

**THE AFRICAN PEER REVIEW MECHANISM (APRM) AND THE AFRICAN
UNION (AU): THE CASE FOR LEADERSHIP AND GOVERNANCE
PERSPECTIVES IN AFRICAN PUBLIC SERVICES**

by

WILSON MOKETE MAKGALANCHECHE

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University of Pretoria

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South Africa

Supervisor: Professor Dr. Jerry O. Kuye

Director: School of Public Management and Administration

UNIVERSITY OF PRETORIA

PRETORIA

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DECLARATION

I *Wilson Mokete Makgalancheche* hereby declare that the thesis for the *PhD in Public Affairs* degree at the University of Pretoria, hereby submitted by me has not previously been submitted for a qualification at this University or any other University. I further declare that this research is original and that I have designed and executed this work. All reference material contained herein has been duly acknowledged.

.....
WM MAKGALANCHECHE

DATE:

DEDICATION

To my mother (boMma), uncles, brothers, sisters, family, late father and late grandmother who taught me perseverance and humbleness in life.

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First of all, I want to thank the Almighty God for giving me good health and wisdom to start and complete the PhD programme. It was through the trinity of the Almighty God that I had to pursue this research, through His grace, His mercy and His love.

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ACRONYMS AND ABBREVIATIONS

ADB – African Development Bank

ADF – African Development Forum

AEC – African Economic Community

ANC – African National Congress

APRM – African Peer Review Mechanism

CET – Common External Tariff

COMESA – Common Market for Eastern and Southern Africa

CSOs – Civil Society Organisation

DRC – Democratic Republic of Congo

ECNA – Economic Community of North Africa

ECOMOG – ECOWAS Monitoring Group

ECOSOC – Economic and Social Council

ECOSOCC – Economic, Social and Cultural Council

ECOWAS – Economic Community of West African States

EU - European Union

FAO – Food and Agricultural Organisation

G-8 – Group of Eight

HSGIC – Heads of State and Governments Implementation Committee

IMF – International Monetary Fund

LDCs – Least Developed Countries

LPA – Lagos Plan of Action

MDGs – Millenium Development Goals

NAM – Non-Aligned Movement

NEPAD – New Partnership for Africa's Development

NGOs – Non-Governmental Organisations

OAU – Organisation of African Unity

ODA – Overseas Development Aid

PAP – Pan-African Parliament
PMAD – Protocol on Mutual Assistance and Defense
PPP – Public-Private Partnership
PSV – Public Sector Value
PTA – Preferential Trade Area
RECs – Regional Economic Communities
RISDP – Regional Indicative Strategic Development Plan
SACU – Southern African Customs Union
SADC – Southern African Development Community
SADCC – Southern African Development Coordination Conference
SAP – Structural Adjustment Programmes
SIPO – Strategic Indicative Plan of the Organ
SSA – Sub-Saharan Africa
UN – United Nations
UNECA – United Nations Economic Commission of Africa
UNPAAERD – United Nations Programme of Action for African Economic Recovery and Development
US – United States
WACB – West African Central Bank
WAMI – West African Monetary Institute
WAMZ – West African Monetary Zone
WTO – World Trade Organisation

ABSTRACT

The research investigate the African Peer Review Mechanism (APRM) from a leadership and governance perspective in the African public services. The research was initiated with a historiography to map out efforts that were made to unify the continent against slavery and colonialism, which were primary factors responsible for Africa's underdevelopment and poverty. National, regional and sub regional organisations have been formed to forge collective action against colonisation and the marginalisation of the continent. Each of the organisations, indicating their achievements and challenges has been discussed in this research. The research has revealed that there was a common denominator in most organisations, which revolved around creating a better continent for the African people and to restore their dignity as a people.

The need for unity in Africa has received more attention, especially when Organisation of African Unity (OAU) was transformed into the African Union (AU), which focuses on development, democratic rule and good governance to tackle poverty, marginalisation and underdevelopment in the continent. What is evident in this research is the fact that African leaders are now seeking African solutions to the problems that have plagued the continent for decades. African leaders recognise that transplanted policies and initiatives are responsible for Africa's dependency syndrome and marginalisation in the development process. The research has pointed out that Africans should lead the process of African development because they are the custodians of the needs of their citizens.

In order to satisfy and provide essential services and goods to their citizens African leaders should exercise effective and responsible leadership, and good governance principles in order to implement policies that would create a better life for all on the continent. In order to ensure that African public services implement appropriate policies, a monitoring mechanism has been instituted, the African Peer Review Mechanism (APRM) through which countries are evaluated and assessed on compliance with good

governance and development objectives to provide essential goods and services to the African people. The New Economic Partnership for Africa's Development (NEPAD) as the vehicle of the AU has set out development objectives and priorities, which should be implemented by national, regional, and sub-regional organisations, therefore countries would be monitored to ensure that they comply with the aims and mandate of the AU. Effective leadership and good governance would ensure cost effective delivery of services and the provision of goods by public services.

African leaders want to create genuine partnership with their citizens and international communities to ensure that poverty is eradicated and the needs of Africans are satisfied. Africa requires strong and effective leaders who identify and work for their people at all costs through proper utilisation and management of public resources for the benefit of all. Recommendations have been made for consideration by African leaders in their endeavour to create a better life for the African people based on effective leadership, the rule of law and good governance. Africans know what is best for them and therefore they should engage in collective action to achieve the African Development Goals.