CHAPTER 2: RESEARCH METHODOLOGY

2.1.   INTRODUCTION

The strategy of enquiry comprises the skills, assumptions and practices that are used by the researcher, especially when a research moves from a paradigm and a research design to the collection of empirical materials. Research strategies are imperative because they connect the researcher to particular approaches and tools of data collection and the analysis thereof. This chapter will discuss the different research methodologies that are available to a researcher; the quantitative and qualitative research methods. The various research strategies of the qualitative methodology will be analysed. It is in this chapter again, where the preferred research strategy will be indicated and discussed, which is the qualitative research strategy and a case study in particular, although this would not be an exclusive research strategy. Research strategies locate the paradigm in specific empirical sites and in particular methodological practices, such as making a case an object of study. For example, the case study relies on interviewing, observing and document analysis (Denzin and Lincoln, 1998:xv).

Each research strategy is connected to a complex array of literature with each one of which has its own history, own identity and own characteristics with regard to its history, its exemplary works and its set of preferred ways of putting the strategy in motion. Denzin and Lincoln (1998:xv) state that each research strategy has its own set of problems, which involve the positivist, post-positivist and post modern legacies. This chapter would also indicate the statement of the problem, which is the basis of this study. The significance or the importance of this study would also be indicated in this chapter. A research project needs to be undertaken within a given period and specific time frames and within properly delimited areas, in order to be focused. The limitations of this study will be provided in this chapter. This chapter would not be complete without an analysis of the organisation of the study. The next section would look into the various types of research approach.

2.2.   TYPES OF RESEARCH APPROACHES

There is a whole range of research methods that are available to researchers and they range from empirical research to a pure literature studies. Research strategies link the researcher to specific approaches and methods of gathering and analysing empirical materials. It is during the research process that the researcher will create a research strategy best suited to his/her research. The researcher may even design his/her research project around the research strategy that he/she has selected (Creswell: 1998:15). One has to choose an appropriate research method/strategy and technique that would be suited for data collection and the analysis in social science research. A distinction could be made between quantitative and qualitative research in social sciences. Quantitative research strategy deals with numerical data whilst qualitative research strategy deals with non-numerical data (Babbie, 1999:36). Qualitative research strategy is also referred to as phenomenological research strategy whilst quantitative research strategy is also referred to as positivistic research strategy (Hussey, 1997:55). The two research methods/ strategies may be used in one research project because quantitative research methods might be used to yield qualitative results and quantitative data might be produced from a study that is based on a qualitative research method (Neuman, 1997:14).

A major difference between the qualitative and the quantitative research processes is based on the use of the literature to frame the problem, before, during and after data collection activities of the research process (Neuman, 1974: 14). However, what remains in both situations is that the collected data should be analysed to solve a research problem. Many qualitative researchers rely on literature to help them frame the phenomenon or the object of the study, such as the African Peer Review Mechanism (APRM), the Organisation of African Unity (OAU), the African Union (AU), the New Partnership for Africa's Development (NEPAD), leadership and governance in order to ensure that there is socio-economic development and the eradication of poverty within the African continent. The research on this study will rely on available literature to analyse the prevailing conditions in African public services in an attempt to answer questions that are related to the research question of this study. The next sub-sections would briefly explain the quantitative and the qualitative research methods.

2.2.1. Quantitative Research Strategy

Quantitative research relies on positivistic approach to science, which is used in natural science fields of study, such as botany, zoology, physics and chemistry. This assumption suggests that the study of human behaviour should be conducted in a similar way as in natural sciences. The positivists believe in the laws, which they contend provides the basis for an explanation, permitting the explanation of phenomena, predicting the occurrence of phenomena and allowing them to be controlled. During the process of explaining a phenomenon, a way will be found to establish a causal relationship, which exists between variables in a study. Causal laws would be linked to deductive or integrative theory (Hussey, 1997:52).

A quantitative researcher will most likely use quantitative data such as charts, tables and graphs. Such diagrammatic presentations would enable others to see evidence gathered by the researcher. Readers will be able to make deductions out of the presented diagrammatic works. Quantitative research depends mostly on assumptions from qualitative research methods to science. Quantitative research applies logical reasoning to ensure that there is precision, objectivity and rigour, which are necessary to replace intuition and experience as the means of investigating research problems in real life settings (Hussey, 1997:52).

This study will adopt a qualitative research approach but quantitative aspects will be used in order to arrive at a scientific and a logical conclusion of the research project. Surveys will be developed and they would be used to achieve quantitative results. Quantitative analyses would be handled and discussed in a qualitative manner, to prove that even if qualitative research method is used in a research study, quantitative analyses may not be totally ignored (Fouché, 2002:271). Most of the material for the purpose of this study will be collected from government and official publications and reports contained in official publications and/or articles. Monographs, which contain policy implementation matters, would be amongst sources to be used for information in this study. A survey will furthermore, be conducted to interact with relevant officials in the NEPAD Secretariat and the APRM Committee in Midrand, South Africa and officials within the Department

of Foreign Affairs of the Republic of South Africa. The following sub-section will discuss the qualitative research strategy.

2.2.2. Qualitative Research Strategy

Researchers use the qualitative research strategy to build a complex, holistic picture, analyses words, report on detailed views of informants or people interacted with, and it conducts the study in a natural setting in order to arrive at scientific conclusions (Creswell, 1998:15). Qualitative research is an enquiry process of understanding, which is based on distinct methodological traditions that explore a social or human problem. This research strategy of enquiry will be appropriate for an investigation of the causes of underdevelopment and poverty within and in the African countries and also to assist in an endeavour to devise strategies and means to eradicate poverty and create a better life for all the African peoples.

The methodology for qualitative research differs from quantitative research because many qualitative research designs, the overall research process is predictable since it follows a particular pattern, which is in a way the same as that of the quantitative research. The main distinction between the qualitative and quantitative research processes revolves around the use of literature to help frame the problem at all levels of data collection. However, qualitative research relies on literature to assist in framing the phenomenon to be studied, such as governance and leadership perspectives in policy implementation within African public services with an attempt on the eradication of poverty and the creation of a better life for all African peoples.

2.2.2.1.   The Qualitative Research Process

Creswell (1998:15-18) has identified a number of steps that are key to the qualitative research process. The process starts with the search and the identification of a research topic. The selection of a research topic would be based on the established framework, which will be facilitated by literature review. This means that the review of relevant literature will enable the researcher to establish an appropriate framework, which would guide the researcher towards a focused area of research. Literature reviews involve the

collection and the analysis of data. Once a framework has been established, the purpose of research would be indicated, including the problem statement. The following step would be to plan the research by selecting the research site, population identification and sampling. It is during the planning phase that one has to determine how entrance into the field of research would be gained, how data will be collected, analysed and reported. It will be during the literature review phase that data will be collected and analysed accordingly. It is important to understand the qualitative research process because it provides a clear sequence of events, which need to be followed to successfully complete a qualitative research project. The following sub-section will focus on the traditional qualitative research designs, biography, phenomenology, grounded theory, ethnography, and historical and case study.

2.2.2.2.   Qualitative Research Designs

Qualitative research requires the use of a wide range of interrelated methods to arrive at the appropriate conclusions and findings. The use of a variety of methods or triangulation in qualitative research is indicative of the researcher's quest to get an in-depth understanding of the research problem. The choice of the strategies of enquiry used by the qualitative researcher depends on other components or parts of the research project, such as the nature of the research question, the purpose of the study and the skills and resources at the disposal of the researcher (Fouché, 2002:272).

2.2.2.2.1.   The historical design

A research on African issues will basically indicate the importance of the historical paradigms. Denzin and Lincoln (1998:xiv) argue that social phenomena should be studied in their historical context. This process involves the use of research tools such as documents and written documents of the past. Such historical documents would include but not exhaustive, the following documents, diaries, letters, newspapers, agreements and treaties and cultural articles. Historical documents are important because history is always the story of the lived experience. According to Denzin and Lincoln (1998:xiv) written history on the one hand reflects and on the other hand creates relations of power, which means that today's struggles are about how the past shall be known. The call by

African leaders to free Africa from the shackles of colonialism was based on the mandate of European powers during the Berlin Conference when they agreed to share African countries amongst themselves whereby reducing them to dependent entities. This means that this will determine how the past will be constituted in the present. This research project means that the historical design is imperative because in the first chapter of this study a historiography was made of the continental organisations that were formed to eradicate poverty and underdevelopment on the African continent and within African countries and their peoples. The historical design is appropriate in order to understand the historical context of the causes of the quagmire that plague the African continent, despite decolonisation and political independence from colonial rule. It is worth noting that a qualitative researcher who chooses this type of research design must know that every historical method by implication means a different way of telling stories.

2.2.2.2.2.   The biographical design

According to Fouché (2002:272) biography indicates the broad genre of biographical writing. It is used to report on and to document an individual's life and experiences as told to the researcher or as it might be found in documents or archival materials. The strategy is aimed at constructing the history of a life. The methods of data collection in this strategy are primarily interviews and documents and the product of research is a picture of an individual's life (Creswell, 1998:51). This strategy involves the collection of extensive data from and about the subject of the biography, to have a clear understanding of historical contextual material. The researcher must have a keen eye to determine the particular stories or angles that work in writing a biography. The researcher must bring himself/herself into the narrative report and acknowledge his/her standpoint (Smith, 1998:186-188 and Fouché, 1998:273).

The biographical design centres on a person or persons' life, especially the reasons behind one becoming a leader or why the person or persons made certain choices in life. This design gathers information through oral history or life history of particular individuals or persons. Participants sampled for this design will be selected on the basis of the position and status they have in the communities within which they live. Data may

be gathered through interviews and/or archival means. It must be stressed that people that would be selected to provide such information must be carefully considered so that they can provide valid and useful information. It is recommended that where interviews are used to gather information, they should be open ended. Gathered information would be analysed and presented in a chronological manner in order to follow a sequential pattern that would make sense to readers of such research projects.

2.2.2.2.3.   The grounded theory design

According to Locke (2001:123) the theory is created based on observation than on deduction, even though this is not exclusive. In this design, the researcher generates an abstract analytical scheme of a phenomenon whereby he/she explains action, interaction or the process. Grounded theory design is discovered, developed and verified through data collection. The analysis of such data will be done in relation to the identified phenomenon, which relates to a particular situation. The theory focuses on plausible relationships amongst concepts and a set of concepts. This type of research design is a general methodology for developing theory that is grounded in data systematically gathered and analysed. This type of design is often referred to as the constant comparative method and it involves generating theory and doing social research which form the two sides of the same coin or the same process (Strauss and Corbin, 1988:160).

According to Creswell (1998:56) the researcher develops the theory, which is articulated through narrative statements. At times a visual picture is presented together with proposition statements or hypotheses. The participants in this process are selected from a population that had experienced the phenomenon under study, comprising people that have in-depth knowledge and valid description of the theory. The researcher that selects this research design looks for causal conditions, intervening conditions and the consequences. The information gathered might be further validated through reviews, which are done by participants to provide a clear understanding of the circumstances under which the theory is true or untrue.

2.2.2.2.4.   The ethnographic design

An ethnographic design takes an anthropological approach to research because it centres on cultural or the social aspects that are related to the phenomenon, whereby the researcher examines learnt behaviours, customs or ways of life. The process of data gathering or collection involves a prolonged observation of the focus group. The design is characterised by the researcher's involvement in the day-to-day lives of the people under review. The researcher is expected to study the meanings of behaviour, language and the interactions of the culture-sharing group. At times data is gathered through fieldwork by taking notes whilst interacting with participants in the field. The researcher is expected to produce an extensive description of what he/she has experienced during data collection. Atkinson and Hammersely (1998:110) state that ethnographical research design has a substantial number of features such as an emphasis on exploring the nature of a particular social phenomenon rather than setting out to test hypotheses about them. An ethnographic design has a tendency of working with unstructured data, investigation of a small number of cases, the analysis of data that involves explicit interpretation of the meanings and functions of human actions.

Ethnography and participant observation have been claimed to present a unique humanistic and interpretative approach as opposed to the supposedly "scientific" and "positivistic" positions. All social research is a form of participant observation because one cannot study the social world without being part thereof (Atkinson and Hammersely, 1998:111). The researcher choosing this type of a research design must possess the following attributes to undertake the ethnographical research successfully, sacrifice, personal involvement and commitment, ability to withstand hardships and discomfort, as well as responsive conflict resolution skills and the courage to handle dangerous and hazardous situations (Fouché, 2002:275 and Holstein and Gubrium, 1998:142).

2.2.2.2.5.   The phenomenological design

This research design is commonly used to understand and interpret the meaning that subjects give to their everyday lives. The phenomenological study describes the meaning of a phenomenon, a topic or a concept has for various individuals. The product of the

research is a description of the essence of the experience being studied. Fouché (2002:273) has identified two prerequisites for a study based on this design to succeed. First, the researcher will enter the subject "life world" or life setting. Second, the researcher places himself/herself in the shoes of the subject through naturalistic methods of study, analysis of the conservations and the interaction researchers have with their subjects.

Tools that are available to a researcher using this type of a research design include participant observation and long interviews with up to 10 people or interviewees (Fouché, 2002: 273). The design needs a selection of people that have experienced the particular phenomenon under review. Gathered data will be systematically arranged according to themes and general descriptions of experiences and would be analysed within a specific context. This method is concerned with the experimental underpinnings of knowledge whereby consciousness actively constitutes the object of experience. The world of social reality would not be replaced by a fictional non-existing world constructed by the scientific observer. Schutz and Luckman's (1974:3) social phenomenology aim for a social science that would interact, interpret and explain human action and thought through descriptions of the fundamental structures of the reality which seems self-evident to men who remain within the natural attitude. The interpretive enterprise focuses on daily subjective meaning and experience is aimed at explicating how objects and experience are meaningfully constituted and communicated in a day-to-day world of life (Holstein and Gubrium, 1998:140).

Phenomenology is the study of essences or a systematic attempt to uncover and describe the structures and the internal meanings of lived experiences. In studying the phenomenon of leadership and governance, this form of study does not ask how leaders lead or how governance is exercised but it is concerned with the nature or essence of the experience of leading or the experience of governance principles and values.

2.2.2.2.6.   The case study design

A case study is an explanation of a bounded system characterised by time and place or a case, including multiple cases, over time through detailed, in-depth data collection, which involves multiple sources of information rich in context of the setting. The sources of information include interviews and reviews of reports, documents or social artifacts. In case study design, depending on the nature of the "case" both quantitative and qualitative data may be used to provide a rich description of the setting. The individual cases are described to address the purpose of the study. Data is reported by providing an in-depth description, which gives the reader a rich narrative of the case.

Case study research design provides information on topics such as the nature of the case, its historical background and its relation to the contexts and other cases (Flick, 1992: 198). A case study is not a methodological choice but it is a choice of the object to be studied (Stake, 1998:86). This means that the researcher chooses to study the case. The themes of the research are often issues that are matters for study regarding the specific case. Researchers teach what they learnt and it is from case reports that researchers learn both the prepositional and the experiential knowledge (Stake, 1998:94 and Fouché, 2002:275). Case study   researchers pass along to readers some of their personal meanings of events and relationships. The case researcher must provide reasons for validating both the observation and generalisation. Triangulation has been considered as a process of using multiple perceptions to clarify meaning and the verification of the repeatability of an observation or interpretation. Triangulation serves to clarify meaning by identifying different ways phenomena are seen (Stake, 1998:97 and Flick, 1992:198).

When researchers report cases they do so as cases that will be compared with others. Most naturalistic, ethnographic and phenomenological research concentrate on describing the present case in details and the reader makes a good comparison. Comparison is a powerful conceptual mechanism, which fixes attention upon the few attributes being compared and obscuring other knowledge about the case. Case study often deals with matters of public interest and they are valuable in refining theory and complexities for further investigation. Case study also helps to establish the limits of generalisability. A

case may be simple or complex. For example, a case may be a condition in a specific African country or a number of African countries within the African continent. The degree of poverty and underdevelopment differ from country to country but the general conditions in Africa are summed up as chaotic with little development for the continent.

It is clear from the discussion of the various research designs that the researcher has to select an appropriate design or a combination of research designs that are suited to the topic to be investigated. The following section would look at the more expedient research approach for this research topic, "The APRM and the AU: The case for leadership and governance perspectives in African public services."

2.3.   THE SELECTED RESEARCH APPROACH

A qualitative research strategy or approach is the most expedient approach in this study, especially the case study method of research because the study deals with new policy matters aimed at finding alternative solutions to African problems through leadership and governance perspectives in African Public Services. The study will look at three case studies with successful cooperation and integration to ensure that peers learn out of the peer reviews that will be conducted. The qualitative research approach is chosen because it will enable the researcher to think historically and structurally. Chapter 1 (*supra*) dealt with the historiography of African organisations that have been established since in the early 1960s, especially after independence, to unite the African countries and their peoples to tackle poverty and underdevelopment in the continent. It is important to indicate that whenever a specific investigation is planned and carried out, there are two issues that must be confronted with immediate effect. The two issues are research design and the choice of a strategy of enquiry. These two issues revolve around various related questions that need to be addressed in a research project. The research design places the researcher or the investigator in the empirical world. The issue of design attempts to answer four basic questions in research, namely how will the design connect to the paradigm being used? Who or what will be studied? This involves cases or instances of social processes, the formation of regional and sub-regional organisations in an attempt to unite African countries and to tackle socio-economic underdevelopment and poverty as a

united continent. The third question is on how will empirical materials be informed by and how it would interact with the paradigm question? What strategies of enquiry would be used and what methods of research tools would be used for data collection and the analysis of empirical materials (Denzin and Lincoln, 1998:xii-xii).

A case study research approach would be employed to test the research question in this study because of the nature of the data, in addition to the ability of this approach to explore a wider range of variables that affect leadership and governance principles in African public services. The case study would include the various regional economic communities of Africa, which will be discussed in chapter 3 (*infra*). The case study method will be used in conjunction with other qualitative strategies such as the historical and the phenomenological designs. Some case studies are qualitative whilst some are quantitative studies. In this study/ research the dominant strategy would be case study, whereby the qualitative enquiry dominates, displaying a strong naturalistic, holistic, cultural and phenomenological interest, which are significant. A qualitative research has been selected because the qualitative researcher remains open to the unexpected and he/she is willing to change direction or focus of a research project. This does not necessarily mean that the intended research project in this study will be changed but this is an indication that the research strategy is flexible. It is not uncommon to find qualitative researchers abandoning the research question in the middle of the research process. Qualitative researchers build theory by making comparisons. This research strategy emphasises the importance of the social context in order to understand the situation within which African countries and their peoples find themselves (Fouché, 2002:271). The research strategy is appropriate because the study started well in chapter one by mapping out the historical background of the continental efforts to establish a united states of Africa to achieve economic integration and cooperation modeled on the European Union. Even if the qualitative research strategy has been selected as the expedient strategy, quantitative aspects will be used to arrive at appropriate conclusion for the study.

The qualitative research strategy will best answer the question that has been formulated for this study. This is plan or a blueprint of how the researcher intends conducting research. The following section would look into the statement of the problem of this study.

2.4.   STATEMENT OF THE PROBLEM

Underdevelopment and poverty in the African continent has received both local and international attention since the past decades, especially in the post independence period. The attention was heightened by the international communities who realised that world development would be incomplete without African development. This view was accelerated by globalisation and the call for African renaissance, coupled with the call for regional integration and cooperation to enhance socio-economic development in the African continent, to ensure that the African continent becomes an active player in world affairs (Sefara, 2005: 8). It is important to note that a seasoned researcher should be able to postulate a research problem. According to Landman (1980:42), a researcher who does not formulate a research problem clearly would be said to be suffer from blindness or myopia. The research problem in this study has been formulated according to Africa's need for the eradication of poverty and underdevelopment to create a better life for all, through the implementation of appropriate public policies (De Jager, Coetzee and Bischoff, 1983:24).

Problem setting and formulation require the exact formulation of questions that need answers, which would be arrived at through investigation. Research questions guide and encourage the researcher to find solutions and to uncover the truth or reality of the phenomenon or a case under discussion. Research is basically conducted to resolve identified problems which point out that African countries need to sharpen their leadership and governance capabilities in order to deal with poverty eradication and underdevelopment, which have been caused by the inability of African public services to implement of appropriate policies. The crux of the problem in this research is to investigate: " **the extent to which African leaders can provide African alternative solutions to African problems to address the issue of effective policy implementation**

in the African Public Services, using the African Peer Review Mechanism (APRM) and sharing best practices learnt from the three African Regional Economic Communities." The study will attempt to analyse the role that would be played by national, regional and sub regional organisations and the African peoples with the assistance of their partners to implement policies that would push back the frontiers of poverty in the continent, through effective leadership and good governance principles.

Problems that are in need of solutions or that elicits curiosity are relevant and interesting to both the reader and the researcher, this is true to those problems that are researchable and suited to a particular setting such as the African problems which have attracted tremendous attention from the international communities and agencies. The main challenge facing African leaders is to create a united continent in order to tackle underdevelopment and poverty collectively. African leaders are appealing to the African nations to integrate in the fight against poverty and to unite in order to provide a means to access foreign markets and enhanced development. Integration is an indispensable strategy of survival and development. African leaders have come to realise that African countries and their peoples need to pay more attention on strengthening regional integration and meaningful participation in the global economy (African Business, 2004:8). The problem that faces African leaders is the integration of the African continent to create a better life for all its citizens to dismantle artificial boundaries that were created for the convenient perpetration of colonialism.

How will African leaders impress upon their fellow Africans about their determination to seize the continent and chart their own destinies without dependency, either on colonial powers or on a host of developed countries and the multilateral agencies? (Versi, 2004:11). How can African leaders realise that their governments and leadership would be judged on their ability to deliver better standards of living for their peoples? The main research problem of this study is to look into the current problems and strategies that were initiated to provide solutions towards poverty eradication and socio-economic development. Solutions need to be found to deal with the aftermath of colonialism and imperialism, which left Africa desperately poor, illiterate and disorganised. Most of the

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strategies that were initiated after independence did not work neither did they matter about African development because it was always maintained that the rest of the world knew better what was needed by Africa.

The question that needs to be answered in this thesis is to scientifically indicate to what extent can African leadership address the issue of effective policy implementation within the African public services (Versi, 2004: 11). How can effective leadership and good governance implement regional economic imperatives to ensure economic integration and cooperation within the African continent? The mere implementation of changes in policies will not necessarily remove underdevelopment and poverty in Africa, hence the need to form a coherent African Economic Community to ensure that developmental matters become a continental issue instead of being tackled by individual countries. Most of African countries lack capacity and resources, such as lack of education, lack of access to information, missing markets, disproportionate patterns of asset ownership and infrastructure development, which are preconditions for integration and cooperation (Delgado, 1999:165-189).

The setting of the African problem is rooted in a long history of colonialism and imperialism, which marginalised the Africans and compromised human development within the continent. To date the world is still divided into the developed and the developing countries. Despite Africa's wealth in natural resources, it is the poorest region of all world regions. The question remains as to how leadership and governance can manage the process of underdevelopment and poverty in order to create a better life for all African peoples or how can leadership contribute to the poverty alleviation and development? There is a realisation that effective leadership and good governance are prerequisites for economic growth and sustainable development and they have prompted African leaders to move closer to one another in order to tackle continental problems as a unified force. How then would African leaders ensure that there is economic integration and cooperation amongst African countries? The formation of the continental initiatives is aimed at total integration of African countries and their peoples to assist one another to meet the needs of their citizens. The plight of the African continent and its people has

persisted for far too long, hence the call to give more attention to Africa's socio-economic conditions by Africans themselves and other agencies that are concerned about Africa's problems.

How would the AU, NEPAD and the APRM assist African leaders and their governments to embrace good governance and effective leadership, which are essential for successful policy implementation? Is there any causal relationship between policy implementation and effective service delivery in the public service? Despite the emergence of democratic rule in most African states, Africa has not yet succeeded in pushing back the frontiers of poverty and creates a better life for all (Langdon and Mytelka, 1979: 140). This research would look into the contribution made by continental organisations, specifically formed to complement one another with a view of jointly tackling Africa's problems, to the benefit of all African countries and their peoples.

2.5.   SIGNIFICANCE OF THE STUDY

This research is significant because it should make a difference and should be aimed at contributing or expanding the body of knowledge in the study field of effective policy implementation in African public services. According to Huysamen (1994:188) a doctoral research is required to represent the product of a thorough investigation into a researchable problem within recognised approaches within a given field of study. This research is undertaken to represent a meaningful contribution to the discipline of Public Administration, specifically to the study field of leadership and governance. The results of this study would contribute to an enhanced understanding of issues of development and to provide guidelines on African democratic issues and policy implementation in the context of the African environment. Research should basically be undertaken to provide answers and solutions to questions and concerns in the field of study. In an endeavour to provide answers to questions, this research would be making a meaningful contribution to the body of knowledge in this subject of study (Mutharika, 1995: 38). It is through this research project that attention would be attracted to viewpoints that are related to the research topic.

The significance of this study is not only limited to the fact that it investigates current issues and current topics, its importance also stems from the realisation that Africa's problems affect the rest of world countries and world economic blocks. In the global village the international communities could no longer ignore Africa's underdevelopment and the socio-economic crises. World stability and sustainable development could not become a reality when Africa is still marginalised and plagued by problems. The study is significant because it would analyse economic integration and cooperation in order to ensure that business transactions are effective and profitable when they are handled from a regional or sub-regional perspectives.

Partnership with other countries and the multilateral organisations would facilitate integration and cooperation to ensure that resources are pooled to tackle problems that prevail in the continent. The study is significant because it would also analyse the achievements made by the regional communities to the benefit of their communities. An analysis of existing economic communities provides a framework for the establishment of the African Economic Community on a continental level, for all the five African regions.

The study would attempt to provide African solutions to African problems, which have plagued African countries for decades, especially during this globalising era. The research study would attempt to provide "home-grown" alternatives to Africa's problems, to ensure that Africa can be in charge of its destiny. The study would highlight effective leadership and good governance principles, which are regarded as prerequisites for economic growth and development. The study would analyse how policy implementation could be undertaken to eradicate poverty and underdevelopment in Africa.

2.6.   LIMITATIONS OF THE STUDY

It is important to point out that African countries in the North of the continent have not been selected as part of the case study because they do identify themselves with the rest of the continent but they interact actively with other continents' economic blocs. This research is limited to the African Peer Review Mechanism (APRM) and the African

Union, with specific reference to the case of leadership and governance perspectives in African Public Services which are responsible for the implementation of public policies that are aimed at the eradication of poverty and the creation of a better life for the African peoples, in Africa and the Diaspora. The study will not do a comparison between the African Regional Economic Communities (RECs) and the European Union (EU) because it seeks to find alternative solutions to Africa's unique problems, which differ fundamentally from European problems. This study began with the historiography of the continental organisations, in order to give a historical context of the African struggle against poverty and all other elements associated with Africa's underdevelopment. The study will further look into the five regional economic communities that were formed to facilitate regional economic integration and cooperation, which are the bases of building the African Economic Community (AEC), resembling the European Economic Community (EEC). However, reference would be made to other continental organisations outside the African continent, including cooperation with other international institutions and multilateral organisations that are involved in development initiatives and projects in African countries. The period covered by this study starts in the 1960s to the current state of affairs whereby efforts are been made to give attention to poverty and underdevelopment that plague the African continent and its peoples. It is important to note that developments in Africa are influenced by what happens in the international milieu and vice-versa, hence reference to global and international organisations and institutions in this study.

2.7.   ORGANISATION OF THE STUDY

Chapter 1, the previous chapter, gives a historical background of the Organisation of the African Unity (OAU), the African Union, and the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM). The chapter gives a clear historical account of the formation of these continental organisations, indicating the primary purpose of their establishment and their mandates. The chapter also indicates the role played by African renaissance principles in facilitating the establishment of continental organisations with which African leaders believed and still believe that they would carry the struggle forward for a "united states of Africa." The

OAU was aimed at the liquidation of colonialism in Africa and the fight for independence from imperialism. The AU aims at socio-economic development by fostering economic integration and cooperation amongst the African countries and multilateral organisations and international institutions that offer assistance towards accelerated development in African countries. The AU uses the NEPAD programme as its vehicle for the implementation of democratic principles, respect for the rule of law and human rights as well as the adoption and implementation of good governance principles and the institutionalisation of ways to manage conflicts and the restoration of peace on the continent. The chapter also highlights the formation and the operations of the APRM, to ensure that African countries and their development partners adhere to agreements on development issues. Chapter: 1 provides the contextual basis for the establishment of organisations that have a clear vision on how to tackle the challenges that have been faced by African leaders and their countries at independence.

Chapter: 2 (this chapter) gives an overview of the various research methods or strategies that are available to a researcher, ultimately indicating the preferred research strategy that is preferred for this study. This chapter also contains the statement of the problem and details on the significance of the study. It is in this chapter that the limitations of the study would be given, as well as the organisation or the outline of the study.

Chapter: 3 will cover the theoretical framework and review of the related literature, further giving a theoretical framework of the study. The chapter will provide an analysis of the five economic regions of Africa, SADC, ECOWAS, COMESA, Central Africa and North Africa Economic Communities. The old paradigm of the OAU will be given as well as the new paradigm in the context of the AU. The chapter will also provide an analysis of the traditional theories of integration of the African continent. This chapter will describe public administration and policy analysis models of governance. The governance and leadership imperatives of NEPAD and/or APRM on Africa would be provided in this chapter. The chapter will furthermore discuss the determinants of and indicators of leadership, governance, public policy and the APRM.

Chapter: 4 will provide an analysis of the case study derived from the discussion of the regional communities that facilitate economic integration and cooperation to fight back the frontiers of poverty as a united force. This chapter will provide a follow-up on the case study analysed in chapter 3.

Chapter: 5 will give an analysis of the case discussed in chapter: 4. This chapter would highlight achievements of the economic regions with a view to provide recommendations in an attempt to resolve conflicts within and amongst countries on the African continent and to ensure that there is cooperation and unity which are essential for socio-economic development, peace and stability.

Chapter: 6 will provide the summary of the research report and recommendations for African democratic principles and values, which are contextualised to suit the African conditions and ways of doing things. This chapter provides recommendations on good governance and other prerequisites for development and economic growth in African countries through policy implementation undertaken by African public services. The chapter provides suggestions on areas for future research.

2.8.   CHAPTER CONCLUSION

The discussion in this chapter was basically meant to provide a clear picture of the procedural aspects of this study. This chapter provides the reader with all the procedural aspects of the study that would be successfully undertaken and completed. It is important to note that this study is directed towards providing recommendations and proposals on relevant solutions to African problems. It is worth noting that the problem delimitation would assist the researcher to focus on the problem that requires investigation in terms of this study. This study will be conducted within the parameters of the African public service and its objectives to render quality services to citizens.

The study has been organised in such a way that its significance has been provided, including its problem statement which is the basis of this study. The research question has been clearly set out. The chapter has identified and discussed the two types of

research approaches. Research designs or approaches that are employed in qualitative research have been discussed in this chapter, culminating in the selection of the case study method of the qualitative strategy to be the appropriate method to direct the investigation in this study. This chapter has indicated a clear outline of the study to assist in the organisation and sequence of the study. The next chapter will discuss the theoretical framework and review related literature in an attempt to determine how regional integration and cooperation could promote the eradication of poverty in the continent.