as the cornerstone for a competitive advantage in the proposed 40-year strategic plan.

Having found the construction sector to be strategic in this analysis implies that a comprehensive policies must be drawn to inform the development of the sector. In addition, the statistics produced in this study should be used to predict the growth of the construction sub-sector vis-à-vis all other sectors. The result shows that the service sector dominates FDI inflows to Ghana. What this means is that the 40-year development plan must target growth of the manufacturing sub-sector, this is because the economic transformation of the Asian countries, especially the BRICS group of countries (China, Russia, India, Brazil and South Africa) are found to be as a result of their manufacturing potentials.

The contribution of the service and building and the construction sub-sectors in terms of number of projects and the value of FDI investment amount is very revealing in the light of the proposed 40-year development plan. This means that these are the strategic sectors of the Ghanaian economy; they are the sub-sectors that derive demand and purchasing power, employment and among others. Going forward concerning the proposed 40-year national development plan, there is the need to remove all the unnecessary threats surrounding these sub-sectors, so that the strengths of the nation can be used in these areas to promote and grow the sectors whilst collaborating with foreign investors to achieve the strategic goals of the proposed 40-year development plan.

Overall, the results serve as an important statistics for a sectoral transformation to achieve the vision of the 40-year development plan.

加纳 40 年发展规划的重要性：

加纳 40 年发展规划勾勒了国家发展的前景与战略，所以，本研究的结果得到了一系列的战略措施。

首先，政府必须把建设分部门作为实现国家 40 年发展规划战略目标的基石，即这个部门必须考虑一定程度的公私伙伴关系，同时分部门内部必须有更多的技术转让。因此，政府或贸易和工业部门等与加纳投资促进中心合作的机构必须提高外国投资界对本土公司合资企业的重要性和好处的认识。必须强调这一点，才能从技术转让中获益，作为拟议的 40 年战略计划中竞争优势的基石。

本研究发现，建筑业具有战略意义，这意味着必须制定全面的政策来促进该行业的发展。此外，本研究中所产生的统计数据可用来预测建筑业分部门相对于所有其他部门的增长对比。结果显示，服务业主导了加纳对外直接投资的流入。这意味着 40 年发展计划必须瞄准制造业子行业的增长，这是因为亚洲国家特别是金砖国家（中国，俄罗斯，印度，巴西，南非）集团的经济转型依赖于这些行业的发展。

服务业的贡献，子部门的建设，以及外资投入的价值在国家 40 年发展战略规划中均有所体现，意味着这些构成了加纳经济的战略部门，能够促进需求、购

买力和就业。关于拟定的 40 年国家发展规划，有必要消除阻碍这些子行业的所有不必要的威胁，以便在这些领域利用国家的力量促进和发展这些部门，同时与外国投资者达到已拟定的 40 年发展计划的战略目标。

　　总的来说，本研究结果为实现 40 年发展规划愿景以及部门转型提供了重要统计数据。

14. **题目：**特设委员会/工作组：尼日利亚复杂性管理的政策和治理平台

Topic: Ad-Hoc Committees/Taskforces as Policy and Governance Platforms for Complexity Management in Nigeria

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Abstract: Bureaucratic institutions have received knocks for being ill-suited to cope with the tasks and circumstances of contemporary governance. Changes in technology, markets, complexity of policies, regulation and investigations coalesce to produce situations in which governments increasingly show penchant for seeking alternative organizational approaches. However, the management and relationship of these new governance modes with the traditional bureaucratic institutions remain unclear and ill-defined in many practical situations. The use of ad hoc committees/taskforces beyond mere policy advice, as policy and governance hubs and networks, are considered in this study as part of these alternative organizational approaches. This study examines their use, relationship with mainline bureaucratic agencies, effectiveness, and challenges in providing administrative solutions in Nigeria. Findings reveal that ill-defined procedures and guides for the operations of ad hoc bodies offend the traditional governance institutions, generating frustrating conflicts. It is suggested that there is need for regulating the process and manner of setting up ad hoc committees as policy and governance hubs, and, they should operate more as collaborating entities between various individuals/organisations considered relevant and traditional institutions of government so as to enhance integration of views, consensus and ownership of outcomes, rather than work in parallel or as solution merchants.

Key words: Ad-hoc committee and taskforce, Bureaucratic institution, Policy and governance networks, Network management, Complexity management

摘要：官僚机构因为不适应当代治理的任务和环境而受到挑战。技术，市场的变化，政策的复杂性，监管和调查的结合，使政府越来越倾向于寻求其他组织方式进行管理。然而，这些新的治理模式与传统官僚机构的管理的关系在许多现实情况下仍然不明确。作为这些替代性组织方法的一部分，本研究考虑的不仅仅是政策建议，而是建议打造为政策和治理提供网格化管理的特设委员会/工作组。本研究考察了特设委员会/工作组的运作，与主流官僚机构的关系，有效性以及在尼日利亚提供行政解决方案方面的挑战。调查结果显示，特设机构运作不明确干扰了传统的治理制度，以致于造成冲突。研究建议有必要规范设立特设委员会作为政策和治理的方式，而且应更多地作为传统政府机构与各人/组织之间合作的中介，以整合政策建议，达成共识，而不仅仅在同一水平线上进行工作或简单地提供建议。

关键词：特设委员会与专责小组，官僚机构，政策与治理网络，网络管理，复杂性管理

Concluding remarks

Despite the importance attached to the use of policy and governance networks and the depth of literature which it has attracted, the exert relationship that should exist between networks and traditional government institutions is yet to be clearly defined. It is of course generally presumed that networks are initiated and orchestrated by the government (Fowler and Biekart, 2017; Klingebiel and Paulo, 2015; Blanco, Lowndes and Pratchett, 2011). But this assumption seems to disregard the fact that government is not a monolithic institution. Where the political executive decides to use networks or hubs such as ad hoc committees to improve policy and governance, there is need to incorporate other government institutions such as the legislature and the bureaucracy, which may feel threatened by the work of the network. Network approach does not merely consist in consultation of relevant stakeholders but collaboration with them (Ansell and Gash, 2008).

Though the bureaucratic organisation is critiqued and denigrated, it still remains central in the process of governance. Olsen (2007) describes as a puzzle the fact that despite so much criticism, abuse and prediction of the demise of bureaucracy, democracies have continued to give birth to bureaucracies and bureaucrats, and rational administration has continued to be seen as identical to bureaucratically organized administration. Because of its centrality, statuary bureaucratic bodies are more in position to act as the orchestrator or interlocutor, host or coordinator in the process of using networks (Fowler and Biekart, 2017). Even where they are the target of reforms, and ad hoc bodies considered as the hub for change in policy and governance, there should be an interface between them and the change inducing ad hoc bodies to ensure effective and efficient multi stakeholder initiative. Lane (1994) as cited by Wu and He (2009: 21), observes that "while various "new" paradigms may introduce new dimensions, the bureaucratic paradigm continues to provide an indispensable foundation in the field of public administration.

There is no doubt that the use of governance entities including ad hoc committees offer the potential to deliver outcomes that statutory organizations cannot solely accomplish, or do more efficiently. The consequence of using them as an external engagement or stand-alone hubs rather than an internal processes of organisation (Ikeanyibe, Ori and Okoye, 2017) to pursue administrative tasks remains suboptimal in many complex administrative situations in Nigeria. In many instances, more than a committee is set up by different arms of government or even the same arm to consider the same policy issue leading to contradictory views and reports. Perhaps a cue can be taken from the US about setting up committees. Though federal advisory agencies in the US are strictly advisory (Ginserg and Burgat, 2016), they are set up in such a way that they provide opportunity for all relevant stakeholders in a policy arena to voice their opinions to policymakers. Thus, the "Federal Advisory Committees Act requires all applicable advisory committees to file a charter prior to operation. The charter is required to include the committee's objectives, the committee' affiliated agency, the committee's duties, the estimated operating costs, the estimated number of committee meetings, and the anticipated termination date, among other information." Presidential committees are particularly found to help the president to garner greater public support for a policy to which the president is already committed; show symbolic concern over a situation

at the highest level of government; establish a fact base for others to use; respond to crises; deflect political heat from the president and allow passions to cool when issues become explosive; overcome the "stovepipes" and parochial thinking of the permanent bureaucracy; gather more information about a problem and its policy alternatives; forge consensus among the interests represented on the commission itself; and change the hearts and minds of men (Zegart, 2004:372).

For such presidential or other executive committees to be relevant, studies have shown that they should aspire to: (1) secure clear agency commitment; (2) find a balance between responsiveness to the agency and independence; (3) leverage resources through collaboration with similar groups; and (4) the group's usefulness to identify future directions or improvements should be determined (GAO, 2012). It is therefore imperative that countries facing similar distortions in the use of ad hoc bodies like Nigeria should contemplate a more regulated framework for their establishment, use and responsibility, making allowances for a more interconnected relationship of such committees with all the relevant institutions of government and other relevant stakeholders. Ad hoc committees meant to go beyond policy advice in their assignment should as much as possible be domiciled with an agency or agencies of government to ensure that effective orchestration and ownership of the committee's decisions and actions. Above all, the capacity to employ more collaborative and negotiating approach should be emphasized by such committees rather than old-fashioned policy recommendatory or committee- rationalized reports and uni-dimensional implementation of programmes. This is in line with the view that network management requires negotiating skills, skills to bind actors and skills to forge new solutions that appeal to various actors whose resources are required to implement solutions (Kiljn and Koppenjan, 2012).

结论：尽管政策和治理网络的重要性已被知晓，深度研究也已展开，但是网络和传统政府机构之间应有的关系还有待明确界定。当然，通常假设网络管理是由政府发起和策划的（Fowler 和 Biekart，2017; Klingebiel 和 Paulo，2015; Blanco, Lowndes 和 Pratchett，2011）。但是这个假设似乎忽视了政府不是一个庞然大物的事实。如果政策执行者决定使用网络或特设委员会等枢纽来改善政策和治理，则需要纳入可能感到受到网络工作威胁的其他政府机构，例如立法机关和官僚机构。网络管理方法不仅包括对相关利益相关者的咨询，还包括与他们的合作（Ansell and Gash，2008）。

官僚机构虽然受到抨击与批判，但在治理过程中依然处于中心地位。奥尔森（Olsen，2007）形容这样一个事实，即尽管存在对官僚主义的批判，滥用和预测其消亡，民主政体扔不断产生官僚主义和官僚机构，合理的政权仍然被视为与官僚组织管理相同。由于其中心性，静态官僚机构更有能力充当协调者，对话者，以及网络管理中的主持人或协调者（Fowler and Biekart，2017）。即使它们是改革的目标，被认为是政策和治理变革中心的特设机构，它们之间也应该有一个媒介，促使特设机构确保有效和高效的多方利益攸关者的参与主动性。 Wu 与 He（2009：21）引用的 Lane（1994）指出，"虽然各种新范式可能引入新的维度，但官僚范式仍然是公共行政领域不可或缺的基础。"

毫无疑问，包括特设委员会在内的治理实体的介入可以达到其他组织无法单独完成的成果，或者更有效地实现成果。将其作为外部参与或独立中心而非组织内部流程（Ikeanyibe，Ori 和 Okoye，2017）来执行管理任务的后果，在尼日利亚许多复杂的行政情况下仍然不是最理想的。在很多情况下，由政府的不同部门，

甚至同一个部门组成的委员会不止遇到一个政策问题或矛盾。也许可以从美国经验中学习到建立委员会的经验。虽然美国的联邦咨询机构是严格的咨询机构（Ginserg 和 Burgat，2016），但它们的设立方式为所有相关利益相关者提供了一个政策平台，可以向政策制定者发表意见。因此，"联邦咨询委员会法"要求所有适用的咨询委员会在操作前提交一份章程。该章程要求包括委员会的目标，委员会的附属机构，委员会的职责，预计的运营成本，预计的委员会会议次数，以及预计终止日期等信息。"总统委员会非常有助于总统获得更多的公众支持；对最高一级政府的情况表现出象征性的关切；建立事实基础；应对危机；转移总统的政治热情，让问题在爆发时冷静下来；克服"烟囱"现象和官僚的狭隘思维；收集更多关于问题及其政策的信息；在委员会所代表的利益之间达成共识；转变人的思维（Zegart，2004：372）等等。

对于此类执行委员会，研究表明，他们应该：(1)确保明确的机构承诺；(2)在回应性和独立性之间找到平衡点；(3)通过与类似团体的合作来利用资源；(4)确定未来方向或改进的有用性（GAO，2012）。因此，在建设尼日利亚这样的特设机构时，面临类似问题的国家应当考虑建立，使用更加规范的框架，同时允许这些委员会与所有相关的政府机构之间建立更加密切的关系。其他有关利益相关特别委员会的意图是在其任务中超越政策建议，应尽可能以一个或多个政府机构为基点，从而确保对委员会的决定和行动进行有效的协调。最重要的是，这些委员会应该强调采用协作和谈判的方式，而不是老式的政策建议或委员会合理化的报告方案中提出的单方面措施。这与网络管理需要谈判技巧和技能来约束行动者，形成吸引所需资源来实施方案的构想（Kiljn and Koppenjan，2012）是一致的。

15. **题目：** 非洲气候科学的传播：媒体报道和公共风险认知

Topic: Climate Science Communication in Africa: Media Coverage and Public Risk Perception

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Abstract: Issues related to climate change have gained more and more global attention. The current paper discusses the status quo of the climate science communication and possible problems in Africa from two perspectives: media coverage and public risk perception. In recent two decades, the concern about climate change in African media has been gradually growing, but it varies considerably across countries. The overall concern level is still low. The public in Africa does not have consistent cognition about the core concepts around climate change. Also, they generally lack the awareness of the climate change, and have heterogeneous risk perception. This paper studies the possible causes of the aforementioned problems and proposes preliminary suggestions accordingly.
Key words: Africa, Climate change, Science communication, Media coverage, Risk perception

摘要： 与气候变化有关的问题越来越受到全球的关注。本文从媒体报道和公众风险认知两个角度对非洲气候科学传播的现状和可能存在的问题进行了讨论。近二十年来，非洲媒体对气候变化的关注逐渐增加，但各国之间差异很大。总体关注水平依然偏低。非洲公众对气候变化的核心概念并没有一致的认识。另外，他们普遍缺乏对气候变化的认识，具有不同的风险认知。本文研究了上述问题的可能成因，并提出了相应的初步建议。
关键词： 非洲，气候变化，科学传播，媒体报道，风险认知

Conclusions

Based on the analyses on the media coverage and public awareness on climate change in Africa, this paper found that although there is an increasing number of news articles on climate change by African media, it still varies from country to country, and the current number of stories is far from sufficient compared to the climate risks that African countries are facing. In terms of the quality of media coverage, both original articles and local consideration are scarce in African media. Media is an important information channel. High-quality stories on climate change help public understand the environment situation and assist policy makers to effectively formulate relevant policy. "Indeed, strategic actions that improve climate change journalism can themselves be forms of adaptation because accurate, timely and relevant information is a critical component of resilience." [62] The current

situation of the climate science communication causes some problems among African people, such as inconsistent understanding of core concept, general lacking of awareness of climate change and heterogeneous perception in the cognition of the risk of climate change.

Without a doubt, currently, problems in the climate change communication in Africa are the same problems for most countries in other continents. The media play a role in the public's perception of climate change, but such contribution does not bring deeper understanding of the causes and consequences of climate changes[63]. The suggestion for African media is that when they select source of stories or import programs from other countries, they need to consider the local relevance of these stories or programs. UNESCO also gave advice[64]:

Fewer disaster narratives and more success stories highlighting how people are adapting, developing solutions and using new technologies that can limit climate change.

More coverage of African roles and responsibilities under the UN climate change convention, and what governments say and do at the international negotiations.

More coverage of the status of National Adaptation Programmes of Action and the National Adaptation Plans.

More stories that demonstrate how climate change affects men and women, old people and young people in different ways.

More stories that explain the causes, including climate change, of events such as droughts and floods.

More stories that explain the human side of climate change and show this is a 'development' and 'people' issue, just as much as an environmental one.

More stories about the business and development opportunities that climate change present.

Combined with current information communication environment, news stories from traditional major media have limited role in climate communication. However, in some countries like Zimbabwe, a tiny proportion of people are taking the initiative to use new media to improve public awareness of climate change and to participate in online climate change forums[65]. In the political upheaval in North Africa since 2011, the role of social network plays in Africa has already been received extensive attention and discussion in many circles[66-69]. With the internet penetration rate increasing gradually, making the best use of the power of social media to carry out the clime science communication is a promising way.

Future research should analyze the climate communication on the African new media platform, and add appropriate climate data and demographic data so that we can implement cross-match. Further, first-hand data can be obtained through interviews and surveys. These can be very valuable and important supplements to current research.

结论：本研究在对非洲气候变化媒体报道和公众意识分析的基础上发现，虽然非洲媒体报道的气候变化新闻文章数量不断增加，但各国对气候变化的报道依然不尽相同，与非洲国家面临的气候风险相比还远远不够。就媒体报道的质量而言，非洲媒体对原创文章和当地的实际情况考虑都很少。媒体是重要的信息渠道。高质量的气候变化报道有助于公众了解环境状况，协助政策制定者有效制定相关政策。"确实，改善气候变化新闻的战略行动本身可以是一种适应，因为准确，及时和相关的信息是的关键组成部分。"[62]气候科学传播的现状导致非洲人民由

于对核心概念理解不一致，对气候变化风险的认识中，普遍缺乏对气候变化和异质感知的认识。

毫无疑问，目前非洲气候变化科学传播中的问题对其他州的大多数国家来说都是同样的问题。媒体在公众对气候变化的看法中发挥了作用，但这种贡献并没有对气候变化的原因和后果有更深的理解[63]。非洲媒体的建议是，当他们选择来自其他国家的故事或"进口"国外方案时，他们需要考虑这些故事或方案的当地相关性。教科文组织也提出了建议[64]:

更少的灾难叙述和更多的成功故事突出了人们应当如何适应，制定解决方案以及使用可限制气候变化的新技术。

在联合国气候变化公约下更多地报道非洲的角色和责任，以及非洲政府在国际谈判中的言行。

更多报道"国家适应行动计划"和"国家适应计划"的状况。

采用更多的故事，展示气候变化如何以不同的方式影响男性，女性，老年人和年轻人。

采用更多的故事，解释包括气候变化在内的原因，以及干旱和洪水等事件。

采用更多介绍导致气候变化的人类方面的故事，显示出这是一个关于"发展"和"人"的议题，就像环境问题一样。

采用更多关于气候变化带来的商业和发展机会的故事。

结合当前的信息传播环境，传统媒体的新闻报道对气候传播的作用有限。但是在津巴布韦等国家，只有极少数人主动使用新媒体来提高公众对气候变化的认识，并参与在线气候变化论坛[65]。在 2011 年以来的北非政治动荡中，社交网络在非洲的作用已经在很多方面得到了广泛的关注和讨论[66-69]。随着互联网渗透率的逐步提高，充分利用社交媒体的力量进行气候科学传播是一个有远大前景的途径。

未来的研究应该分析非洲新媒体平台上的气候科学传播，并增加适当的气候数据和人口统计数据，以便实施交叉匹配。此外，通过访谈和调查可以获得第一手资料。这些对当前的研究可能是非常有价值和重要性的补充。

16. **题目：** 公共-私人合作模式（PPP 模式）在智能教育中的运用：以加纳为例

Topic: Public-Private Partnership (PPP) in Smart Education: The Case of Ghana

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Abstract: Ghana still adopts the old system of teaching and learning even when the world is moving to a state full of technology. A report by the Ministry of Finance and Economic Planning indicates that the country is in critical challenges when it comes to infrastructure development and public service delivery not only in the education sector but all the various institution as a whole. These infrastructure development and public service delivery serves as the pillar for the counties economic growth (Ministry of Finance and Economic Planning, 2011 report) and there is the need to address such issue. Some researchers pinpoint to the fact that the best way to solve this problem is when there is collaboration between the government and other private companies, thus Public-Private Partnership (PPP). The Government of Ghana has placed a strong emphasis on the role of ICT in contributing to the country's educational system which was captured in the country's medium-term development plan in the Ghana Poverty Reduction Strategy Paper (GPRS Ⅰ & Ⅱ) and the Education Strategic Plan 2003-2015. The government alone don't have enough funds necessary to cater for the costs of the ICT project. Hence, there is the need for the government to collaborate with other private companies to bridge this gap. In 2008, the president of Ghana contracted which is one of the best communication companies in Ghana when it comes to assembling of electronic equipment's such as computers, phones etc. to provide mini laptops to some schools across Ghana. This was a good step towards teaching and learning. Furthermore, the government can again get into contact with Institute of Professional Management College (IPMC) which is the best IT Company when it comes to designing of software and programming. This IT Companies will design teaching and learning software's and programs to aid teaching and learning as done in countries like China, USA, India, South African and other countries. The benefits these private companies will get in both short and long run by rendering their service to the government includes; students and teachers will advertise these private companies product for them since it have been used by students and teachers. They will recommend their products to others to buy. The government will again give these private companies other contracts in other institutions since they are now tested and trusted. The students and teachers can come out with new technological ideas to help improve their products

Key words: Public-Private Partnership (PPP), Smart education, Ghana, ICT

摘要： 加纳在当前信息技术时代之下仍沿用着陈旧的教学和学习系统。根据财政部和经济规划部的数据信息显示，加纳面临着来自基础设施发展和公共服务运输方面的巨大挑战，并且不止来自教育部门，而是来自多种多样的机构。这些基础

设施发展和公共服务运输在国家经济发展中起到支柱作用（财政部和经济规划部 2011 年的报告），并且这些国家建设事务和作用是需要被强调的。一些研究者明确发现最好的解决上文提及的挑战的方式是通过政府和其他私营公司的合作，即公共-私人合作模式（PPP 模式）。加纳政府已经强调了信息通讯技术在国家教育系统中的作用，这些可以在加纳减贫战略文件的中期发展计划（GPRSI&II）和教育战略计划 2003-2015 中体现。但是加纳政府并没有足够的资金来满足信息通讯技术项目的建设，因此寻求与私有企业合作十分有必要，以期填补资金缺乏的障碍。加纳总统于 2008 年于加纳顶尖通讯公司签订合约，使后者向加纳境内的一些学校装配、提供诸如电脑、手机、迷你笔记本电脑等的电子设备，这无疑是对加纳教学和学习发展的有益尝试。此外，加纳政府还可以与在软件程序设计方面表现最佳的信息技术公司 IPMC 进行接触，这个信息科技公司将会设计相关软件和程序来助力学校教学与学生学习，就像中国、美国、印度、南非等国做的那样。同时，这些私有企业通过对政府提供服务可以获得同时短期和长期的收益，已使用过这些公司产品的老师与学生也同样可以起到宣传作用，他们可以推荐更多的人来购买这些产品。在通过合作之后，这些私有企业通过了政府的检验和受到了政府的信任，因此政府会给予这些企业与别的机构合作的机会。相应地，学生和老师也可以提出更多新的科技点子来帮助企业产品进行提高。

关键词：公共-私人合作模式（PPP），智能教育，加纳，信息通讯技术

Conclusions

The current education system in the whole world is moving to more advanced and technological level, that's smart education. Most countries such as China, United States of America, Singapore, Malaysia, amongst others have adopted the smart education system. To be able to embark on smart education, the government cannot rely on her resources alone but through the help of private companies. Hence, the need for Public-Private Partnership (PPP). Through Public-Private Partnership the government of Ghana is able to get some needed infrastructure from private companies as well as NGO's to strengthen it ICT sector to ensure smart education. Nepad E-Schools supported six schools in six regions with ICT infrastructure. These schools were Walewale Senior High School, Acherensua Senior High School, Ola Girls Senior High School, St Augustine's Senior High School, Wa Senior High School and Akomadan Senior High School all benefitted from the first phase of the NEPAD e-school Initiative in a bid to improve the quality of teaching and learning by the use of ICT. Furthermore, GeSCI has expanded the deployment of ICTs in schools in Ghana to promote the effective use of these ICTs to achieve Ghana's educational and community development objectives. Moreover, Intel-ELearning Centre have built a full e-Learning centre, hardware, software, internet connectivity and teacher training for Accra Girls Senior High School as a pilot project to establish Africa's first WiMAX connected school. Notwithstanding, HP company have built a Digital Community Centre for Kwame Nkrumah University of Science and Technology (KNUST) to ensure a high-speed ICT infrastructure at KNUST and for community learning and technology centers (CLTCs).

Education is the key to success and the growth of every economy relies much on how smart that countries education has become. This will in the long run bring out good students with technical knowhow for the future generation and good leaders of Ghana. The supports that the government of Ghana has received from

private companies such as HP, Microsoft, Oracle, Cisco, World Bank, Intel, African Youth Initiative (AYF)/One Village Foundation (OVF), Accelon, Standard Trust Bank, ICT Education Support Africa Foundation, and UNICT Task Force is not enough to improve the quality of her education system to make it smart. Hence there is the need for other supports from other private companies both locally and globally to make Ghana's education system smarter. The only solution to ensure smart education in Ghana is through Public-Private Partnership and is a question of general concern.

结论：当前世界上的教育系统都在向更加高级、科技含量更高的层次上发展，这就是我们所说的智能教育。许多国家，诸如中国、美国、新加坡、马来西亚等都已经采用了这种智能教育系统。政府并不能仅凭自己的资源来着手发展智能教育，也应借助私有企业的帮助。因此，采用公共-私人合作模式（PPP 模式）是十分需要的。加纳政府能通过这种公共-私人合作模式从私有企业和其他非政府组织中获取公共设施，以此来增强国家的信息通讯部门，进一步确保智能教育的发展。非洲发展新伙伴计划中的电子学校使用信息通讯技术支持六个地区的六所学校发展，这六所学校包括 Walewale 高中、Acherensua 高中、Ola 女子高中、St Augustine 高中、Wa 高中和 Akomadan 高中。这些学校都从非洲发展新伙伴计划中的电子学校所倡议的第一阶段中受益，旨在通过使用信息通讯技术来提高教学质量。此外，全球电子学校和社区倡议组织已经扩大在加纳的学校中部署信息通讯技术，以促进这些技术的有效利用，以实现加纳的教育和社区发展目标。另外，英特尔电子学习中心已经在 Accra 女子高中建立了一个完整的电子学习中心，其中包括硬件、软件、互联网连接和教师培训项目，此中心成为非洲第一个利用全球微波互联介入技术连接学校的试点项目。尽管如此，惠普公司也已经为 Kwame Nkrumah 科技大学（KNUST）建立了数字社区中心，以确保学校为了社区学习和技术中心（CLTCS）建设的信息通讯技术基础设施的高速运行。

教育是成功的关键，每一个经济体的成长都依赖于国家教育的智能化程度。从长远来看，这将为加纳的未来一代培养具有技术知识的好学生和优秀的领导人。加纳政府已收到来自私有公司的许多帮助，如惠普、微软、甲骨文、思科、世界银行、英特尔、非洲青年倡议（AYF）/一个村庄基金会（OVF）、Accelon 合伙公司、标准信托银行、ICT 教育支持非洲基金会和 UNICT 工作组，但这些帮助还不足以提高国家教育系统的质量使其进一步智能化。因此，加纳政府有必要从本地和全球的其他私营企业获取其他支持，以使加纳的教育系统更加智能化，而确保提升其智能教育的唯一途径就是通过公共-私人合作模式，这应该成为一个国家普遍关心的问题。

17. 题目：中非国际产能合作的风险与对策研究

Topic: Research on the Risks and Countermeasures of International Capacity Cooperation between China and Africa

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Abstract: International capacity cooperation is not only an important way for a country, a province, a city and a region to participate in the global economy, but also an important strategy to strengthen international competitive advantages and expand international development space. International capacity cooperation between China and Africa is a major opportunity to promote industrial upgrading of China and industrialization of Africa. Accordingly, based on the analysis of the concept and research status of international production capacity, this paper puts forward the research questions, and screens out the risk factors in three-level influencing the international capacity cooperation of China and Africa from politics, economy, culture and technology dimensions with PEST analysis method based on the description of the capacity development status of China and African countries and the systematic demonstration of reasons. Besides, it analyzes and demonstrates the most urgent risks on the international capacity cooperation of China and Africa from the three aspects of international, host country and China，and proposes feasible countermeasures and suggestions on the existing risks for promoting the better development of international capacity between China and Africa and realizing the mutual benefit and win-win.

Key words: China and Africa, International capacity cooperation, Risks, Countermeasures

摘要：国际产能合作不仅是一个国家、一个省、一个城市、一个地区参与全球经济的重要途径，也是加强国际竞争优势、拓展国际发展空间的重要战略。中非国际产能合作是推动中国产业升级和非洲工业化的重要机遇。因此，基于对国际产能的相关概念和研究现状分析，本文提出了研究问题，在中非两国产能发展现状描述和系统演示原因的基础上运用 PEST 分析法，分别从政治、经济、文化和技术层面找寻影响中国和非洲国际产能合作的三级风险因素。此外，本文还从国际环境、东道主国家、中国三个层面分析和演示了目前对中非国际产能合作的最紧急的风险，并对现有风险提出了可行的对策和建议，以期促进中非的国际产能合作，实现互利共赢。
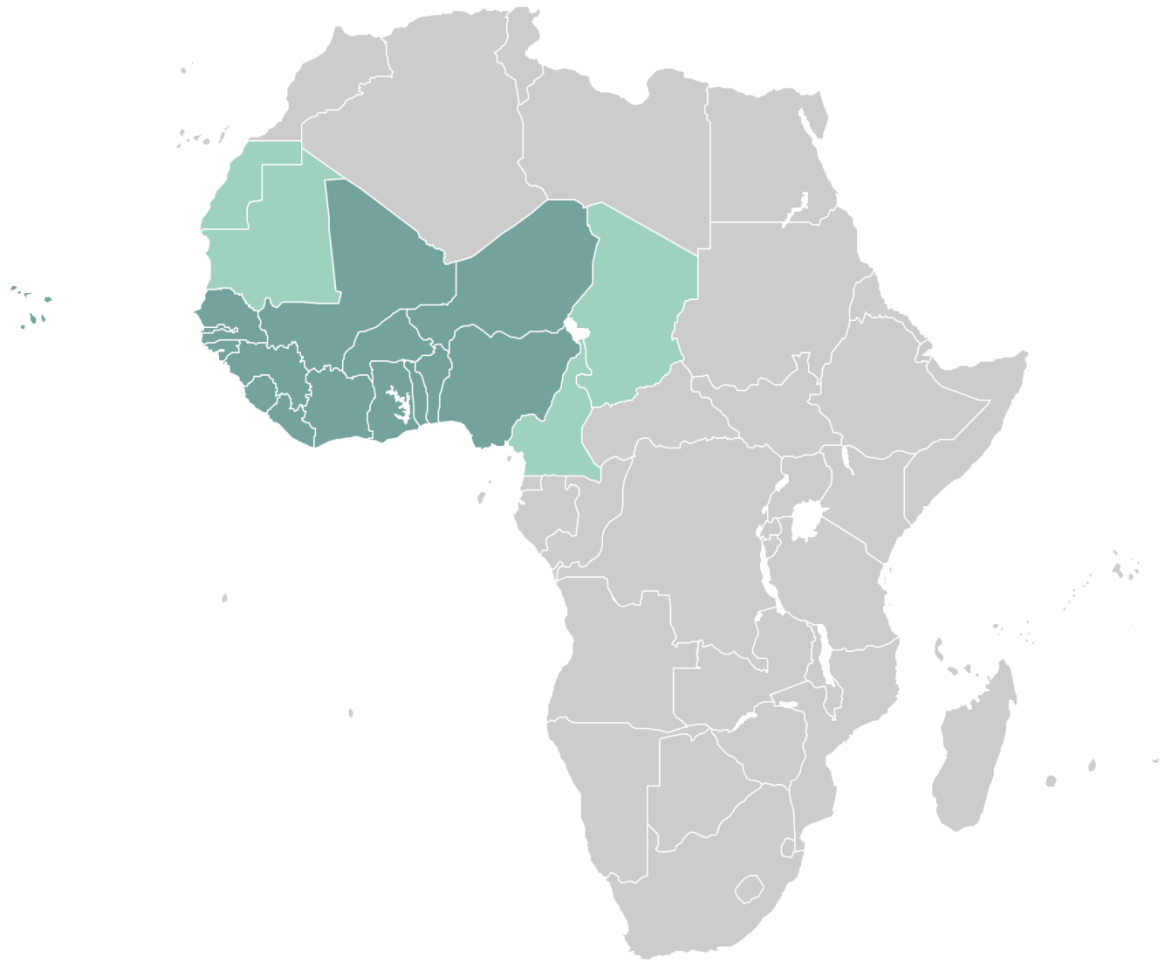
关键词：中国和非洲，国际产能合作，风险，对策

Conclusions

The current education system in the whole world is moving to more advanced and technological level, that's smart education. Most countries such as China, United States of America, Singapore, Malaysia, amongst others have adopted the smart

education system. To be able to embark on smart education, the government cannot rely on her resources alone but through the help of private companies. Hence, the need for Public-Private Partnership (PPP). Through Public-Private Partnership the government of Ghana is able to get some needed infrastructure from private companies as well as NGO's to strengthen it ICT sector to ensure smart education. Nepad E-Schools supported six schools in six regions with ICT infrastructure. These schools were Walewale Senior High School, Acherensua Senior High School, Ola Girls Senior High School, St Augustine's Senior High School, Wa Senior High School and Akomadan Senior High School all benefitted from the first phase of the NEPAD e-school Initiative in a bid to improve the quality of teaching and learning by the use of ICT. Furthermore, GeSCI has expanded the deployment of ICTs in schools in Ghana to promote the effective use of these ICTs to achieve Ghana's educational and community development objectives. Moreover, Intel-ELearning Centre have built a full e-Learning centre, hardware, software, internet connectivity and teacher training for Accra Girls Senior High School as a pilot project to establish Africa's first WiMAX connected school. Notwithstanding, HP company have built a Digital Community Centre for Kwame Nkrumah University of Science and Technology (KNUST) to ensure a high-speed ICT infrastructure at KNUST and for community learning and technology centers (CLTCs).

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2017 西非研究系列讲座成果汇编

2017 Lecture Series on West African Studies

西非研究系列讲座（一）

CWAS Lecture Series (1)

讲座题目： 西非智慧城市发展蓝图：法律和治理的视角
Topic: Blueprint for Developing Smart Cities in West Africa: Legal and Governance Implications

时间： 2017 年 9 月 13 日
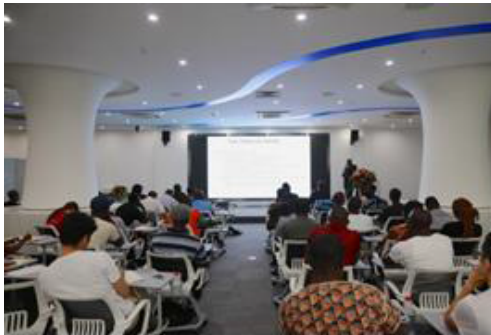**Date:** Sept. 13, 2017

地点： 电子科技大学清水河校区
Location: University of Electronic Science and Technology of China (UESTC), Chengdu, P.R. China

主讲人： 邦迪·辛普森·菲利普·埃博，加纳行政管理学院校长
Speaker: Bondzi Simpson Philip Ebow, Rector Ghana Institute of Management and Public Administration (GIMPA), Ghana

评论人： 菲利普·迪克·奥赛，加纳行政管理学院副校长
Discussant: Philip Duku Osei, Deputy Rector of GIMPA, Ghana

讲座内容 Lecture Highlights

1) Africa and West Africa in Context
   a. Africa
      Location, climate, vegetation
      Population
      Natural Resources: Everything is there in abundance! Petroleum, gold, manganese, bauxite, trees, fresh water, salt water, salt
      Literacy
      Rate of economic growth
      Rate of urban growth
      Rate of Mobile Phone usage
      No significant natural disasters
   b. West Africa
      Most populous sub-region in Africa
      Richest in natural resources after Central Africa

Nigeria has the largest economy, overtaking SA and Egypt

Lusophone (2), Anglophone (5), Francophone (9), Bilingual (1)

2) The Smart City: Functional and Efficient
   a. Functional
      ➢ Public services

      law and order

      enabling environment for creativity and business

      waste management
      ➢ Public works: roads, bridges, street lighting
      ➢ Planning/zoning

      government business

      residential, office, commerce,

      factories, farms,
   b. Efficient
      ➢ IT, eliminate waste & graft, clean/cheap energy
      ➢ Internet-based, green, paperless
      ➢ Energy: solar panels, emission controls, battery-recharge stations, photo-sensitive street lights
      ➢ ID of persons and places: Biometrics, GPS, Geodetics
      ➢ Revenue collection: meters, cards,
      ➢ Traffic control: traffic lights, camera radars
      ➢ Crowd control: robotics
      ➢ Business one-stop shops: RGD, GRA/TIN, GPHA, GIPC
      ➢ Waste management: biogas, manure factories, sewage treatment, waste recycling plants
3) Pre-requisites for Smart Cities
   a. Political acceptance and buy-in
   b. Internet and IT ("The Internet of Things")
   c. Robotics
   d. Sustainable development planning
   e. Public administration
4) The Tasks at Hand
   a. Making Existing Cities Smart
      ➢ Transition challenges
   b. Building New Cities – and Making them Smart
      ➢ Entertainment/gaming: Las Vegas, Reno
      ➢ Computers: Silicon Valley, Bangalore
      ➢ Poilitical administration: Abuja, Yamoussoukoro, Arusha, Lilongwe
      ➢ Industry and harbour: Tema
      ➢ Population distribution: eg. from China, Mauritius
      ➢ Others? Education? Health? Etc.
   c. Upgraded Cities as Regional or District Capitals – and making them smart
      ➢ Ghana: creation of several district capitals since 1993

> ➤ Ghana: current agenda to create four new regions

5) Transition Challenges
   a. Change skeptics: inherent resistance to change (politicians, bureaucrats, citizens)
   b. Outright opposition from beneficiaries of status quo
   c. Fear of layoffs and joblessness
   d. Legal suits and labour/redundancy claims
   e. Technology gaps
   f. Politicians' promises of job creation

6) Implementation Strategies
   a. The pilot approach (geographical)
      ➤ Start with the small town(s)
      ➤ Then the new districts
      ➤ Then the established, large cities
   b. The incremental approach (sectorial)
      ➤ Paperless offices
      ➤ IT, equipment and gadgets, solar
      ➤ Full blown transition
   c. The timelines to fully smart cities
      ➤ Project for ten (10) to twenty (20) years

7) Partnership Opportunities
   a. Government-to-Government
      ➤ Bilateral Investment Treaties (numerous and varied terms)
      ➤ One Belt, One Road?
   b. Government-to-private business
      ➤ Realm of private contract
      ➤ Public Private Partnerships
   c. Private business-to-private business
      ➤ Realm of private contract

8) Conclusion

Africa in general, and West Africa in particular, must, for their own survival and increased political and socio-economic relevance, develop smart cities

Numerous partnership opportunities exist between African States and other countries and companies – particularly in the disciplines of electronics, engineering and computer and information science – to achieve this end

嘉宾评论 Comments and Discussion from Philip Duku Osei

1) Creating Smart Cities in West Africa

The United Nation's report in 2017 projects the global population to be more than 9.7 billion by 2050, up from the current level of 7.3 billion. The report further indicates that more than half of the gains in global population by 2050 will come from Africa. Essentially, the continent will add 1.3 billion people over the few decades ahead – approximately equivalent to the current population of China. The report further indicates that by 2050, 1 in 4 people on earth will be African. Incidentally, the gains in population would be coupled with significant

urbanization in the future. In other words, world's rural areas would lose significant population to the urban areas. The global rural population is now close to 3.4 billion and expected to decline to 3.1 billion by 2050. It is projected that by 2050, 70% of the world's population will be urban. All of these statistics and projected development trends indicate that there will be excessive pressures on cities and urban areas. This means that state and local governments must now begin to think and plan about how cities ought to be in the future to ensure livability and high quality of lives of city dwellers. Besides, from economic perspectives and considering the gains in population, there will be a need to think about effective and efficient strategies to contain the future growth. Generally, providing public transportation, as well as housing, electricity, water and sanitation for a densely settled urban population is typically cheaper and less environmentally damaging than providing a similar level of services to a dispersed rural population. It would therefore be essential for global leaders to critically focus on cities and urban development to appropriately confront the future challenges of global population increase. Therefore, the idea of "Smart cities" or how to make cities "smart" is very laudable in respect of future development agenda of African States.

2) What are Smart Cities?

What are Smart Cities? There is no singularly and widely accepted definition of Smart Cities. According to Rossetti (2015) Smart Cities have come about as a result of people living cities and urban areas' desire to be connected to the internet, and the many other gadgets and things they use that are also connected to the internet. The network of people and things connected to the internet, it is argues, forms the basis on which Smart Cities emerge. Students of eGovernment and geography and planning are particularly excited about Internet of Things (IoT), the use of geo-referenced IoT maps to support.

Deakin and Al Wear (2011), however, provide insights on "smart cities" and indicate that cities are "smart, if they ensure:

• The application of a wide range of electronic and digital technologies to communities and cities

• The use of ICT to transform life and working environments within them

• The embedding of such Information and Communications Technologies (ICTs) in government systems

• The territorialisation of practices that brings ICTs and people together to enhance the innovation and knowledge that they offer.

All of these characteristics have the potential to increase residents' mobility, expand access to information, and improve quality of services and lives while at the same time ensuring sustainable use of resources and minimizing the carbon footprints of city dwellers

There are many dimensions to the smart city concept. These are the technology dimension, institutional, human, people, community and governance dimensions.

The Technology Dimension has come from intellectual and praxis developments. These concepts include: digital city, digital metropolis, intelligent city, virtual city, ubiquitous city, the learning city, the knowledge city.

The idea of smart cities requires political, technical, technological and Human

Resources to be translated into policy and tangible outcomes. Practice in China has shown that political leadership with the required will and vision may be able to innovate before private industry comes in the support and grow the investment needed to transform cities. The China Daily of September 9-10, 2017 carried the story of the city of Wuxi in East China's economically powerful Jiangsu Province, which seemingly has become a success and a leader in what is referred to as Internet of Things (IoT). It is reported that IoT now accounts for 210 billion Yuan ($31 billion) of Wuxi's total annual revenue, according to figures released for 2016 (Hu Xiaoyu and Lu Wei, China Daily 9-10 Sept 2017). Wuxi, supposedly has established 11 international standards and 41 national ones that has enhanced China's status in terms of global IoT. The has this been chosen to permanently host the World Internet of Things Exposition. Extracting from the story, Wuxi's Vice Mayor Gao Yaguang has indicated that though a traditional industrial city, Wuxi has invested in IoT and growth in this sector has increased since 2009 when the decision to veer into this sector was made. In 2009 there were only 248 IoT Companies but it has grown to more than 2000 in Sept 2017. Wuxi's initial spurs of growth, it is noted, came from government investment and the creation of IoT-related research Centres to attract talent, including an IoT engineering technology Centre owned by the Ministry of Environmental Protection, and IoT R&D institutions affiliated with Tsinghua University Peking University and Fudan University.

According to the two authors, the strategy has worked for the government with IoT enterprises and research Centres attracting some 3,000 high- calibre professionals, among whom are 66 that are listed in the Thousand Talent Plan, a recruitment programme for overseas experts. The over 2000 IoT R&D projects that have settled in the province have brought with them over 5,000 IoT related patents. The Wuxi Mayor, Wang Quan has indicated that even though the government has played a strong role in Wuxi's growth and fostering boom in IoT, it was time for the industry to make the next development leap into market led. The preparations for this transition is to be found in the idea that as a national demonstration area of IoT, Wuxi was to serve as a testing base for IoT businesses and be encouraged to explore the market, accumulate experience and optimize products.

Xiaoyu and Wei note that in the past 8 years, more than 2000 Wuxi businesses have tried new IoT applications in different fields, forming an industrial cluster of information sensing, network communication, processing applications, key generic technologies and support services. Since 2016, Wuxi enterprises have been contracted to construct IoT projects in more than 400 cities in over 30 countries. It is also noted that the city is home ton17 national key IoT demonstration zones, covering finance, transportation, environmental protection, medical treatment and other sector services.

3) Evolving Smart Cities Experimentations in Africa

A quick review of internet sources indicates that there have been few and far between when it comes to smart cities innovation in West Africa. Reference is made to an IBM Smarter Cities Challenge Grant which was instituted by the company in 2011, and extended to 2014 due to the growing interest in it. This initiative was not only African, but global. It included three African cities and urban counties such as Abuja (Nigeria),

Durban (South Africa) and Mombasa County. The award of grant was to help solve urban problems related to revenue collection of the local authorities. The project was IBM driven and it also used its staff to design solutions, thereby raising questions about ownership and sustainability.

"In its first three years, IBM's Smarter Cities Challenge deployed 600 experts on six-person teams who provided strategic and practical advice to 100 municipalities. These highly prized three-week engagements, each valued at USD $500,000, have helped cities address key challenges in a variety of spheres".

West Africa cities, Lagos, Cotonou, Lome, Accra, Tema, Abidjan, Freetown, Monrovia, Banjul, to mention a few, have challenges that are so traditional and core to basic planning of cities. The governance of planning control has been problematic and the governments of the ECOWAS have a checkered history of managing government and service decentralization in the post independence era. There are pockets of innovation in some of these cities, including Free Zones underpinned by various investment codes. Internet of Things (IoT) may be concepts appreciated by city managers, but have not been internalized in any meaningful way, So as to achieve practical solutions or retrofitted cities. Comprehensive Disaster Plans are absent, as demonstrated by a June 3, 2016 disaster (of flooding and fire caused by oil spillage from a filling station resulting in deaths and severe burns) in Accra contributed to by poor drainage maintenance by city authorities.

Mayors and town managers in the Town Halls of West Africa, therefore, will require enlightening for the familiarization of the concept. A West African Smart Cities initiative may require lesson drawing and policy learning from pioneering cases around the world to begin with. It is in this light that the development of case studies in this field will be crucial in filling knowledge gaps in town halls in West Africa.

4) Lessons for West Africa

From the Wuxi case, a number of requirements can be isolated as offering institutional advantages to the development of IoT related industry. These include:

1.   Local or regional government authority that is Development Planning minded;

2.   Leadership that is committed to making a change in the approaches to solving local economic development problems;

3.   Availability of ICT talent and entrepreneurship drive by individuals, local governments and private companies;

4.   Partnership between industry and government in the need to extend the horizons of business and creating solutions for city problems in energy consumption, transport planning, location of industry, job creation and providing solutions to poverty reduction.

关于主讲人 Bondzi Simpson Philip Ebow

现任加纳行政管理学院校长，法学教授，法官，诉讼律师，加纳律师协会会员。曾任开普敦大学法律系创始院长以及商学院院长。曾任人权和行政司法委员会（CHRAJ），法律事务调查主任，身兼加纳法律学院高级讲师。其研究领域主要集中在人权和人道主义法、高等教育机构管理、项目管理、高级学术领导培训、高等教育机构管理、国际关系国际法等方面。

Prof. Philip Ebow Bondzi-Simpson, Professor of Law, Barrister and Solicitor, is the Rector of the Ghana Institute of Management and Public Administration (GIMPA). Prof. Bondzi-Simpson is a member of the Ghana Bar Association. He was the Founding Dean of the Faculty of Law and Dean of the School of Business at the University of Cape Coast. He was the Director of Legal Services and Investigations at the Commission on Human Rights and Administrative Justice (CHRAJ) and a Senior Lecturer at the Ghana School of Law. He has specialized training in the areas of Human Rights and Humanitarian Law, Governance of Higher Education Institutions, Project Management, Senior Academic Leadership Training, Management of Higher Education Institutions, International Law and Relations, Public International Law.

关于评论人 Philip Duku Osei

现任加纳行政管理学院副校长。曾担任首席调查员，社会服务部门顾问总监， 监测和评价过程改进顾问与牙买加的 DPM 国际、改革管理分析员、领导能力发展分析员、地方政府供资分析员和加勒比共同体各国政府的政策研究分析员、联合国开发计划署、住房和运输部等组织、牙买加劳动和社会保障部、牙买加水利工程等机构。曾于西印度群岛大学社会和经济研究所担任高级研究员十四年。

Prof. Philip Duku Osei is the Deputy Rector of the Ghana Institute of Management and Public Administration, (GIMPA). He has worked as a Principal Investigator, Lead Consultant in social service performance improvement, Monitoring and Evaluation Process Improvement Consultant with the DPM International in Jamaica, Change Management Analyst, Leadership Development Analyst, Local Government Funding Analyst and a Policy Research Analyst for Governments of the Caribbean Community, organizations such as the United Nations Development Programme, Danida, the Ministry of Housing, Transport, Water and Works in Jamaica, Ministry of Labour and Social Security in Jamaica. Prior to joining GIMPA, he worked as a Senior Research Fellow with the Sir Arthur Lewis Institute of Social and Economic Studies of the University of the West Indies for fourteen years.

关于加纳行政管理学院
Ghana Institute of Management and Public Administration (GIMPA)

The Ghana Institute of Management and Public Administration (GIMPA) was established in

1961 as a joint Ghana Government/United Nations (UN) special fund project. It was set up as one of the key strategic institutions to develop the public administrative system, to provide civil servants with administrative and professional competence, and to plan and administer national, regional and local services.

In 1966, the joint sponsorship ended and the UN formally handed over the Institute to the Government of Ghana. In 1969, the Institute was then re-designated as the Ghana Institute of Management and Public Administration to reflect its expanded functions. Today, GIMPA has transformed itself into the leading management development institute and is an independent public tertiary institution with financial and operational autonomy.

GIMPA's mission is to maintain a Centre of Excellence for training in public and business administration, by continuously enhancing the capability of middle and top level executives in public and private sectors as well as non-governmental organizations (NGOs) both in Ghana and internationally, to manage their institutions and enterprises efficiently and effectively.
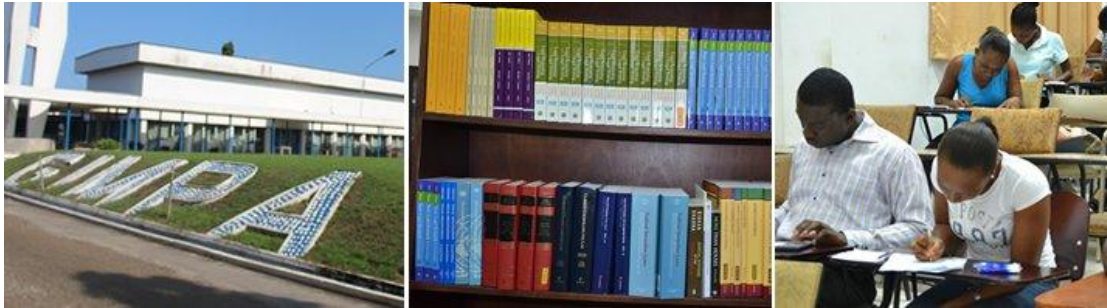
西非研究系列讲座（二）

CWAS Lecture Series (2)

讲座题目： 创建西非问题研究智库
　　　　　　 促进中国-西非学术文化交流

Topic: To establish Think Tank for West African Studies
　　　　 To promote academic & cultural exchanges between China and West Africa

时间： 2017 年 9 月 28 日
Date: September 28, 2017

地点： 电子科技大学清水河校区

Location: University of Electronic Science and Technology of China (UESTC), Chengdu, P.R. China

主讲人： 赵蜀蓉，电子科技大学西非研究中心主任
Speaker: Zhao Shurong, Director of Center for West African Studies (CWAS) of UESTC

讲座内容　Lecture Highlights

1) UESTC and our collaboration with West Africa

    a. UESTC: Pyramid of Chinese Universities

Top 36 "Double First-Class"

Top 39 "Project 985" Universities

Top 100 "Project 211" Universities

National Key Universities

Ordinary Universities and Colleges (over 2600)

b. UESTC: Schools and Research Centers

Communication and Information Engineering	Public Administration
Electronic Engineering	Foreign Languages
Micro-electronic and solid-state Electronics	Life Science and Technology
Physical Electronic	Energy Science and Engineering
Optical Electronics	Yingcai Honors College
Computer Science and Engineering	Resources and Environmental Engineering (2011)
Information Science and Software Engineering	Aeronautics and Astronautics (2012)
Automation Engineering	Medical School (Joint project between UESTC and SAMSPH*) (2013)
Mechatronics Engineering	Glasgow College (2013)
Mathematical Science	Institute of Fundamental and Frontier Science (2014)
Economics and management	Institute of Innovation and Entrepreneurship (2015)
(*Sichuan Academy of Medical Sciences and Sichuan Provincial People's Hospital)	Center for West African Studies

c. Outstanding Alumni

UESTC has trained more than 200,000 graduates, many of whom have become the backbone of China's IT enterprises and leaders in IT industry, including Chief Officers of leading IT companies, Liu Yongyan, William Ding Lei, Sun Yafang, Wang Dongsheng, etc…, as well as Academicians such as Zhang Xun, and Li Xiaowen , etc…

➢ **Sun Yafang**

Huawei's Chairperson.

Her leadership has taken Huawei Technologies from a small local enterprise to a global giant providing innovative technologies and tailored solutions and services to leading telecoms operators worldwide.

One of the 50 most powerful women in the business world (2006)

One of the top 100 most powerful women in the world (2010,2011)

➢ **William Ding Lei**

The founder and CEO of NetEase (www.163.com).

He made significant contributions to the development of computer networks in mainland China.

One of the wealthiest men in China

> **Tang Hong**
>
> The Chairman and CEO of Caitec Motors LTD, Caitec Fishing Industries LTD; Delta Construction LTD; Tang Palace Hotel LTD.
>
> President of the Chinese Community in Ghana.
>
> Member of the Ghana Association of Chinese Societies.
>
> Member of the Council for the promotion of Peaceful Reunification of China in Ghana.

d. International Cooperation

Over 750 students from 67 countries study for bachelor, master and Ph.D degrees in UESTC and over 500 short term international students in UESTC per year

Nationalities represented

UESTC International students come from more than 67 countries.

Over 300 students from West African countries have graduated from our Master and Ph.D. programs.

2) Introduction to CWAS

a. 2016.05 UESTC International Education Fair in Accra

b. About CWAS of UESTC (cwas.uestc.edu.cn)

> CWAS is established through the platform of Ministry of Education and resources of our collaboration and alumni in West Africa.

> It will enhance African people's understanding of traditional Chinese culture, promote social harmony and tolerance and push two civilizations to coexist peacefully and dialogue equally by developing China-Africa educational exchanges and cooperation under the principle of harmony, diversity, coexistence and development.

c. Principles

Integration of talent training, joint education programs, social practice and cultural exchange program

Research areas: regional studies on business and economics, public administrations, cultural studies…

The joint research on West Africa studies

d. Objectives of the Center

e. Research Interests and Directions

➢ Studies on specific projects will be carried out under the direction of national and Sichuan provincial key studies on philosophy and social sciences.

➢ Considering practical needs of Ghana's 5 key universities and international African students' training, the Center will cooperate in the following areas through the forthcoming Center for West African Studies:

➢ Cooperation Areas
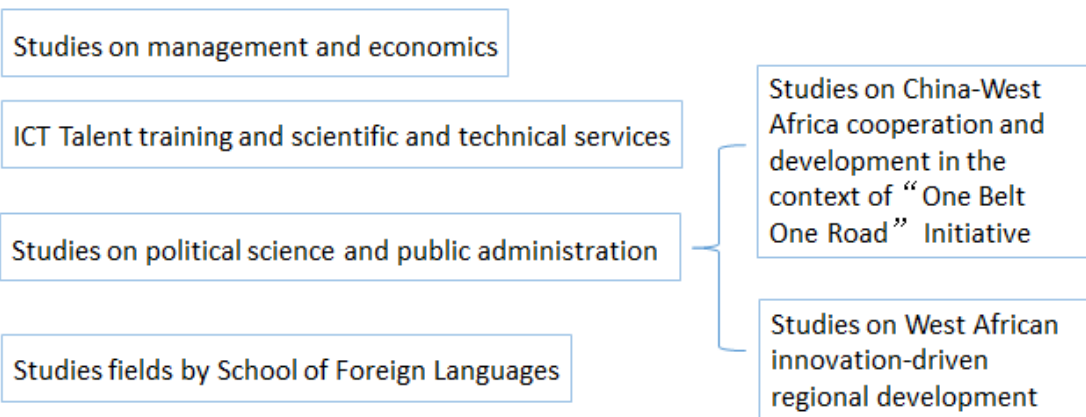
f. Symposium for Promoting the Smart City Development for West Africans Countries

Time: 15:30-17:00

Location: UESTC- Library Tianyun Hall

Moderator: Prof. Zhao Shurong - Director, Centre for West African Studies, UESTC

Speaker: Bondzi Simpson Philip Ebow - Rector, Ghana Institute of Management and Public Administration, Ghana

Discussants:

1. Jermaine Reed—Council member, City of Kansa City, Missouri, NLC Executive Committee Member, USA

2. Brooks Rainwater—Senior Executive and Director, National League of Cities, USA

3. Philip Duku Osei—Deputy Rector of the Ghana Institute of Management and Public Administration, Ghana

Blue print for Smart City Building in Western Africa

The idea of smart cities require: political, technical, technological, human Resources, and to be translated into policy and tangible outcomes.

West Africa cities (Lagos, Cotonou, etc) have challenges that are so traditional and core to basic planning of cities.

·The governance of planning control has been problematic.

·There are pockets of innovation in some of these cities, including Free Zones underpinned by various investment codes.

·Internet of Things (IoT) may be concepts appreciated by city managers, but have not been internalized in any meaningful way so as to achieve practical solutions or retrofitted cities.

·Comprehensive Disaster Plans are absent, as demonstrated by a June 3, 2016 disaster (of flooding and fire caused by oil spillage from a filling station resulting in deaths and severe burns) in Accra contributed to by poor drainage maintenance by city authorities.

3) **Plans for future collaboration**
   a. **Talents Training Base**
      ➢ The English instructed Master Program for International Students from 2015
        The English instructed Master Program (for International Students) in the Discipline of Public Management started in 2015. The duration set for master candidates is 2 years full-time and qualified students may be fully financed.
      ➢ Exchange for Internship in Ghana
        UESTC Students: 30 in total
        Chinese culture
        ICT and engineering training projects
        Training of West African officers at ministerial level in Ghana
   b. **Academic & Cultural Exchange Platform**
      ➢ **International Conference on Public Administration (ICPA)**
        SPSPA has been dedicated to annual International Conference on Public Administration (ICPA) hosted by our school since 2005, which "has gradually developed into a worldwide academic event with large scale, high level influence in the international field of public administration"(cited from PA Times January 2011 by American Society for Public Administration-ASPA).
      ➢ **International Forum on Smart City (2nd) & The First Mayors Roundtable**
        Symposium for Promoting Smart City Development for West Africans Countries
      ➢ **2017 International Conference on Public Administration (12th ICPA) & International Symposium on West African Studies (1st ISWAS)**
        Time: November 14-17, 2017
        Location: Accra & Cape Coast, Ghana

Theme: Managing across Organizational Boundaries: Innovation and Collaboration

Sub-themes, Topics, Questions

- *Governance and Management to Improve Cooperation Across Organizations*
- *Public Private Partnerships*
- *Reducing Complexity When Delivering Public Services*
- *Managing Risk Across Organizational Boundaries*
- *Encouraging Collaborative Behavior by Public Officials*
- *Social Equity and the Quality of Inter-organizational Cooperation*
- *Big Data and Effective Network Management*
- *Theory and Practice on Cross -boundary Governance*

c. Think Tank for West African Studies

➢ To develop into a top-rating Think Tank for West African studies

Public Policy and Public Services

Regional Economic Development

Culture, Literature and Education

Politics and Diplomacy

➢ **Call for Book Chapters of Book Series on West African Studies and CWAS Council Members**

● Aim: To have the high-quality research achievements rooted in West African studies published with fields of public administration, economics, literature, education, histories, and cultures, etc.

● Press: China Social Sciences Press

● Important Dates: The first submission due: October 31, 2017

● About Chinese Academy of Social Sciences

The Chinese Academy of Social Sciences (CASS), with historical origins in the Academia Sinica during the Republic of China era, is the premier and the most comprehensive academic research organization and national center in the People's Republic of China for study in the fields of philosophy and social sciences. It was described by Foreign Policy magazine as the top think tank in Asia. It is affiliated with the PRC's State Council.

● Contents of *Guide to the World States—Ghana*

Chapter One: Introduction	Chapter Two: History
Chapter Three: Politics	Chapter Four: Economy
Chapter Five: Military	Chapter Six: Foreign Affairs
Chapter Seven: Society	Chapter Eight: Culture

Chapter 1 Introduction

1.1 Territory and Population

    1.1.1 Land Size

赵蜀蓉
Zhao Shurong

管理学博士，教授、美国公共管理学会国际分会副主席（2017.07-2019.06）、电子科技大学西非研究中心主任；长期从事公共管理与国际政治教学与研究；研究方向为全球化背景下政府治理、比较政府与政治及战略管理研究。作为公共管理国际会议（ICPA）执行主席及论文集主编，历届论文集获得美国情报研究所 ISI Web of Knowledge 检索平台下 CPCI-SSH 收录；获美国公共管理学会 2013 年度、2015 年度杰出贡献奖。

Shu-rong Zhao Ph.D is a professor at School of Public Administration of UESTC, director of Center for West African Studies of UESTC with research focus on Comparative studies on Governance, Comparative Politics and Government, Public Policy as well as Strategic Management in the context of globalization. She serves the Executive Chair of International Conference on Public Administration (ICPA) where from 2005 to present, the Vice President of American Society for Public Administration (ASPA) International Chapter. She serves as the Associate Editor in Chief of Management Science journal (Core journal in China). She is a member of Editorial Board of Public Integrity (a journal sponsored by ASPA in USA from 2006-2012) and of International Studies (a journal sponsored by Osmania University in India), an expert data base member of Chinese Public Administration Journal (a journal sponsored by Chinese Public Administration Society) and a Board Member of International Society for Ethical Governance since 2008 -present.

西非研究系列讲座（三）

CWAS Lecture Series (3)

讲座题目： 电子科技大学留学生走进中国竹文化
Topic: Experiencing the Bamboo Culture

时间： 2017 年 12 月 1 日
Date: December 1, 2017

地点： 成都市望江楼公园
Location: Wangjianglou Park, Chengdu, P.R. China

主讲人： 吴应鸿，蓝马国际艺术创始人、电子科技大学蓝马艺术研究中心主任
Speaker: Wu Yinghong, founder of Blue Horse International Art, and Director of Blue Horse Research Center, UESTC

讲座内容 Lecture Highlights

第一章 蓝马国际艺术

　　作为东方文化产业的创新型企业，蓝马文创团队致力于东方文化的全面整合与创新，多维度诠释东方传统文化和区域文化，整体打造城市 IP 和智慧城市。蓝马团队在太古里、成都天府国际机场、上海世博会等文创项目上，均取得了不凡的成绩，充分展现了蓝马文创大师团队卓越的创造力，在艺术设计和文化创新上都做到了行业领先。蓝马文创与世界顶级文创团队--香港 OVAL、AMQ、美国 LANGAN、好莱坞 SMW 团队等协同创新，以新东方文化创意为载体，挖掘区域东方视觉美学并完美融入现代经济商业主流，为客户打造更全面高效准确的商业视觉美学定位和人文价值。

第二章 竹文化与郑板桥

渊源
中国悠久的文化与竹结下不解之缘，形成了丰富多彩、独具特色的中国竹文化

品质
看到竹子，人们自然想到它不畏逆境，不惧艰辛，中通外直，宁折不屈的品格，这是一种取

之不尽的精神财富，也正是竹子特殊的审美价值

文化

竹文化景观是指人化了的竹所显示出来的中华文化性质，或者说是中华民族为了满足生活需要、生产需要、书写需要、审美需要等有意识地用竹创造的景象

精神

竹子形态特征总结成了一种做人的精神风貌，如虚心、气节等，其内涵已形成华中民族品格、禀赋和精神象征

中国是世界上竹类资源最为丰富、竹林面积最大、开发利用竹资源最早的国家之一，素有"竹子王国"之称。竹子因青翠挺拔、奇姿出众，凌霜傲雪，四时长茂受到了人们的称颂。人们赋予它心虚节坚、坚忍不拔、风度潇洒的"君子"美誉。在悠悠几千年的历史发展长河中，竹子与人们的生活息息相关，中国悠久的文化与竹结下了不解之缘，形成了丰富多彩、独具特色的中国竹文化。

竹子具有其他一般树木无法比拟的多重特点和优势，发展竹资源、开发竹产业能把生态建设和产业开发有机结合起来，在推进生态建设的同时推进产业建设和经济可持续发展。

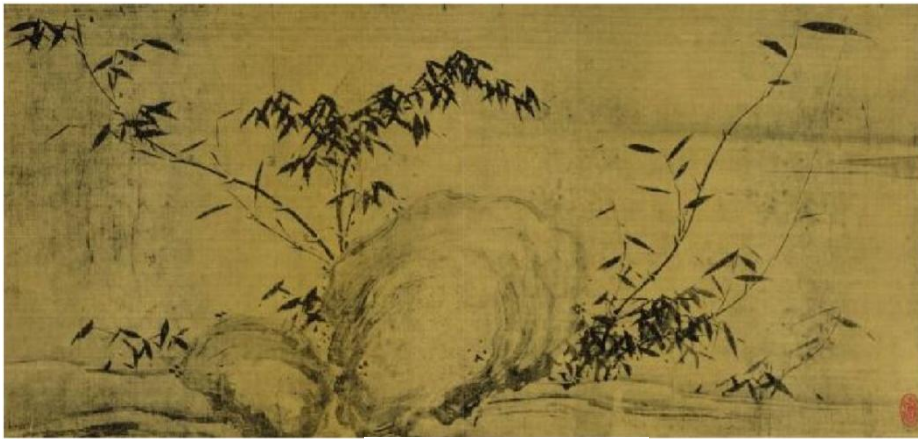竹在中国的文化中，是有骨气、有气节、坚贞的象征，同样也象征着生命的弹性、精神的真理，历代多少仁人志士常赞美竹、咏竹、画竹、写竹：

郑板桥笔下的竹

郑板桥画竹

　　郑板桥（1693-1765）原名郑燮，字克柔，号理庵，又号板桥，人称板桥先生，绘画深受沈周、陈淳、徐渭、石涛、朱耷等人的影响，注重个性发挥，善于运用水墨写意技法写出物象的形神，抒发情感，把传统的写意花鸟画发展到新的高度。郑板桥画墨竹，多为写意之作。一气呵成，生活气息十分浓厚，一枝一叶不论枯竹新篁，丛竹单枝，还是风中之竹。雨中之竹都极富变化之妙，如竹之高低错落，浓淡枯荣，点染挥毫，无不精妙。画风清劲秀美，超尘脱俗，给人一种与众不同之感。

苏轼《潇湘竹石图》

第三章　中华文明脉络

三代（夏商周）

　　中国古代文化的雏形开始形成可称为中国古代文化的"源头"。是记录和传播文化的载体趋向成熟----文字（甲骨文），形成了中华文化独具特色的语言文字。二是创立了记录时间的方法--干支纪日法，中华民族对历史的变迁有了明确的时间观念。三是形成了认识世界的哲学方法--《易》。

春秋战国时期

　　中国古代文化的全面奠基时期。形成了中国古代文化的"灵魂"，产生了中国古代文化两位杰出的"形象代言人"：老子和孔子。反映了古人对自然、人生和社会的几类不同的思考，主要是儒家思想、墨家思想、道家思想和法家思想，对中华民族的发展产生了重要影响，形成了中华民族精神的主要内容。

秦汉时期

　　中国古代文化的丰富和发展时期。科技文化大发展，统一性与多样性相结合，奠定了中国科技文化在世界上的领先地位。为后世文化的进一步发展奠定了基础。

三国两晋南北朝时期

　　秦汉文化高潮过去后的平淡，相对于前一个阶段，少了些气势，多了些平淡与细腻。具

体表现：文化科技继续进步，思想方面儒、道、释开始互相渗透，佛教盛行、艺术异彩纷呈，具有鲜明的民族融合特色。

隋唐时期

中国封建社会的鼎盛发展引领了古代文化的全面辉煌。兼收并蓄、全面辉煌、泽被后人、影响周边，世界领先、地位突出（在中国文化史上），是中国古代文化辉煌的代表。

宋元时期

中国古代文化的又一高峰。中国传统科技的代表四大发明中有三大发明在这个阶段，商品经济对文学艺术的影响凸显，是中国古代文化发展中的新现象，应引起重视。

明清时期

中国古代文化史的尾声，承古萌新，西学东渐。明清两代处于中国封建社会的晚期。官方组织编撰大型图书成就突出，体现民族文化的博大气象。萌新，带有反封建色彩的民主启蒙思想产生；市民文学兴起，小说成为文学的主流，西学东渐。

第四章　四大文明古国

古中国

中国是世界上文明发达最早的国家之一，有将近 4000 年的有文字可考的历史。中国古代史经历了以下几个阶段：原始社会（170 万年前-公元前 2070 年）、奴隶社会（公元前 2070 年-公元前 476 年）和封建社会。

古巴比伦

古巴比伦王国(约公元前 3500 年左右-公元前 729 年)大致在当今的伊拉克共和国版图内。距今约 5000 年左右，这里的人们建立了国家，到公元前 18 世纪，这里出现了古巴比伦王国。"两河"指的是幼发拉底河和底格里斯河。

古埃及

古埃及文明形成于 6000 年前（公元前 4000 年）左右，古埃及前王朝开始于 5100 年前（公元前 3100 年）左右时美尼斯统一上下埃及建立第一王朝，终止于公元前 30 年罗马征服埃及托勒密王朝。

古印度

恒河文化昌盛于公元前 1800～前 600 年间，为印度著名的吠陀时代。吠陀时代分前期和后期，前期即梨俱吠陀时期，约在公元前 1800～前 1000 年；后期约在公元前 1000～前 600 年。

文明消亡

埃及

军事技术落后•政教合一的坟墓文明，社会生产力被神坛，巨冢和统治阶级对来世的追求所消耗•生存条件有限，无法向周围沙漠扩展，导致可供耕作的土地不足，进而导致人口不足。

巴比伦

古巴比伦毁灭于社会不良风气•由于浸淫在欲海之中，令各阶层的巴比伦人对外族侵占都无心抵抗，最后被波斯人轻易侵占，从而令巴比伦灭亡。

印度

气候原因，沙漠或半干燥环境引起的一些特殊的、短期内即可变成难以克服的问题，导致农业完结；种姓制度森严，导致社会分化严重，社会矛盾激增。

第五章 四大发明

火药

改变了作战方式，帮助欧洲资产阶级摧毁了封建堡垒，加速了欧洲的历史进程

造纸术

为人类提供了经济、便利的书写材料，掀起一场人类文字载体革命

指南针

为欧洲航海家进行环球航行和发现美洲提供了重要条件，促进了世界贸易的发展

印刷术

加快了文化的传播，改变了欧洲只有上等人才能读书的状况

四大发明对世界的影响

➢ 我国的四大发明在欧洲近代文明产生之前陆续传入西方，对欧洲历史的发展产生重大影响，成为资产阶级发展的必要前提

➢ 指南针传到了欧洲航海家手里，使他们有可能发现美洲和实现环球航行，为资产阶级奠定了世界贸易和工厂手工业发展的基础

➢ 火药和火器的采用摧毁了封建城堡。帮助了资产阶级去战胜封建贵族

➢ 造纸术和印刷术的出现，改变了只有僧侣才能读书和接受教育的状况，为欧洲的科学从中世纪漫长黑夜之后突飞猛进地发展

电子科技大学留学生"走进中国竹文化"优秀征文汇编

Best Essay Collections for Experiencing the Bamboo Culture

"走进中国竹文化"优秀征文获奖名单

Best Essay Award Winners of

Experiencing the Bamboo Culture

一等奖作者 First Prize Winner

Bonney Belinda
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2017 级公共管理专业硕士研究生
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2017-grade postgraduate student of School of
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二等奖作者 Second Prize Winners

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电子科技大学公共管理学院留学生培养

2015 年，公共管理学院（原政治与公共管理学院）首次招收公共管理专业英文授课硕士项目的来华留学生，首届留学生共 19 名，来自加纳、赞比亚、埃塞俄比亚和乌兹别克斯坦 4 个国家。该项目的启动，实现了从 2012 年起招收单个中文教学留学生跟班培养，到 2015 年成建制独立开班实施全英文培养的转变。2017 年底，公共管理学院在校留学生为 71 人，留学生保有量排名学校第 5；硕士留学生保有量 70 人，居我校硕士留学生保有量首位；2015 级留学生已顺利毕业，获得硕士学位，学院留学生人才培养体系逐步完善，标志着学院国际化人才培养迈上了新台阶。

"走进中国竹文化"优秀征文汇编

Best Essays of

Experiencing the Bamboo Culture

一等奖文章 First Prize Essay

COMPREHENSIVE REPORT ON CWAS CULTURAL EXPERIENCE

BY Bonney Belinda

INTRODUCTION

It has been a true say that, *"You gain more knowledge by travelling 100 steps than by reading 1000 pages".* Theoretical knowledge helps to acquaint the individual with guidelines, but this theoretical knowledge when gained in isolation of practical knowledge, renders the theoretical knowledge useless. Hence, practical knowledge can be said to be the best way of learning and understanding the theories. Educational tour gives us ideas, likewise opportunities to visit prestigious agencies that may help us visualize what we are learning at school. It was on this precedence that the School of Political Science and Public Administration (SPSPA) under the auspices of Prof. Zhao Shurong (Director, Centre for West African Studies (CWAS), UESTC), organized an educational tour (on the theme, Experiencing the Bamboo Culture) for the 2017 SPSPA international students to experience the Chinese Culture in a better way aside the tuition we had received in various courses in class. Apart from the 2017 SPSPA international students, other students and staff of the school joined in this trip to the Wangjianglou Park and the Blue Horse Art International on December 1, 2017. We gathered in front of the Students' Activity Center around 2:20 pm but the bus took off around 2:35 since some students arrived late.

LECTURES AT WANGJIANGLOU PARK

We arrived at the Wangjianglou Park by 3:30pm where we were welcomed by some men, I suppose to be staff there, who gave us a brief idea of the park. We then organized ourselves and snapped a group photo together with these staff. After the group photo, they ushered us into the park. A Chinese lady who is a staff of the

Wangjianglou park took us around to educate us on the park but because she was not fluent in the English language, there was a Chinese guy called **Rey**, who was provided by the school beforehand to interpret into English for us. Basically, in the park, the lady made mention she was going to take us through **three (3) different subjects of expositions**, namely, the bamboos in Chinese Culture, history of Xue Tao and the Wangjianglou Park Culture. Later from the park, we got into the bus and moved to the Blue Horse Art International where we learnt vital issues relating to the Blue horse Art Genre.

It's on the basis of my experience and what I learnt that I write this report to give a fair idea to even the person who may not have visited the park and/or the Blue Horse Art International and Culture.

1.0 The Bamboos in Chinese Culture

The lady-staff made us to understand that there are 300 different types of bamboos in the park on a 40-acre land and that the park has the most bamboos in the whole of China. She mentioned of the Guanyin bamboo which were seen on both sides at the entrance of the park. I learnt that 'Guanyin' means "it can bring prosperity to the population/people" and that was the name of one of the goddess in China. In ancient China, when people drew Guanyin's picture, they would draw this type of bamboos right beside her and so that's how come this type of bamboos came to be called Guanyin bamboo. She also made mention of the most giant type of bamboos and stressed those were now extinct but could only be found in the park. She also showed us the shortest bamboos in the park which she said by nature, cannot grow tall. These ones looked like grasses actually. She also showed us the man-made mountain located somewhere in the middle of the park. I learnt it was built in 1974 and the first ever in Chengdu.

2.0 History of Xue Tao

The lady-staff ushered us into the room that had the collections of Xue Tao. We were made to understand that Xue Tao is one of the famous and the **most outstanding female poets in the history of China**. Her hometown was Chang'an and she lived in Sichuan. She never married in her entire life but she had many secret admirers/lovers. She wrote five hundred (500) elegant and righteous poems but only 92 are available now. She loved bamboos and so planted different bamboos in different seasons. The lady made us aware that during the Tang Dynasty, females were not allowed to take part in politics. However, because Xue Tao was gifted, talented and intelligent, she was offered job by the local government during the Tang Dynasty, when she was just fifteen (15) years old. She served eleven (11) governors of Sichuan Province.

We were shown around to see some portraits, poems of her and other famous

poets and invention of her. There was one poem written by Yuan Zhen who we were told, was one of Xue Tao's secret admirers and that he wrote that poem specially to Xue Tao. One of the portraits showed Xue Tao in the middle with four (4) other famous male poets, during the Tang Dynasty, beside her. These men were; Niu Sengru, Yuan Zhen, Bai Juyi and Du Mu. We were directed to a painting she did at her early age and another portrait of her which showed the three (3) stages of her life. One thing that caught my eye was a special poem she wrote on a pink sheet/paper she invented/made. We were informed that she combined some flowers and leaves with water and she got the natural color of pink which she dyed the paper with. I was wondering how she could put paper in that liquid mixture and the paper did not tear but the lady cleared my doubt by saying that, during the Tang Dynasty, the papers were made from bamboos and so they had really rough texture. That explained how come Xue Tao could dye the paper with the pink natural color. We were then informed that, that colored paper was one of the innovations during the Tang Dynasty. It was surprising to get to know that nobody knew the actual image or look of Xue Tao after this long time and that the paintings are from people's imaginations and descriptions from works she left over. There was one special painting by Zhang Da Qian, who is known to be one of China's great painter. We were led outside the room of Xue Tao's collections to the compound.

The lady told us that Xue Tao's actual tomb was in Sichuan University but during the revolution about forty (40) years ago, the tomb was destroyed.

3.0 Wangjianglou Park Culture

The lady told us that the Wangjianglou park is built along the Jin river and that one can clearly see the river when he/she goes up the four-storey tower (thus, the pavilion). She also told us that the other name of Wangjianglou park is Chong Li ge.

She told us the building in the park were built three hundred (300) years ago during the Qing Dynasty. To satisfy my curiosity, I asked if those buildings have not been changed at all but she replied that there has since not been any change in the main structure but annual maintenance is done on them. At this juncture, Prof. Zhao Shurong proposed we snapped another group photo in front of the four-storey tower, which we had not yet been well introduced to. Her main reason for that proposal was due to the symbolic nature of that tower. However, we were yet to uncover that very symbolism it held in Chinese culture.

3.1 Prior to the building of the four-storey tower

The lady told us that before the construction of the current four-storey building/tower, there was a two-storey building where the second floor hosted that ancient god, Wang Shui Xin, which the people in those ancient times used to worship and pray to for success prior to examinations or job interviews. However, this

building was destroyed during the Ming Dynasty.   From what the lady told us, the impacts the people faced after the destruction of the building led to the city to be pitied in years after. For instance, no scholar ever came from Sichuan in all those years the building was ruined. This and other negative impacts which the city faced led to the rebuilding into the four-storey tower during the Qing Dynasty.

3.2 The four-storey tower (Pavilion)

The lady made us aware that this tower was built in 1886 during the Qing Dynasty for the purpose of enhancing the Han culture. Thus, to put the god back into the tower for the people to worship.   The rebuilding of this four-storey tower to replace the two-storey tower marked important achievements to the Sichuan people. For instance, six scholars emerged from Sichuan in that same year this tower was erected and in the following year, the number one scholar in the whole of China came from Sichuan. She informed us that it was one scholar called Ma Chang Qing who wrote a proposal to the central government at that time to rebuild the tower and the central government accepted the proposal. I learnt it took three (3) years to complete the tower and that it was the tallest building at that time with a measurement of 27.7m high. She said the materials used in the construction was purely wood and that there were no metals or any other kind of materials used. This tower has four (4) floors. The first and second floors were square in shape whereas the third and fourth floors were of octagon shape. Some of the students asked of the relevance of the different shapes and I was particularly amazed and enthused by the lady's answer to that. She said the tower follows/assumes the ancient Chinese saying that, "the skies should be like a round shape and the earth should be like a square shape". Hence, the first and second floors represent the earth whereas the third and fourth floors represent the skies. Also, she told us that the tower held a special and unique meaning to the people of ancient times, mainly due to the geographical location of the tower. In ancient times, it was known to be located at the center of the city and on the bank of the Jin river. This made it serve as an important landmark to people who were visiting Sichuan (even those coming to Sichuan for the first time would know they are almost in Sichuan once they see the tower from afar) and those who were going out of Sichuan.

3.2.1 First floor

She showed us the three (3) most famous and longest Dui lian ever in China. One student asked what Dui lian meant and she explained that it's a kind of style where people wrote on a very long paper or signboard. She indicated that the regular ones which were hanged in front of doors during new year celebrations, to bring prosperity and happiness to the people, usually had between ten (10) and fifteen (15) words but one of the three longest ones hanging in the first floor had two

hundred (200) words.

3.2.2 Second floor

This floor hosted one of the ancient gods, called Wang Shui Xin, in China. We realized there was two dui lians at the sides of the god but the one on the left side was blank. We asked why that one was blank and the lady explained that up till now, no one has been able to understand the old Chinese grammar and structure to be able to write in the current Chinese grammar and structure. I was particularly amazed how come there are vibrant Chinese scholars and yet no one has been able to write that. Furthermore, she told us that the people are still deeply attached to the ancient culture such that even till now, some mothers go there to pray to the god for success for their children so the latter could pass an examination or job interview and other occasions.

3.3 The Jin river

We were told it is the mother river of China. The lady explained that "Jin" is a kind of silk which was particularly produced in Chengdu-Sichuan area. I believe it was due to the vital contribution and importance of that silk to the life of these people that made them to name the river as "Jin river". Also, she made us know that in the ancient times, bridges and roads were not as convenient a means of transportation as compared to now except for rivers and so the Jin river served as the main means of transportation at that time. She showed us a hub that was located along the river. She explained that the hub served as entry and exit point for trade in Sichuan in those ancient times.

3.4 The Well of Xue Tao

There's a well in the Wangjianglou park that was built during the Ming Dynasty in memory of Xue Tao. This well is connected to the Jin river. We were informed that until the Qing Dynasty, the well was officially named as, "well of Xue Tao". Some of us asked the lady whether the well is still opened for public use but she replied that due to excessive pollution and other issues, the local government closed the well from public use.

That was the end of the Wangjianglou park experience as we made our way to the exit of the park and into the bus.

LECTURES AT BLUE HORSE ART INTERNATIONAL

At the entrance, we were warmly welcomed by the humble and hospitable staff of the organization where my colleagues and I got the opportunity to sign on the big board provided. Then we were directed into the conference room where we sat comfortably as were served with water by some staff of the Blue Horse. Mr. Wu Yinghong (the Founder of Blue Horse Art Genre) came in and welcomed us into the

organization and congratulated us for having spent some time learning at the Wangjianglou park prior to getting to his place. Just as what happened in the Wangjianglou Park, Rey was the one who interpreted everything Mr. Wu said in his lectures concerning the Blue Horse Art International.

In his lecture, Mr. Wu highlighted some key issues such as;

- China is yet to build another airport in Chengdu (Tianfu International Airport) for which Blue Horse is in charge of the design. The design was later displayed for us to have a view of the amazing airport underway

- Blue horse has established a center in UESTC which is named as Center for Blue Horse International Art Studies

- The goal of Blue Horse Art International is to build and achieve a beautiful China. Thus, to promote the Chinese culture. To achieve its goal, Blue Horse makes use of innovated culture

- The organization uses smart city to promote sustainable travel

- It has collaboration with other professional artists to help to achieve its goals

- Core members of blue Horse are;
  - Robert Blalack
  - Sebastian Carrillo
  - Françoise Icart

- One of its boastful member is a professional artist in U.S who designed the Sichuan Park

- The four (4) ancient civilization;
  - Ancient China
  - Ancient Egypt
  - Ancient Babylon
  - Ancient India

- Currently, it's only the ancient China that is held and still standing out of the four mentioned earlier.

- Reasons why ancient china is still held;
  - The others went through war which led to that great destruction
  - There's not been chaos in China due to keen protection by the dynasty at that time
    - For instance, some of these ancient stuffs are being preserved in some museums in China

- There's no direct impact of the ancient China civilization but the

people can imagine its impact from what was left behind

- The Tang Dynasty has been the most powerful dynasties ever in China for some vital reasons;
  - China was opened to trade at that time
  - Prime Minister at that time was a Japanese
- Bamboo has unique characteristics which include;
  - Hard to burn
  - Strong
- China has the most bamboos in the world
- Bamboo is likened to people's life due to its unique characteristics
- The four (4) ancient inventions and their contribution to the rest of the world;
  - Gun powder
    - Invented to use for fire crackers during celebrations (especially, new year festivals) in China
    - However, it was used for weapons in the Western countries

      This sped up the process of European destroying the rest of the countries.
  - Paper making
    - Known to be the best in all the inventions
    - Transformed the mode people used to write
  - Compass
    - Contributed to the world trade
    - Used by European navigators to find America
  - Printing
    - Sped up the spread of Chinese culture to the rest of the world

Mr. Wu Yinghong is the Founder of Blue Horse Art International. He was born in a grassland area therefore he constantly saw and enjoyed the green grasses and the blue sky/ocean. He was also a lover of horses. He named the organization, "Blue Horse" because he wanted to connect the blue ocean to the green grass.

TEA TIME

After the lecture, we had tea time where we were served with Chinese tea. I realized some of my classmates did not want to take the tea but I informed them of some of the health benefits of Chinese tea which made some of them to try the tea. We had the opportunity to snap pictures beside the emblem of the Blue Horse Art

International.

DINNER TIME

At around 5:40pm, we were called for dinner that was neatly served. We sat in groups of about 8-9 people around a table. That was an awesome time after receiving all those vital lectures at the Wangjianglou park and the Blue Horse Art International. As we ate, more and more dishes were brought in till we could eat no longer.

In the middle of the dinner, Mr. Wu and Prof. Zhao Shurong came to our table and the other tables to cheer us on our visit to his place. Later after they had gone back to their tables, myself and some other students also went to their tables to cheer them, especially, Mr. Wu for the wonderful work he's doing for China and also for having time to discuss some issues about Blue Horse to us.

At about 7:10 pm, we left into our bus to return to campus. Mr. Wu with some others, accompanied us to the bus where we expressed our final thanks and bade them bye. Some of us who sat at the window side waved them till the bus drove off and we could see them no longer. It was an amazing moment with Mr. Wu and his staff not forgetting Rey, the Englishman (laugh).

We safely arrived back to campus at the Student Activity Center around 8:40 pm. Then we all got off the bus as each person made his/her way to the respective dormitories to rest after a hard day's trip coupled with great experiences.

CONCLUSION

LESSONS LEARNT

From the great life and contribution of Xue Tao (who's long dead), and Mr. Wu, I have come to appreciate that there is nothing impossible in life. Hence, with hard work, discipline and determination, I can surely become what I envisage to be in future. I have to combine creativity and innovation to help solve some of the problems of my community so that I can be remembered for the positive impact. Thus, I have to strive to leave behind a good image and legacy to my community and country. I have also experienced some of China's rich culture which would have been difficult to understand if I should have read from printed and electronic media. It is indeed awesome to be in China and to experience the rich Chinese culture.

ACHIEVEMENTS

The purpose of embarking on the trip which was to experience the bamboo culture was greatly attained in addition to lessons from Blue Horse. Not only was the

purpose achieved, but also the organizers ensured we got back to campus within speculated time.

CHALLENGES

The major challenge I realized was with regards to the fact that those who gave us the lectures could not speak English. However, I believe that did not pose any much of trouble to us since the organizers of the trip had made provision of a person to interpret from Chinese to English for our easy and effective assumption of information relayed to us and also making it possible for us to ask questions which were rightly attended to.

APPRECIATION

On behalf of my colleagues and other students who joined in the trip, we wish to show our sincerest appreciation to Prof. Zhao Shurong (Director, CWAS, UESTC) for spearheading the organization of the trip and making it a reality. Also, we wish to thank the management of staff of SPSPA for their immense support for this trip. Moreover, we show our sincere appreciation to the lady-staff of the Wangjianglou Park and also Mr. Wu and his humble staff for their warmth reception and informative lectures. We cannot forget to mention Rey, the guy who acted as the interpreter in all situations. I call him the Englishman, he really did a marvelous work, great thanks to him as well. Lastly, thanks to all the students who participated in this trip and made it a wonderful one; they all comported themselves greatly throughout the trip.

LONG LIVE CHINA! LONG LIVE UESTC! LONG LIVE BLUE HORSE! LONG LIVE WANGJIANGLOU PARK AND CHINESE CULTURE!

I LOVE CHINA! I LOVE UESTC

PHOTO ALBUM

The entrance of Wangjianglou Park

The four-storey tower/pavilion

The Man-made Mountain

The statute of Xue Tao

Portrait of Xue Tao
by Zhang Da Qian

The stages of Xue Tao's life

The Well of Xue Tao