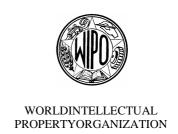
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FORUMON CREATIVITYANDINVEN TIONS -ABETTERFUTUREFOR HUMANITYINTHE21 ST CENTURY

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CONDITIONSFORSUCCESSFULECONOMICANDSOCIALUSEOF INVENTIONSANDINNOVATIONS

 $FINANCING DE VELOPMENTOFIN VENTIONS AND INNO VATIONS TO THE \\ PRODUCT AND THE MARKETSTAGE$

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Your Excellency, delegates and dear colleagues,

1. Allowmetotakeafewminutesofyourprecioustimetoconveymysincerethanksto theorganizersofthisforum, who have invited mymodest person to participate in this debate.

2. InAfrica,thewordsinnovationandinventionareverycommoninthelanguageofthe young. However, almost everyone is convinced that this is an area reserved "for the whites". Before going any further let ustry to find a definition on of certain keyterms, i.e. Invention and Innovation.

I. PREAMBLE

(a) Afewkeydefinitions

Invention

3. Itisgenerallyacceptedthataninventionisthediscoveryofamethod,formulaor technology.

Innovation

- 4. Theword innovationgives rise to agreat deal of misunderstanding. For some people, it signifies a technological discovery, while for other sit designates something which resembles the original big bang. It may be deduced that innovation covers a broader concep twhich is translated by a continuous improvement, where as invention is one of the forms which innovation may take.
- 5. InthelightofthisexplanationIproposetodealinthisaddress,essentiallywith innovationwhichisabroadertermcoveri ngthenotionofinvention.
 - (b) ThesituationinAfrica
- 6. Mybrief15yearsofexperiencedevotedtothepromotionofenterpriseandbusinessin Africa,hasshownmejusthowresistantweweretoinnovationinourroleasplayers.
- 7. Thisattitudeisallthemorerootedinpopularimages, sinceitisgenerally acceptedin Africathatin "business" successcomes more as are sult of brawn than of brain.
- 8. Factshavealsohelpedtostrengthenthisbackward -lookingview.Up tothe1970s,the vastmajorityofthemostreputablebusinessmenwereilliterateorhadamodestlevelofbasic education;itwaspreciselythosewhohadfailedintheirstudiesthatlaunchedthemselvesinto business.Researchlaboratoriesareeitherno n-existentorcompletelyrundown.Asregards thesmallnumberofresearchersresidingonAfricansoil,thesituationisallthemoreworrying as,inmostcases,theresearchersinquestionhavealreadyworkedinforeignlaboratories, whicharebetterequ ippedandhaveanappropriatelevelofrevenue.Theyaresopoorlypaid intheirowncountriesthattheyaresometimesreducedtobegging.
- 9. Whataparadoxforthiscontinentwhich, encouraged to do so by the BRETTON WOODS institutions, has ma dethe fight against poverty the top priority for the first decade of the third millennium. It hink it is difficult, if not impossible, to win the battle against extreme poverty without a minimum do se of invention and innovation in certain key sectors. This

preambleinvitesmetosuggestthatweshouldexaminetogethercertainkeypoints, as follows:

- theimportanceofinnovationinwealth -creationactivities;
- whyisAfricasofarbehind?
- reasonsforhope;
- conclusion: "thewaytoheavenisstrewnwithgo odintentions."

II. IMPORTANCEOFINNOVATIONINEMPLOYMENTCREATIONACTIVITIES

- (a) Innovation:akeytosustainingwealth -creationactivities
- 10. The process of innovational lows change to be anticipated, located and systematically exploited. We can therefore deduce that change is a breeding ground for innovation. Innovation cannot occur without reappraisal. Reappraisal is the raw material of change. Innovation is therefore the product of change.
- 11. The process of innovation may be divided into five distinct steps as shown by the figure below:

1	2	3	4	5
Reappraisal	Research	Assessment	Development	Exploitation

- 12. Theimplementation of this processina given enterprise allows output and productivity levels to be increased output and productivity is therefore a guarantee of the sustainability of modern enterprises.
 - (b) <u>Innovation:aresourcewhichallowstheshortcomingsanddeficienciesofnon</u> renewableresourcestobecompensated
- 13. Innovationi sundoubtedlytheproductofknowledge; theprosperityofnations, enterprises and individuals depends on their capacity to navigate the real msofknowledge. Power is therefore generated by the optimum management of knowledge and, above all, of know-how, i.e. the technical capacity for implementation. Furthermore, the more groups of individuals manage to form "intelligent communities" capable of initiative, imagination and rapid reaction, the more they are able to ensure their survival and evento assert hemselves in a very competitive environment, for example, Japan and Switzerland.
- 14. Our survival, our success and our ability to find a respectable place for our selves in the third millennium are dependent on the flexibility and validity of our production, processing and knowledge exchange networks.

III. WHYISAFRICAABSENTFROMTHEINNOVATIONSECTOR?

15. Thisquestionappearstomeofmajorimportance, when we consider that nowadays knowledge remains an inexhaustible source of we alther in practical terms, the importance of a country or a continent is also measured above all by the number of its inventions, for example the USA. The more capable you are of registering patents, the greatery our potential for we althoreation and the more you are able to develop your power in all areas. Several factors help to explain the profound slumber in which Africa finds itself.

- (a) Theeducational system inherited from colonization
- 16. Schoolswereintroducedinsub -SaharanAfricaatthe beginningofthenineteenth centurybythecolonialpowers. These powers introduced what is commonly called "the school of hostages", since it essentially recruited the sons of chiefs and other rulers. It was necessary to perpetuate educational domination and the deepest possible reflexes.
- 17. Theaimofschoolswasthereforetotransformthesonsofchiefsinparticularand Africansingeneralinto"littlewhitenegroes."Thisprocedurewasdesigned,intheshort term,toperpetuateitsdomin ationovertheblackrace.Inshort,itamountstoaneducation alientothementalityofthecolonizedperson,ignoringhisbasicneedsandcapableof "brainwashing"himinthetransitionfroma"savage"culturetooneof"civilization",theonly oneabl etoemancipatenegroesandraisethemtothelevelof"Men."

Twoaimswerethereforeassignedtothecolonialschool

- 18. Providingcountrieswithacolonial -typeadministration:thefunctionalityofthesystem wasbasedonthetrainingof"nat ive"subordinates.Itwasnotthereforeaquestionof educationforall:schoolswereselective,sincecolonizersneededalimitednumberof subordinates,asauxiliariestothecolonialadministrationforthepurposesofcarryingout simplerepetitivetas ksnotrequiringagreatdealofthought.Thisgaverisetoacertain ambiguityinrelationtoeducationpolicy.Selectionwasintendedtobepolitical(sonsof chiefsandotherimportantdignitaries)butalsoqualitative(selectingthebest),sinceitw as necessarytodemonstratethattheschoolofthe"whiteman"openedthedoortosocial success.Thesetwoimperativeswerenotobviouslycompatible.However,thistypeofschool hadadifferentaim: thecorrelationbetweentrainingandemployment .It wastherefore designedtotrainonlythesmallnumberthatcouldbeabsorbedbytheadministration.
- 19. Thiscolonialschoolproducedresultsthathadnotbeenanticipated. Theliteratepupils trainedinthismannerservedasinterpretersbetwe enthenative peoples and the colonial administration. The little "whitenegro" was therefore a ble to translate not only themes sage of the colonizer to the local population but also, using his mastery of local culture, explain to the colonizer the essent ial cultural elements of those that we recolonized. They becames oto speak "collaborators" and true "partners"; the aim was not only to form selectives chools but to make schools available to all the natives so as to form an indigenous so ciety familiar with the language of the West and its ideas, so as to achieve the closest possible links with its culture, philosophy and, in short, its modus operandiand modus vividness. The ultimate aim was, of course, to marginalize, if not to a bandon, the local cultures that we reincompatible with "the emancipation of the negroes."
- 20. Educationwasintendedtoallowacolonizedindividualtoassimilatetheprotectionof theeconomic,administrative,militaryandpoliticalinterestsofthecolonizer.Inthi svein,the teachingofthecolonizer'slanguagebecameaninstrumentforinculcatingwesternvalues, whichalonewereabletoreleasethe"littleAfricansavage"fromhisstateofcomplete ignorancesoastogivehimthestatusofanemancipatedsavageab letodistinguishdayfrom night.Thistrendintrainingwascommontoalleducationalactivities.Werecallnumerous occasionsonwhichwesang,recitedverseorread!

FRANCEISOURMOTHER LAND				
ItisFrancethatfeedsuswithpotatoesand				
macaroni.If warbreaksout, weare				
soldiers, Frenchsoldiers, ever courageous.				

ED ANCEICOLIDMOTHED I AND

OURANCESTORSTHEGA ULS broughtuscivilizationwhichwillrelease usfromoursavageryandbarbarity.

CAMEROON, CRADLEOF OURANCESTORS

Intimesgoneby, youlived as barbarians...
Like the sunbeginning to rise,
Little by little you are released from yours avagery.
(old version of the Cameroon national anthem)

21. Thiswillingnesstoassimilate"negroes"wasallthestrongersincemissionaryeducation wasdesignedfirstlytoresp ectso-calledvernacularlanguagesandtoworktosafeguardthe partoftheculturalheritagethatwascompatiblewithreligiouseducation. Thiswas, however, opposedbythecolonialadministrationwhichthreatenedmissionaryschoolswiththe withdrawalo fsubsidies. Thus, wewerethelastclassin 1953 to benefit from the teaching of the local language as partour training cycle.

Thepost -colonialschool

22. Aftertheperiodofindependenceinthe 1960s, almost all the independent Statestook stock and arrived at the same conclusion: colonials chools were places of a lie nation. The Swiss linguist, Ferdinand de Saussure (1857 - 1913) wrote: "as most of the French colonials said, if the natives are resistant to the benefits of the civilization with which we provide them, it is their prejudices which have not yet allowed them to understand the advantages which they might gain from it. They retain the seprejudices as a result of the relics of their former States, institutions and languages. Let use liminate the remains of a period that is now passed. If the reis now a yof changing the present generation, let used ucate future generations. Let us teach the children our language, let us in culcate in the mouri deas and France will so on have millions of , if not new citizens, at least faithful and grateful subjects."

Raisingawareness

- 23. ThispolicyofassimilationwasdenouncedacenturyagowithregardtoIndiaby Williams,anOxfordprofessor: "Ihaveencounteredfewtrulyeducatedmenbut havemet manysemi -educatedanduntrainedmen...theyabandontheirownlanguage,theirown literature,theirownreligion,theirownphilosophy,therulesoftheirowncastes,their customsenshrinedbycenturieswithout,however,becominggooddisciplesof oursciences, honestscepticsorsincerechristians."
- 24. The concern with restoring the dignity of Africansthere for enecessarily dictated a revision of the education system. True decolonization affirmed whole heartedly that the independent States would be political, economic and cultural. Thus, several legislative texts were drawn up.
- 25. ThelegislatorinMalistatedinrelationtothemotivesunderlyingthe1961Lawon EducationReform: "onaculturallevelourpasthasbeenjealou slyconcealedfromusorhas beentaughttousinacompletelydistortedmanner. Our heroesassumed the figures of executioners always ready to kill, pillage, betray and violate the agreements which they had signed without at hought, there is a kind of scorn which instills in usafeeling of self negation."

26. Individuals generally identify themselves with these heroes. If the heroes of a group are devalued, all them embers of the group are, including in their owneyes, also devalued. Moreover, legislators think that the devaluation of the cultural identity was intentional on the part of the colonizer: "our past was jealously concealed from us" and the "littles avage" has become the "great man of culture."

Educationreform

- 27. Having madecomparableassessments, all States undertook to revise the entire content and purpose of education. However, despite a precise assessment, the legislators actually made very few changes. There are several reasons for such an attitude, which belieco mmon sense.
- 28. Firstly,initstaskofreorganizingeducation,theMinistryofEducationwasassistedby thetechnicaladvisersmadeavailabletoitbythecolonizer,sincetheirofficialdutywasto assistthecolonizerandtheirunofficialdut ytodoeverythingpossibletomaintainthestatus quo.Subsequently,thetextbooksadaptedtothenewethicswereunsuitable,sincethe nationalshadneitherthetrainingnorthefinancialcapacitytodeveloptextbookswhich compliedwiththespiritoft hereform.TheStatewasobligedtoconformwithwhatexisted, withseriouslong -termeffects.
- 29. Finally,noStatehadavailableabodyofteachersabletoapplythereform. The financial means were insufficient and education was not the top priority.

Themythofqualifications

- 30. Schoolsnowadaysarenotaboutprovidinganeducation; they are designed to give qualifications. Teachers appear to be moving further and further away from their primary vocation, i.e. that of forming menandwomen who, without qualifications, must be able to play a useful role in society."
- 31. ThiscommentprovidesabetteranalysisofthestateoftraininginAfricaatthedawnof thethirdmillennium. Wemaystatethateducationin Africacontinuestobebasedonsystems and structures dating from the colonialera. Very few countries can boast of having made primary education available to all since independence.
- 32. Insecondaryeducation, the divide is even greater. UNES COstatistics show that less than 8 percent of children of secondary -school age have the possibility to attend such schools.
- 33. Asregardshighereducation,lessthan1percentoftheagegroupsconcernedhave accesstosucheducationand0.2pe rcentaregenerallysuccessfulinliteraryorlegal disciplines.
- 34. Thereisthereforenodoubtthatthekeyprinciplesoftrainingabletoguideustowards innovationmustbere -examinedasamatterofurgency.
- 35. Theeducationsyste mofthefuturemustallowusaccessnotonlytoscience, mathematicsandtechnology,butalsotoreconcileourselveswithourculture,oursenseof beingandourmodusvividness.

- (b) Internationalaid:apleasantsleepingpill
- 36. Letusnotb emistaken!Iamconvincedoftheunquestionablevalueoftheconceptof aid.Itexpresseshumansolidaritybeyondbordersandtheworldwideconcernwiththe creationofabetterlifeforthelessfortunatemassesindevelopedcountries;itprovides protectiongivenbythewealthiesttothoseindesperation.Itisalsoanolivebranchheldout ataparticulartimeinlifetoanindividual,acommunityandanation,releasingthemfroma hopelesssituationinordertoregainatasteforlifeandmakethei rdreamscometrue.Despite allthesevirtues,internationalaidforAfricansremainsaninstrumentofdepersonalization.
- 37. Thefirstinternationalaid,andalsothemostoftencitedbecauseitwasthemost successful,remainsthatknownasth eMarshallPlan(USA).Forseveralyears,itrepresented morethanhalfoftheresourcesofadvancedcountries.ItenabledWesternEuropetoraise itselffromtheashesoftheSecondWorldWar.
- 38. WhyhasinternationalaidforAfricanotprodu cedcomparableeffects? TheMarshallPlanwasoriginallymotivatedbythegenerosityoftheAmericanpeople.For severalyears,theUnitedStatesdevotedcloseto3percentofitsGNPtohelpingEurope, mostlyintheformofdonations.Afurtherorigina lmotivationshouldnot,however,be forgotten:itwasnecessarytohelpEuropetorebuilditselfsothatitwasstrongenoughto resisttheexpansionofcommunism.Adefensiveelementwasthereforeaddedtoa humanitarianoneaswellasasentimentalfac tor.Americawaspopulatedby,andretainsthe markof,immigrantpopulationsfromEuropescarcelymorethanthreecenturiespreviously.It mightthereforeappearnormalforthedescendantsoftheoldcontinenttohavethoughtof theircousinsintheold Europe,whoseeconomywasadrift.Finally,theMarshallPlanhadan economiccausedesignedtodemonstratethathighlyproductivemoderneconomiescouldnot disappear.
- 39. Eventhoughthesemotivationshavebeentransferredtothegeneralconce ptofaidfor Africa, suchaidhas been addressed to countries which, unlike those in Europe, were just emerging, without anything of what was necessary for the construction of a modern State. We should not therefore be surprised at the pit if ulresults ob tained when reconstruction and development, and emancipation and alienation were confused.
- 40. ThemajorconcernoftheformercolonialpowerswasnotthedevelopmentofAfrican countriesbutthepreservationoftheeconomic,politicalandcultur alrelationsalready established. When France and Belgiumse parated from their former colonies, abilateral aid system existed. Their familiarity with local conditions probably prevented them from having too many illusions.
- 41. Whenothernorth ernEuropeancountriessuchasSwedenarrivedontheAfricanstage, theinadequaciesofthesystemwerewellenoughknowntoencouragetheintroductionofa moresignificanthumanitarianinput.Thefactthatsuchcountriesdidnothaveintereststo preserveorthattheywerelessburdenedbyinternalproblemsprobablyfacilitatedthe adoptionofalessselfishattitude.
- 42. GermanyandJapanhavereappearedashighlyformidablepowers,andbothgive precedencetoeconomicandcommercialconsidera tions. Theobjectiveneedsofaidwere thereforetogivewaytothepolitical,economicandsubjectivedemandsofthemastersof supply.

- 43. Theconceptof"conditionalaid"hasbeenenshrinedinthisquestforself -interestby donorcountries. Thispracticebecamemorewidespreadduringthesecondhalfofthe twentiethcentury.Itplacedtheobligationonthecountryreceivingthisaid,intheformeither ofdonationsorofloanstospenditinthedonorcountriesandtopurchasethegoodsand servicesofthosecountries,oftenatabovemarketprices.Evenwhentryingtofindskilled workers, "beneficiary" countrieshadnochoicebuttoturntodonorcountries, evenifthelatter hadsuchworkersonlyeitheronthespotorinothercountries. Moreover, isnotconditional aidoftennomorethananexportsubsidyfordonorcountriespaidbythecountryreceivingit?
- 44. FromthepointofviewofAfricans,howmaythecostbemeasuredofwastageandill conceiveddecisions,resultingfr omfundedassistancefortheapplicationofinappropriate techniques,theproducteitherofthecrudetransferofwesternexperienceinacompletely differentsocialandeconomicenvironment,orsubsequentlyofinertia,incompetenceandthe rivalriesofth e"benefactor",orfinallyandquitesimplyofthechoicesmadeunderthe pressureofeconomicinterests.
- 45. Howisitpossibletodiscernthedegreeofcharlatanisminnumerousdraftstudy missionsorconsultants'reportsand, evenwhentheser eportsappeartobevalid, howmay the price to be paid be explained? Howmay the setasks be attributed to the credit of aid? May those done under the same conditions in western countries be considered a model? How is it possible to evaluate the proport ion of technical assistance which constituted pure and simple was tageresulting from a lack of follow -up, without which it was to be for eseen that the original configuration was meaningless?
- 46. Asregardsaidforeducation, who can distinguish between funding intended for the promotion of the culture of a donor country, the promotion of its own language and the funding actually assigned to the promotion of education in the receiving country?
- 47. Howisitpossibletodetermineinthese conditionstowhatextenteducationin metropolitanFrancehascontributedtotheprogressmadebyAfricansorrathertodetaching themfromtheirrootsandtoincreasingthedividebetweentheexpatriateintellectualeliteand themajority?
- 48. The divide in question is one of the acknowledged obstacles to authentic and wides pread development. This kind of education has nothing to do with the development of an ever more acute form of tribalism.
- 49. Partofagriculturalreformhasconti nuallybeenpostponedasaresultoffoodaidwhich, wheneverithasbeengranted,hasmanagedtoavoidafaminewhichisdangerousinpolitical termsbutwhich,ineconomicterms,couldhavebeenbeneficialinthatitmadeAfricans awareoftheneedtowo rkmuchmoreassiduouslyinordertoavoidtherecurrenceofasimilar disaster.
- 50. Providinganeconomicallybackwardcountrywithtelevisionprogramswhichofferall kindsofpastimestoaminorityofruralzonesortothewell to-dofringeof theurban populationisallyerywellandgood!
- 51. Howtodeterminetherealsourceofaidwhen,aspartofaprivatizationprograminour countries,allthepreviousstudiespresentthesameopinion,i.e.organizingtheenterprises concerneds othattheyaremoreattractivetointernationalinvestments,whereasnothingis donetogeneratethedevelopmentoflocalcapital?

- 52. Itisuselesstoincreasethelevelofquestioningsince, firstly, this would lead to exaggerate the assumption that there was one participant detrimental to the others; secondly, it would be likely to minimize the impact of the African lack of concern, due in most cases to in experience, laziness, lack of perseverance, pride, personality and courage.
 - (c) Work:a divinecurseinAfrica

Workandpoverty

- 53. Whatperceptionofworkexists?Beforedealingwiththisquestion,Iwouldliketo proposethisdefinition: workisthebodyoftheeffortsmadebyhumanbeingstoidentifyand transformacommodity,andtogenerateandprotectwealth.
- 54. For Africans, work is not an end but a mean sand, moreover, an unpleasant necessity. Work is therefore a chore which must be disposed of a squickly as possible.
- 55. TobethesonofBillGate s,ofBolloré,ofanationalPresidentorofVictorFotsoand yettoworkisincomprehensible.
- 56. According to tradition, workwas reserved for slaves and second -class citizens. That is why, in West Cameroon for example, as far backas the 1940 sandeven 1950s, achief's son did not go to school, apart from in the regions of Bandjounand Bafou. A free and respectable mandoes not work. He fights wars, which are an oble under taking. Or din ary manual labor is, however, the work of slaves. In the 1970s and perhaps still to day many A frican manual workers, after they have received their wages, disappear until they have spent them.
- 57. Inthe 1980 sin Cameroon, we saw two queues format the end of each month when public servants received their wages from the Treasury: one of men waiting to receive their payand the second one of their spouses waiting for their share to cover the house keeping. According to a legend, men from the South, who live by the ocean, go fishing each morning to catch two fish. They sellone of them so that they can buy salt and other condiments necessary for cooking, and keep the other one to eat.
- 58. TheonlyworkthatAfricansrelishdoingisfarming.Alandownerknowsthatthemore hegrows, themo rehewillharvestandbeabletofeedhisfamily; evenifsometimes part of the cropisgive nupto the marabout. Otherwise, the obligation to work is not perceived to be an ecessity. It is more a case of a social obligation arising from contact with we stern civilization, since work had to be done if taxes were to be paid, children were to be sent to school, and all sorts of social and domestic expenses were to be met.

WesternizationandpovertyinAfrica

- 59. Caughtbetweentwocivilizations ,anAfricanisasortofhalf -caste,aheirofthe ancestralculture,butalsothebearerofEuropeanculture,neithercompletelyAfrican,nor trulyEuropean.AnAfricanmust,however,establishhisownsocietyifheistohaveachance ofemergingoned ayfromastateofunder -development.
- 60. TheBrazzavilleAgreements(whichintroducedtheforty -hourweekinFrench -speaking Africain1957),thewesternindustrialrevolutionandtheworkers'revolutionledbyMarxand LeninhaveplacedAfrican sinanicheoffunctionalspecializationandlaziness.

- The West also taught Africanst or epeat the same tasks by following blindly the 61. standardizedprocedures; they had no right to change anything at all. Qualifications held by Africanswer erecognizedonlyiftheyprovedthemselvesabletorepeatwhattheywereforced todowithoutmakinganymistakes. Anykindofchange, even an innovative one, was a seriouserrorworthyofdismissal.Furthermore,theirIQ(IntelligenceQuotient),which was toolowinrelationtothatoftheirwesterncolleagues, didnotallow them to think. In order to keeptheirjobs, they must learn to repeat and to repeat well. Thus, they would be sure of climbingthehierarchicalladderasfarastheywereableand ofmeetingwhatIhavereferred toelsewhereas"thechallengeofexisting". This manner of existing enabled the Westto implementitsplanof "blackening" themanagerial ranks in the process of Africanization. Africanscouldthereforecherishtheillus ionofbeingamultinationalenterprisedirectoror simplyaheadofState.
- 62. Historyisteemingwithexamplesofcountriesthathavebecomerichthroughhardwork butthereisn'tasinglenationthathasbecomerichwithoutworking. The Unite dStateshas developedthroughtheexploitationofslaveswhohadtoworkwithoutafixedtimetableora pre-establishedbreak, as wellasthroughtheuntiring efforts of its sons and daughters for years onend. Europereached its level of development only through the labors of its sons. In the eighteen than deven at the beginning of the nine teen the century, the average working week was 108 hours. Today, South Korea and Japanarek nown for their economic dynamism even though they have virtually nomining resources. If they have developed, it is through human effortal one.
- 63. Thereisnodoubtthatman's greatest wealth lies in the product of his work. If its value is to be come just a simportant, it must be the subject of a consensus defended and put into practice by all so cial players.
- 64. Inotherwords,inAfricaalargepartofthecontinentisaleisureparkbutworkthereis suppressedbythelawintermsofanarbitraryandincoherentrestrictionofworkingtime. Moreover,ago odworkerisillperceivedinsocialterms:eitherheismadorhewantsto "showoff"!
- 65. SincewealthisagiftfromheavenwhichGodplacesinthehandsofoneofthechosen fewtoachieveequitabledistribution,theonlypossiblecriterion isthatof"eachaccordingto hisowndegreeoflaziness."
- 66. Inthefinal analysis, if Africais to emerge one day and become arich continent, it must rethink its method of working and of transforming its environment, so as to promote creation and development of a permanent we althin the form of knowledge.
- 67. Inshort,researchmustbepromoted.Inordertostimulatescientificandtechnical research, which alone allows significant growth in the inexhaust ible we althouther country represented by knowledge, exceptional levels of intelligence must be discovered. In an atmosphere of intellectual competition, young peoplere ceive encouragement which stays with them for life and makes them demanding towards them selves and towards their artners. This generates teams pirit which gives participants aboost and enables bold research to be under taken and agood rhythm to be established in the creation of patents. This momentum is generated only in an environment where criticism and contradictions prevail, raised to the level of the norm, and where only logical and thorough reasoning guides action. Moreover, Africas pends all its time destroying its intellectual potential, either through its own lack of concernor as a result of intolerance or of the implementation of in appropriate policies.

(d) Lackofself -confidence

- 68. "Ifwedonotdostupidthingsfromtimetotime, we would not do anything intelligent."
- 69. Racialprejudicehelpstoexplainthelossofself -confidencewhichinhibitsalarge numberofAfricans.Suchprejudiceistheresultofaseriesofpublications,ofwaysof presentingthings,doing,sayingandseeing,whichtransformanAfricanintoanimperfectand incompletebeing,whomitisthedutyofthwhitestoraiseaspartoftheircivilization mission.Theimaginationofwhitesinrelationtoblacksisbasedonnumerousarchetypal representationsfoundedonbiblicalmyths,medievallegendsandthefirstaccountsof sixteenthcenturyexplorers.
- 70. TheOldTestamentandawholerangeofChristianimageryhavemadeblackthecolor ofsinandbaseness.InGenesis,thecurseofHam,sonofNoah,markshisso -calledcolored descendentswiththesealofinfamy.Inchurches,thedevilispaint edinblackandtheangels inwhiteinecclesiasticalpractice,andblackisthesymbolofimpurityanddeath,despitethe oldmultiplicationof"blackvirgins"fromSpaintoPoland.
- 71. The same is true of publicands ecular life; the Chanson de Roland (Song of Roland) shows Charlemagne's army attacking Ethiopian soldiers from a cursed race, who are blacker than ink. Johnny Halliday seems to have been inspired by this, as he sings "Black is black, there's no hop."
- 72. InmedievalEurop e,theybegantoclaimthatBlacksatehumanflesh,thattheywereof lowintelligenceandhardlyunderstoodanything. Theblackcontinentknewneitherfaithnor law,inhabitedasitwasbybeingsclosertoanimalsthantheyweretohumans.
- 73. Inthecenturyofenlightenment,theslavetraders,tojustifytheircrimesfocussedonthe incompletenessoftheblackman,since"Blacksarelazyandlax,butslaverywillgivethema tasteforwork,abstinence,dignityandwillpromoteourmissionofci vilization."Eventhe philosophersoftheeighteenthcenturygavecredittotheideaofthe"bigchild"whomitwas necessarytointroducetocivilization. Theuniversaldictionaryoftrade,whilerecognizing thatit"isdifficulttoprovidecomplete justificationforthetradeinnegroes",pointsoutthat slaveryhasthemeritofeducatingthemandintroducingthemtoChristianity.
- 74. WiththeconquestofAfrica,thenineteenthcenturyemphasizedtheviolent,crueland brutalnatureofthe peoplesthatresisted"civilization."Itwasnecessarytojustifythe behaviorofthemissionariesandtosupportthe"civilizationmission."Inpublications(books, newspapers,travelers'talesandsoon),Africansaredescribedassanguine,barbaric,pr imitive andcannibalistic.ReferenceismadetothesavageryoftheAfricankingdoms.
- 75. Therewasalsoascientificdiscourseonthe "primitive" which replaced the (good) "savage" and introduced the concept of ethnology. The work of Lucien Lé vy-Bruhlon the primitive mentality (1922) echoes the observations of Freud, in particular in Totemand Taboo (1912), on the similarity in the thought processes of the primitive, the child and the neurotic.

th

76. Schoolbooksatthecloseofthe19t hcentury,andevenatthebeginningofthe20 century,quiteinnocentlypresentedthewhiteraceasbeingthemostperfectisatthesame timeasthemannerinwhichtheblackracewasdescribedwastantamounttodenyingthem

humanity. The same was the case in the literature of that time. A missionary published an ethnographical handbook bearing the title "The Savages of Africa."

- 77. Atthebeginningofthelastcentury,apartfromthestereotypeswhichdescendedinpart fromtheprimevaln ight,theblacksofAfricawerealtogetherunknowntotheFrench.Itwas notuntiltheFirstWorldWar,duringwhichthe"blackforce"wasused,thattheFrenchmet upwiththem.TheinvolvementofSenegaleseriflemenduringtheconflictandthentheir stationinginFrancebetweenthewarsledtoadegreeofcontactwithFranceitself.Without disappearingaltogether,thestereotypeofthe"primitive"manwasreplacedbythatofthe "goodnigger",gentle,friendly,naïveand"amusing".
- 78. Abo okpublishedin1920reflectsthosechanges: "StrangersinmyCountry". The author, LucieCousturier, aladyofbourgeoissociety, recounts the way in which herneighbors "welcomed" the Senegalese troops: "We shall no longer be able to let our daughters walkout amongst these savages. We shall not even dare to goout our selves to cut the grassor collect wood. Just imagine! If we were captured by the segorillas! "The terms used by the segood ladies reflected the state of mind of the Frenchatt hattime: savagery, monstrous sexuality, animality.
- 79. Justascertain19 thcenturyabolitionists,the"indigenophiles"(LucieCousturierwasan archetypalexample)feltthatanAfricanwasnota"savage"althoughhewasnotaltogethera responsible man:hethereforeremaineda"bigchild",anincompleteman,thathadtobe accompaniedtowardstheadulthoodofcivilization.
- 80. Betweenthewars, the African was indeed personified as the "Y'abon" negroof the Banania advertising. In every day life, he was the riflemant hat could be seen in the vicinity of his barracks or again the page in a luxury hotel, "the exotic spice of a society that was just a little bored." All the seclichés were further accompanied by a "negrofashion" that represented both the bestand the worst.

Culturalabandon

- 81. The complex concept of culture gives rise to a debate in which two sides are opposed. The one restricts its definition to the symbolic dimensions, whereas the other extends it to the way of life of a people. I prefer this broad notion of culture. It herefore define culture as the wholese to fvalues, beliefs, customs, standards and life style of a people at a given time.
- 82. Familiarizedwithwesterncustoms, Africanshavebeenob ligedtoabandon, toacertain degree, theirownculture, todenytheirorigins, toreject the basis of their being in order to appear as "whites" without their skin and "blacks" without their soul. However permit meto traceback the foundations of amos trich culture bearing within its elfare alpotential for development that is self sustained, but which has been abandoned in favor of a culture that is hardly assimmilated by Africans.
- 83. Africansaretraditionallyrootedintheirruralcommu nity. Thebasic community, the village, has two essential futures. Firstly, membership of a group implies a high degree of solidarity between all members of the group and the difficulty of surviving if excluded from the group. Secondly, Africansociety is a highly hierarchized, vertical society, where elements such as a gean dittles of notability are essential in order to determine the place of each person. Thus, the individual finds his place in a society in which the intensity of the

feelingofbelong ingtothegroupandtheweightofthehierarchyconsiderablyoutweigh horizontalsolidarityandanyindividualisttemptation.

- 84. Thegroupsareintenselycompetitivebutcomprisesolidaritywiththeirmembers. They readilyacceptapluralityo fideas, but without admitting any breach of respect for the hierarchy. They also have other characteristics: the priority given to the interests of the group in the event of a conflict between the group and the interests of an individual. The objective istoreach a consensus based on harmony and peace. An individual must make sacrifices for the good of the group. Decisions are generally taken unanimously.
- 85. Exclusionism, i.e. the distinction made between members and non-difference in the treatment of each category.
- 86. Thishierarchicalconceptofsocietyhasconsequencesthatstronglyinfluencethe functioningofthegroupandthebehaviourofeachindividual. Withinagivengroup, anyone who, forexample, was unawareoftherespective positions of people would be able neither to speak, nortosit, nortoeat. Thus, highly subtle distinctions of expression are made to take into account the social relationship between the speaker and the person he is speakingt o. The formulation and the tone must be appropriate to a superior person (elder, father, mother, notable, king), to an equal ortoan inferior. Behaviour and language are closely linked. Compared with western languages and customs, this constitutes a fundamental difference which, in myhumble opinion, constitutes the richness of African culture.
- 87. Theabandonofthisrichnessgoessomewaytoexplainingourinabilitytobe responsibleforourselvesandtoensureourwelfare."Nothingcostsm orethantodisdain one'sorigins''saidappropriatelyRégisDebray.

Lackofatasteforrisk

- 88. Thespiritofchallengeandthetemptationtodotheimpossibleconstitute,tomywayof thinking,thebestweaponstovanquishthefearofnotdoin gwell,offailing,ofdying,etc., andtorecoverself -confidence.Inmyyouth,Iwasafraidofnothing.Unawareofdanger,I tookallimaginablerisks.Ilovedadventure.TodayIthinkthatthatwasattributabletothe factthatIhadnopast.Icou ldbutlooktowardsthefuture.Ihadnothing,noanguish,since beingfulloflifeIwasnotconditionedtokeepingastatusquo.
- 89. Today,youthiseducated,bythewillofthecolonizer,toliveincomfort,abundance, underthewell -wishing conductofawhiteadvisor. Thisbearerofamissioninstilsinyouth aneducationoffear. Youcannotgoonstrikebecausesoldiersanduncaringpoliticianscould givetheordertoopenfireonyou. Youdonothavetherighttocomplainaboutthe medioracyofyourteacherandofhiscoursesinceyoucouldbeexpelled. Whatisimportant isnotyourtraining,butyourdiploma. Evenifyouknownothing, whatcountsinlifeisthe abilitytosubmityourselftotheadviceofatechnicaladvisorputatyou rdisposalgratuitously bytheprotectingpower. Eversince colonization, our education has been based on false concepts. As ellerofeggs is not provocative, it is said, since her unstherisk of having his eggs broken. Butthatist of orgetthat, even if you do not attack, the enemy may attack you and the result will be the same, whereas by attacking him you may prevent any new aggression. It is to forget that the capacity for innovation, and the refore of change, may enable you to produce greater quan tities and qualities of eggs.

- 90. Theeducationofthewarrior, received by our parents, is forbidden, with but a few exceptions. However, it is that education that gave the capability of facing challenges, that forged their character and their will, which gave the menthus is a mand the will to work.
- 91. Hereagain, the recordisbitter. Inmost African companies we find young people, men and women who are satisfied. After having reached a higher level, they no longer study and are interested only in improving their individual standard of living. Having caught the "satisfaction syndrome", they fight to maintain what they have acquired. They hold them selves to "have made it" and sometimes are content to do their work correctly, to behav according to the wishes of the colonizer and to take it easy as far as possible. They are rarely conscious of the fact that they are exiling themselves in complacent and sterile self satisfaction.

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92. However,theyshouldnotbetemptedtosay "that'sit,I'vemadeit!".Themostcritical timeisthetimeatwhichyouthinkyouhavereachedyourobjective.Onceyouhavereached onobjective,youshouldsetyourselfafurtherone,asfarawayaspossibleinordernottoend upinsterileself -satisfaction.Youshouldneverforgetthat,althoughitisdifficulttoreachthe top,itismucheasiertofallfromit.

IV. REASONSTOHOPE

- 93. ThepictureIhavepaintedheremaymakeyouthinkthatAfricaislostorthatitisgoing down aculdesac.However,thatisfarfromthetruth.Theaimofmypaperistosoundthe alarm,toattempttosetinmotioninAfricansthe"endofrecreation"syndrome.
- 94. Afewisolated, but so lidelements permit metoen visage the future with some optimism. These are to be found in the African potential that is appearing on the horizon, around OAPI, around the action of Governments and of African enterprises.
 - (a) The existing potential
- 95. Thispotentialistobefoundbothatah umanlevelbutalsoatboththelevelofnatural resourcesandatthatofenterprises.

Atthelevelofhumanresources

- 96. ThenumberofAfricanengineersworkinginwesternlaboratoriesandinlarge multinationalfirmsamountstohundredsofth ousands. Thesemen, sometimes bearing a certaingenius, constitute a future potential reserve in the field of scientificand technical research in order to develop African resources.
- 97. Increasingly, Africanssendtheir childrentofinishtheir training at the most famous westernuniversities: Polytechnique (France), Harvard, MIT, Princeton (USA), and in the great German, English and Japanese universities. This phenomenon has the aim of remedying the fataleffects of the degradation in the edu cational system in Africa.
- 98. Finally,theawarenessreachedbyGovernments,lawmakersandAfricanpeoplesthatits educationalsystemcanatbestleadtostagnationandatworsetoregression. This explains the proliferation of general assemble ies of education in numerous African States the selast five years in order to rethink the educational system. The ultimate a imbeing to improve the system for acquiring knowledge which is the mother of innovation.

99. Researchersandmenofacti onlivinginAfrica,despitefairlymodestmeans,succeedin filingwithOAPIandotherintellectualprotectioninstitutesthroughouttheworldanumberof patents. Thenumberisverysmall,forexample,accordingtoareportdrawnupbytheWorld Bank,a lltheAfricancountriestogetherfileeachyearonlyhalfasmanypatentsas Switzerland. Nevertheless, theeffortsexist, and they are quite perceptible.

Atthelevelofenterprises

100. Theimportanceofthenumberofpeoplewhotodayorient themselvestowards enterprise,inparticular,andinAfrica,ingeneral,permitsustothinkthatatasteforriskis beginningtoarisequitenaturally. Thesefewobservationspermitustoclaimthathopeis dawning. However, it is difficult in Africat omeet the head of an enterprise capable of explaining how the processes tablished was conceived and implemented. The process that he hashimself conceived, or together with his team, has generally been implemented intuitively; no formulation having been rationally carried out. This means that the ability to innovate is associated with a whole hoard of non relevant phenomena. All this is a consequence of a certain number of obstacles within the enterprise itself that lead to the inhibition, or even suffocation, of aspirit of innovation.

101. Letmegiveafewexamplesinthiscontext:

- "wearelivinginaworldinwhicheverythinghasalreadybeeninvited;"
- "youhavenothingelsetodo; allthatyouareaskedtodoistocorrectly applythat which exists;"
- "innovationisnolongerpossible, at least notaty our level."
- 102. Weareinafieldofgenericproducts(productforwhichthepatentsarealreadyinthe publicdomain).
- 103. Unfortunately, there is not one single field fevery day products in an enterprise, there always exists a means of distinguishing them. The fact of regarding the product as being or dinary within an enterprise stems, in myopinion, from the simple will of the enterprise concerned. For example, what is more or dinary than water, the mother of all basic commodities! Nevertheless, the French avemastered the marketing of this natural element under several trademarks, such as Vittel, Evian and Perrier. They have done so with so much success that they have attracted the attention of innovators. Thus, the firm Nordichas been created and has added various fruit flavors: strawberry, rasp berry and lemon. And then we have Clearly Canadian, with fruit flavors and bubbles to produce a fruit flavored spark water. Finally, a further enterprise has decided to add teat othem ix ture thus giving Snapple.

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- 104. Wearetalkingofenterprisesofsmallsize. Wewouldneverhavehadthemeansofthe largeenterprisestodevotetoresearch. Innovationresearch isoutofourreach. Letus prepare ourselvestocopy what has already been done, what has fallen into the public domain.
- 105. Youareborninventive. This is a quality that we do not have. That is a great in surmountable obstacletoinn ovation. You will a greewith methat it is wrong to be lieve that there exist only a small number of privileged persons who are borninventors whereas the mass of other persons do not have such a quality.

- 106. Webelievethattheabilitytoinnova tewithinagivenentitydependsonthemanagement systemratherthanonapersonalcharacteristics.
- 107. Forexample:withinourbankinCameroon,theCCEIBank,wehaveestablisheda researchprizeawardedtothebestofficialwhohascontribut edsignificantaddedvaluetoour products. Thus, for someten years already, wehaveremained leaders in respect of the creation of new products on the banking marketin central Africa, simply on account of the stimulated in genuity of our officials.
- 108. Afurtherexampleprovesthatinventivebehaviordependsonaprocessandnotona characteristic.IfwelookatChinaandHongKong,wemayaskhowitisthatfor40yearsthe HongKongChinesehavebeensoinnovativewhereasduringthesamepe riodtheopposite phenomenonmaybeobservedwiththeircousinsinthePeople'sRepublic?Afterall,they havethesamegenes.Whatisthereforesodifferent?Inmyopinion,itistheeconomicand socialsystem.WhereastheeconomicsystemofHongKong hasstimulatedtheblossomingof innovation,theeconomicandpoliticalsystemofcontinentalChinahassuffocatedit.An additionalproof,evenmorerecent,supportsthisobservation.EversincethePeople's Republicbegansomeyearsagoareformofit seconomicandsocialsystem,innovationhas beguntoappearthroughoutthecontinent.
- 109. Itistheorganizationalprocessestablishedbythemanagementofanenterprisethat leadstoanenvironmentconducivetoinnovationandtothecreationof newproducts.
- 110. Thesecretsofsuccessofsuchanorganizationmayberesumedinthefollowingsix points:
 - recognizeandaccepttherighttomakeamistake;
 - cultivateatasteforrisk;
 - developapassionforchange;
 - cultivateelitismandpromo tionofmerit;
 - apermanentsearchforequity;
 - developaspiritofcollaborationandcommoneffortstowardssuccess.

Atthelevelofnaturalresources

- 111. The soil and the earth of Africa are not sufficiently explored, fields of exploration remain very big both as regards a griculture as also the soil and the earth.
- 112. Facedwiththatpotential, Africanshavenothoned their spirit of curiosity as regards the role and nature of things surrounding them. In brief, scientific spirit and the espirit of research have not been truly developed into day's Africa, why is that? Because African slong refused them selves the right to mistakes.
- 113. The right to a mistake is a fundamental right for any researcher or, I might say, for any human being who wishest oprogress.
- 114. Themostrecentscientific magazine that I have read concerning the success of surgery reveals that the most decisive factor, by far, for the success of a surgical intervention is the volume of operations that the surgeon carries out day to day in his hospital.

- 115. Thatsamemagazinealsopointsoutthatitisparticularlyintimeofwarthatsurgery advancesthemost. Thatiscertainlyatragicrevelation, butasweallknow, duringwars surgeonshav elittletimetolose. Theymusttaketheriskandtheymustdosorapidly. Time playsagainst them, is that therefore their motto?
- 116. Surgerythereforerequiresamultiplicityofattempts, even with the risk of errors, in orderforit to be a little better each time than it was previously.
- 117. MymeetingswithanumberofresearchersandmenofactioninAfricahaveenabledme toobservethegrowingawarenessofthevalueofamistakeasanecessaryfactororlearning forthedevelop mentofresearch.
- 118. In 1989, I was fortunate en oughtovisit a craftwe apons manufacturing unit in the Republic of South Africathat was producing automatic arms.
- 119. Ihadthepleasantsurprisetonotethateachmodelbeganwiththe productionofa prototype.Inthatenterprise,asinthelargewesternenterprises,theconstructionofa prototypeisamatterofculture,ofstrategy,ofknow -how.WhenIreturnedtherein1998,it hadbecomeaseriouscompetitorforwesternunitsint hetradeinarms,withstate -of-the-art weaponsatverycompetitiveprices.
- 120. InanenterpriseinCameroonwhichmanufacturesthe"magiccube",Ihadthepleasant surpriseofreadingonthepostersonthewall:
 - iftwoofyourmenthinkthesam ething,sackoneofthem;
 - whatdoyouthinkistheuseofduplicates?JERRYKRAUSE;
 - · congratulationstothosewhodonotagreewithus.
- 121. Thatrequestrevealsanemergingscientificspiritthatfeedsourhopes.

ACTIONOFOAPI(AFRICANINTELLE CTUALPROPERTYORGANIZATION)

- 122. Thisbody, who semaint ask is the protection of the intellectual works of Africansor of those living in Africa, has added one very important mission: the promotion of the creation of intellectual works.
- 123. Thishastwoaspects:
 - thepromotionofresearch;
 - thedevelopmentofpatents.
- 124. This promotion action is reflected at practical level by subsidies afforded to researchers who submit relevant research projects.
- 125. The development of products of research which is currently being setup, with the assistance of the CCEIBank, in Cameroon may be reflected in the creation of a risk capital fund, by promotion and by the popularization of patents.

Developmentofinternationalcommunica tion

- 126. Inthedevelopmentofcommunication, the factor that removes a major handic apfor African researchers is Internet.
- 127. Thistoolgivesaccesstoamassofinformationhithertoinaccessibleduetothecostsof obtainingaccess.
- 128. Yourcomputerscreenwillpermityoutoaccedetoamaximumofinformation availableinthemostimportantfields, and that will enable any researchertoavoid reinventing awheel that turns, to expedite the progress of his research, to have all information on sources of finance available in a given field of research, to make contact intentionally with other researchers in his field throughout the whole world in order to disseminate the results of his research, in order to have the benefit of the criticism of other researchers and practitioners in volved.
 - (b) Financingofinnovation
- 129. Inreality,theproblemofthefinancingofinnovationisaboveallboundupwiththe informationalconstraintsthatputabrakeonthecontribution of external capital and therefore lead to a situation in which then ecessary funds for financing research and the product of research in Africa become arraity.
- 130. Happilytoday,timidsolutionsareemerginghereandtheretoeasethehighlyneg ative effectsofsuchalack.Onemayrefer,inthemain,to:
 - riskcapitalfunds;
 - assistancefromtheinternationalcommunity;
 - effortsmadebytheAfricanGovernments.

CapitalriskfundsareanopportunityforAfrica

- 131. Thisproblemisoneof majorimportancesinceinAfricathegreatmajorityof enterprisesareofasmallsize, with the exception of the subsidiaries and multinationals; however, such enterprises have frequently important and recurrent financial needs, whether to finance plant, to face up to research and development investment, etc. The offer of funding by the bankers is not only illadapted but also very expensive.
- 132. Illadaptedbecausethebanksmostlyoffershort -termresourceswhereasthenatureof theinvestme ntsrequirelong -termresources.
- 133. Veryexpensivebecausethebankshaveatendencytoapplyhigherratesofinterest thantheydotothelargesizeenterprisesinordertocovertheadditionalriskengenderedby thesituationofasmallenterp rise.Guaranteesarefrequentlytwotothreetimeshigherthan theamountofthecreditsought,andthatisoutofthereachofthesmallandmedium -sized enterprises.
- 134. Thisattitudemaybeexplainedinpartbythegreaterriskoffailuredur ingtheresearch, developmentandstart -upphaseduetoorganizationalobstaclesandtothedifficultyinfinding qualifiedstaffwishingtoreturntoworkinAfrica.

- 135. Asregardsthemachineryforfinancingbymeansofriskcapital,theacquis itionof outsidecapitalinordertofinanceaninnovativeprojectrequiresthattheproceduresbe definedtopermitthosegivingthecapitaltocontrolthedevelopmentoftheenterpriseand limittheimpactofanyconflictsofinterest.
- 136. Today,itisgenerallyacceptedthatriskcapitalconstitutesthemainsourceofcapital foryounginnovatingenterprisesthroughouttheworld.
- 137. Africa's opportunity comes from the initiatives now taken on the African continent by the international financing company (subsidiary of the World Bank) which has been injecting funds into African regions for the last eight years. In addition to the seinitiatives, there are those of the Africant rading banks, among stwhich we must mention the CCEIB ank group in Africa, which currently supports the activities of WIPO in that direction. We can also find in various western countries such as the USA and the Netherlands in itiatives for funds to be invested in Africa.

Offeroffundingbytheinternationalcomm unity

138. Besidesprivatefunding, the international community, both at multilateral and bilateral level, offers considerable resources for financing research in Africa. These funds are either sent to the institute, or directly to the researcher s. However, the problem that arises is that of the proper use of the funds and the achievement of aims.

<u>TheeffortsmadebytheAfricanGovernments</u>

- 139. The fact that the great majority of African countries possess a Ministry of Scientific Research gives an idea of the awareness gained of the importance of innovations in the development and growth of an ation. Additionally, are port by the World Bank, published in 1999 stresses and welcomes the growth of the budgets devoted to scientificand technical research in the great majority of the most advanced African countries since 1994.
- 140. These rather encouraging signs enable the future to be envisaged with a little more optimism.

CONCLUSION

- 141. Takingrisksdoesnotguarantee success.Ontheotherhand,ifyourefusetotakerisks, Icanassureyouwithouttheshadowofadoubtthatyouwillnevergetanywhere."Madmen" oftenmakeafoolofthemselves,andevendosohabitually.Theyareneverthelessbehindall thegreatsuc cessstoriestheworldhaseverknown.
- 142. Wemaynotethatself -satisfactionisapreludetofailure;satisfactionandmediocrity aretheenemiesofprogress,whereasself -confidencefeedsthechallengeandthefinalaim mustbestakedoutatt hesummitinordertocontinuewithsufficiency.

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