

CHAPTER 6: RESEARCH CONCLUSION AND RECOMMENDATIONS

6.1. RESEARCH CONCLUSION

This chapter contains concluding remarks, ending with recommendations to African leaders and the African peoples in an attempt to put the African continent on a developmental path. African peoples and their leaders are responsible for their destiny and their own development and growth, in an attempt to improve service delivery to citizens. It is important to take cognisance of the fact that this chapter differs from the conclusions given at the end of each chapter in the research because this conclusion is basically concluding the last arguments of the research and also putting into perspective arguments advanced in the research. The primary aim of this chapter is to determine the extent to which leadership and governance could be used to effectively and efficiently implement appropriate policies that are relevant to address the conditions that prevail in the continent, to ensure that African public services respond promptly to citizens' needs and demands. It is equally important to note that public services are the vehicles through which governments attempt to satisfy the needs and demands of their citizens. Therefore, public services are important requirements for the provision of essential goods and services to the public. Africa has been characterised by poverty and underdevelopment for decades with a number of reasons advanced for such state of affairs despite decades that have passed after gaining independence from colonial rule and domination. This research has attempted to look into African governance and leadership to improve the lives of African peoples, starting with an analysis of the history that dates back to the period after colonial rule and domination, through to the formation of the OAU, its transformation into the AU and the NEPAD programme of the AU, as well as the creation of the APRM, which is meant to monitor compliance with the set standards on good economic and political governance in government, including service delivery standards in the public service.

A literature case study analysis has been undertaken to determine the extent to which governance and leadership perspectives could be used to implement policies in the African public services to promote a better life for all the African people. The

conclusions and recommendations in this research are based on literature case study reviews and investigations. Literature reviewed indicate that the struggle waged by African leaders, against colonialism in an attempt to create a unified African continent along the lines of the EU formed the basis of the move towards regional and sub regional integration and cooperation. Regional and sub regional organisations had been formed to pursue integration and cooperation with varying degrees of success. On the whole, the colonisation of the continent contributed to its marginalisation, which in the end led to Africa's underdevelopment and poverty. Africa's colonisation has profoundly contributed to Africa's marginalisation in world affairs, which in the end led to its underdevelopment and poverty. Colonialism undermined any form of African initiative; instead it propagated Euro-centrism and Africa's dependence on foreign aid and donor agencies for development. Africa was reduced to the status of a beggar for handouts in an effort to feed its citizens and to satisfy their needs. Colonialism contributed to the erosion of African value systems and traditions, especially where African had to follow rules and procedures that were developed and imposed on them by foreign powers or foreign donors for far too long. African leaders reached a stage where they forgot that they also have the ability and the necessary resources to establish and pursue their own versions of participatory democratic governance and the rule of law in the African context.

The OAU and its successor, the AU were actually a move towards the rebirth of African leadership which would be accountable and responsible to lead prosperous communities with a view to developing and growing them according to agreed standards and values that are set and predetermined by Africans themselves and not by the Western world. Despite this awareness and the efforts made by African leaders to promote African values and homegrown policies to advance African development, most African countries and their citizens still live in squalor and poverty. Most parts of the African continent are still characterised by internal conflicts and political instability, which cause deterioration in the socio-economic conditions of African people. This is one of the reasons why contemporary African leadership has decided long ago, especially after independence to search for reasons and answers for Africa's underdevelopment and poverty. Post independence Africa and its leadership have decided to search for solutions and

alternatives to good governance principles, the rule of law, democratic values and effective leadership to facilitate African recovery. To create national governments that understand the plight and conditions under which Africa exists and to come up with appropriate solutions that are African in nature and context, led by Africans, assisted and supported by their genuine friends who are partners, to push back the frontiers of poverty.

The world's economically advanced nations are challenged to assist African countries with essential resources in their endeavour to promote sustainable development and to support African initiatives to socio-economic development. African peoples have organised themselves into national, regional and sub regional institutions and structures to sustain their independence from colonial rule and domination. African countries and their leaders are currently working towards freeing themselves from poverty, underdevelopment, ill health, political instability and marginalisation in the world economy through the implementation of NEPAD principles. This move is intended to advance Africa's recovery so that it becomes a continent that is embraced by sustainability and development in the full sense of the word. It is important to note that Africa is in the midst of transformation and socio-economic development process, which lies between marginalisation and full participation in world affairs with an uncertain future created by poverty and underdevelopment. What is certain though, is that Africa will never go back to the colonial past or period which was responsible for its dependency syndrome, marginalisation, underdevelopment and poverty, characteristic of governments that were unresponsive to citizens' needs and demands. African leaders face challenges of taking the continent to a state where it becomes responsive to the needs and demands of its citizens and communities.

It is fruitful at this stage to evaluate the preceding chapters of the research in order to provide the reader with an understanding of the value of the aspects under discussion and analysis. The preceding chapters have discussed and analysed conditions that prevailed in the continent in the eyes of world citizens and world nations. The plight of the African people themselves, especially with the realisation that there could be no world peace or

absolute world development when the African continent and its populations are marginalised and lived in poverty and in an underdeveloped state.

Chapter one dealt with pre-independence African situations and conditions, which were shaped by colonial rule and colonial domination, which caused Africa's underdevelopment and poverty. It is in this chapter that the historical background towards the formation of continental structures and organisations was discussed. The chapter outlined the challenges faced by African leaders in their quest to unite the African continent and to unite African states into a regional force, characterised by the African nature and ethos. The role of the African peoples in the drive towards African unity and consolidation might not be underestimated because they helped to organise and rally the support from outside the continent towards the decolonisation of the continent. The chapter has provided an analysis of the process followed by Africans, before independence from colonial domination; post independence and the current initiatives towards creating a better life for all African peoples, especially through the establishment of governments that would be responsive to citizens' needs and demands, in an effort to push back the frontiers of poverty. The historiography indicated that the origin of African unity gained momentum during the Pan-Africanist era whereby the drive for unity was heightened, especially during the fight against colonial domination. African peoples called for the unity of African states in an effort to work towards sustainable socio-economic and political development in an integrated manner. The chapter laid the foundation for the proper flow of thinking around the arguments advanced in this research, especially effective leadership and good governance to advance Africa's development and recovery from the shackles of poverty.

The chapter indicated the reasons for the formation of regional and sub regional organisations in an effort to forge partnership with foreign aid agencies and other countries in other continents to build a sustainable development programme. The various regional and sub regional organisations have been discussed in line with the provision of goods and services by the public services to the citizens they serve. The various regional and sub regional organisations have tried with differing degrees of success to redeem the

African continent of its dignity and standing, with the final hope pinned on the programme of the AU, NEPAD, which is aiming at the successful drive of Africa into a world force, which is responsible for its destiny. This ideal would be achieved if African countries engage in self-evaluation and peer evaluation or review by the APRM to assess compliance with key preconditions for development, good governance and effective leadership.

This chapter will ensure that the reader understands the current move towards regional integration and cooperation to fight continental poverty. A history of the process towards Africa's drive for sustainable development was made in this chapter. The chapter laid the foundation, which was necessary to understand the arguments presented in this research, to indicate the extent to which governance and leadership perspectives would be used for the successful implementation of policies in African public services. The chapter has further indicated the bitter route followed by African leaders in their attempt to forge unity in the African continent and to break mental stereotypes and artificial boundaries created by colonial powers, which separated African people from each other for decades, whilst creating conditions that accelerated poverty in the continent. The chapter provided some answers to the disunity of the African countries and their marginalisation, which further raised a ray of hope in a dark tunnel of development through initiatives of the AU, including other measures initiated for Africa's recovery. The chapter introduced the reader to the origin of the current initiatives. The call for good governance and effective leadership has been made to create a united states of Africa, which is geared towards sustainable development. The chapter indicated the efforts made by each regional and sub regional organisation in the challenge against African national governments and other regional and sub regional structures and institutions. All efforts to unify the continent have been motivated by the need to meet the challenges of providing goods and services to the African peoples in order to deal with poverty and underdevelopment.

Chapter two dealt with the methodology applied in the research, indicating the two main research strategies, namely qualitative and quantitative research strategies. The chapter dealt with the strategy adopted in this research and provided reasons why the choice of

the strategy was arrived at. The problem statement and its setting were discussed in this chapter, further indicating the sub problems that form the main research question, as indicated in this research. Furthermore, the chapter provided the delimitation of the study and its significance. The chapter indicated how the research was structured to facilitate a free flow of concepts, to arrive at a logical conclusion and to provide recommendations and suggestions for further research in this area of public administration. Chapter two provided the procedural aspects of report writing in a research document, which outlines how the study has been carried out. The chapter was meant to provide a direction taken by the research programme.

Chapter three provided an analysis of the theoretical framework and the review of related literature. In order to pursue the unity of African countries and their citizens, focus was given to regional and sub regional integration to promote cooperation in Africa. Integration and cooperation were essential to promote the successful implementation of the formulated policies as a collective, which would be best implemented through networks and the sharing of best practices. Regional and sub regional organisations were formed as building blocs for the ultimate formation of a continental organisation, which would be charged with the responsibility of eradicating poverty in Africa, to pursue development and growth agendas. The chapter discussed the five regional economic communities or organisations that have been formed to pursue an integration and cooperation agenda in Africa. Regional integration and cooperation were taken as preconditions and a catalyst that would accelerate the formation of a continental bloc, representing the aspirations and wishes of the African people in world affairs.

The chapter emphasised a paradigm shift from the OAU to the AU, which put great value on regional and sub regional organisations as building blocs towards the unity of the African countries and their peoples. The AU has emphasised the implementation of development frameworks for the African region through collective action. Reviewed literature indicated that the African continent has been disintegrated and disjointed by colonialism, hence the call for regional and sub regional integration in a move towards a fully fledged or complete integration of African countries into a continental organisation.

This chapter discussed the essence of regional and sub regional integration in the fight against Africa's marginalisation and dependency on other world agencies for development. Regional and sub regional organisations/ communities were formed in an attempt to form a complete continent wide organisation modeled around the EU. The envisaged continental organisation would be charged with the responsibility of creating a better life for all African peoples, through a transparent and accountable public service.

Africa was divided into five Regional Economic Communities (RECs), which were formed to start integration on a sub regional level before the formation of an all-inclusive African common market, to cater for the interests of the continent, especially Africa's socio-economic recovery and development. A continental bloc would serve as the world player or an active partner in world affairs, instead of the peripheral stage that was occupied by the African continent which was characterised by fragmented and individual countries which formed colonial pockets, serving the interests of the colonial masters and their colonial countries' citizens. Colonial boundaries caused the fragmentation of African citizens along colonial identities, which furthermore led to the degeneration of African values, which could be redeemed through African unity. Regional organisations were regarded as the mouthpiece of African aspirations and they were equipped to forge participation in world affairs.

Globalisation has resulted in other parts of the world forming world trade blocs in order to penetrate world markets. Therefore, regional and sub regional formations or organisations could assist small and individual countries to join with other regional countries to enter into world affairs. The various African RECs registered different degrees of achievements and success in the formulation and implementation of policies that affected member states, even though there are still development challenges to be addressed. On the whole, remarkable political and socio-economic achievements were registered by some RECs, especially Common Market of Eastern and Southern Africa (COMESA), Economic Community of West African States (ECOWAS) and Southern African Development Community (SADC), which displayed strong leadership and commitment to the implementation of set development standards. Political willingness

and citizen participation have proved to be catalysts and the necessary conditions to push sustainable development forward, to ensure that the quality of life is improved.

The chapter mapped out the process that the formation of sub regional organisation was not an easy road or path but full of challenges, which required attention. The challenges experienced in RECs would serve as areas that need attention from leadership in their endeavour or attempt to form a continental organisation. RECs were formed to break the back of colonialism and colonial thinking, which created artificial boundaries between African countries, with the result that they regarded each other as foreigners without anything in common. Regional formations assisted the African continent to nurture leadership, which would promote the integration of the continent in its attempt to formulate and implement policies to fight poverty and underdevelopment. The different RECs have also indicated the need to create appropriate institutions with proper capacity to satisfy the needs and demands of the peoples, whilst promoting participation in world affairs. The chapter indicated that regional integration and cooperation could reinforce the aims and objectives of the AU, especially the unification of the African countries to ensure that there is collective action against poverty and the restoration of peace and stability in the African continent. Regional integration and cooperation would fast track and jack-up service delivery and the provision of goods by public services. However, African leaders are called upon to provide the much-needed political willingness and their commitment to good governance principles to ensure that public administration becomes development oriented to satisfy citizens' needs and demands.

Chapter four presented the case study of three Regional Economic Communities (RECs), namely Common Market of Eastern and Southern Africa (COMESA), Economic Community of West African States (ECOWAS) and Southern African Development Community (SADC). The case study chapter analysed the formation and origin of the three regional communities, analysed their achievement and challenges they faced. It has been realised that the three RECs attempted to achieve their objectives through the political will displayed by their leadership and the promotion of democratic principles and the rule of law. Regional integration and cooperation have been discussed to indicate

how they would create peace, stability and cooperation between countries for greater communication and sharing of resources. Political conflicts, civil strife and unrests have been cited as a challenge to sustainable peace and development in the regions.

RECs have demonstrated Africa's commitment to break with the past colonial perception that Africa was a dark continent that depended on foreign aid and donor agencies for development. RECs have demonstrated Africa's determination to dismantle the stereotypes and artificial boundaries that were created by colonialism, to facilitate intra-regional trade and inter-regional trade, to exchange resources and skills that are essential for development and growth in the continent. Integration and cooperation were promoted through information sharing and sharing of best practices, especially collective formulation of policies and collective implementation, to ensure that poverty and underdevelopment are addressed. African leadership has been sharpened through RECs, which ensured that the different countries, with different development levels are pulled together as a collective towards the eradication of poverty through policy implementation. This collectivity could benefit the whole region instead of pockets of individual countries. Besides the achievements registered, RECs had a number of challenges to deal with, such as the building of capacity in institutions that were established to fight poverty in the continent. Capacity was a challenge that would ensure that RECs met their objectives and became responsive to the needs and demands of their constituencies.

Chapter five analysed Common Market of Eastern and Southern Africa (COMESA), Economic Community of West African States (ECOWAS) and Southern African Development Community (SADC) whereby African countries were encouraged to enter into bilateral agreements with each other to promote regional integration and cooperation through resources sharing for the benefit of all citizens in the region. In order to compete globally with other world regions, African countries have responded by forming their own sub regional organisations with the intention of forming a continental organisation for the entire African continent in the end, to meet the challenges posed by a globalising world. As indicated already in this research, RECs would basically serve as catalysts for

the formation of a regional and continental bloc that would advance African ideals to meet African MDGs. The chapter has indicated a number of areas, which show and need greater integration initiatives to ensure that the African continent is on a path to sustainable development and growth. Africa's poverty would be addressed best if countries combine resources, including the human capital and the resources, which are necessary to deal with poverty and underdevelopment.

Chapter six concludes this research which is done through the evaluation, conclusions and coming up with recommendations for Africa's development and growth through the successful implementation of appropriate policies and indicating areas that require further research to resolve Africa's poverty and underdevelopment, despite its long history of political independence from colonial domination. The chapter would conclude this research, which might raise further questions that require further research in areas that have been explored. The next sub section provides recommendations to African leaders and their peoples in their endeavour to find alternatives and solutions to push back the frontiers of poverty through the implementation of appropriate policies in the continent.

6.2. RECOMMENDATIONS

African countries should consider adopting Hood's model of administration which is characterised by unitary organisation, shared norms and values, perfect obedience, full information to ensure that African countries share best practices, especially when peer review results are analysed. This view could assist African public services because in most cases officials rarely share the same values. Political appointees in most cases have different values from career public servants, in South Africa such appointees are considered on policy considerations. If government was served by people who do not share common values, government could fail to live up to the conditions of perfect administration. There is a need to implement the prescripts of the African Public Service Charter, in an endeavour to reinvent and revitalise African public services to improve the delivery of goods and services to the communities. Community coordination is achieved by shared norms of appropriate behaviour whereby order is created by appeals to tradition because people cooperate out of the respect for a tradition and they fear censure

if they ignore the norm. Groups have to share beliefs and they need to deal with each other regularly, face to face instead of intermittently. It is recommended that African governments create a professional corps of public servants to serve in the African public services.

The need to revitalise the public service in order to meet the challenges of service delivery to push back the frontiers of poverty should be embraced by African leaders. This objective could be better realised through the reinvigoration of subsystems in the private and public sectors and the civil service. There is further need for improved economic and financial management to instill budget discipline, promote accountability and the elimination of fraudulent acts, proper human resources development, management and utilisation. Relevant and appropriate qualifications should be designed for entry into the public service. Recruitment and selection processes should target suitable candidates based on merit and not political affiliations and patronage. This will assist public services to maintain personnel with the correct positive attitude towards service delivery. Appropriately qualified personnel should be employed in the public service to ensure that there is an understanding of legislative frameworks and legal implications of policy implementation and prevent non-implementation. Properly qualified personnel would be able to conduct research to come up with the best alternatives through appropriate data analysis.

African governments are urged to adhere to their Constitutions and to give effect to their Constitution and other legislative frameworks to ensure that all organs of the state play their role to carry out the mandate of government. The social contract between government and the electorate is around the provision of goods and the delivery of services. Separation of organs of state promotes transparency and accountability. There is a need to promote compliance with the terms and conditions required for effective and efficient public administration. Regarding policy implementation, Africans should walk the talk. Formulated policies should be implemented because government performance is all about service delivery. Policies are the basis of the contract that exists between government and the governed. This is the covenant between the rulers and the ruled.

It is important to make a recommendation with regard to equity and gender equality in African countries. This recommendation is based on the belief system that genuine liberation in the continent cannot be achieved without acknowledging gender equality whereby positive steps and strategies would be put in place to improve and promote the status of women. The conditions of women should be attended to; in order to ensure that progressive policies are adopted and effectively implemented to empower women. National governments, regional and sub regional structures and institutions should intervene to strengthen initiatives to facilitate the empowerment of women so that they are visibly seen in leadership and management positions at all levels of life as equals with all members of the communities.

It is recommended that African countries should work together to improve transport facilities because it has been realised that lack of transport would even threaten good governance and political stability. African countries should realise that time does not permit them to operate as individuals or as islands; they need to interact with each other through improved transport facilities and networks. Improved transport facilities and correct infrastructure within the continent would promote and enhance free movement of goods and people in the region. Improved communication requires a revamp and restructuring of the education systems in the continent to ensure that the curriculum offerings are relevant to address the needs of the local economy whilst they are globally competitive.

African leaders are called upon to deal with challenges that face African countries and to show determination to surmount the obstacles that hampered development and growth on the continent, through the African initiated NEPAD and the APRM initiatives. NEPAD sets development goals for African countries whilst the APRM monitors and assesses compliance with good governance principles and the rule of law to ensure that public services are responsible and accountable in order to strengthen regional integration and the formation of networks and links through NEPAD and other global initiatives,

especially initiatives that are geared towards the achievement of the Millennium Development Goals (MDGs).

National governments throughout the African continent should focus on the establishment of capable states that can protect the vulnerable, especially women, children and youths and the rural masses in order to enhance the development prospects of these communities. To achieve the MDGs, national governments are expected to show commitment to sustainable focus on the macro and micro dimensions of re-inventing government. Such capable states focus on human capacity development, improved planning and management process, which included the adoption of approaches that would enhance service delivery in the public service.

Visionary leadership at all levels of government is recommended to ensure that goals and objectives embodied in the MDG framework and NEPAD are accelerated and achieved. This recommendation is essential to ensure that there is proper implementation of policies that have been formulated to bridge the gap between the articulated visions and strategic objectives and the actual service delivery. National, regional and sub regional organisations and institutions and institutions would rely on visionary leadership to achieve set goals. The challenges facing African countries will require leaders endowed with capacities that are available at all levels of government to reinvent government for the successful achievement of goals set by NEPAD. There is a need for a servant-like leadership, which is impartial and accountable to the public, leaders that plays the game according to established rules to promote consistency within a given legal framework

It is recommended that there should be clear legal, structural and institutional frameworks to consolidate, deepen and coordinate acceptable practices of participatory governance. In order to strengthen leadership capacities at continental level it is a requirement to have the required regional institutional leaders that would effectively champion or carry forward the integration of the African continent, which would in turn enhance development programmes found in a globalising environment.

Participatory governance is recommended to strengthen policy implementation capacity and promote public accountability and transparency. Participatory governance would deepen the way in which ordinary people could effectively participate in and influence policies that directly affect their lives. Related to this recommendation is a need for the overhaul or the revolutionising of public administration to ensure that scarce human and financial resources are used cost-effectively to improve service delivery and the reduction of poverty within communities. Government should adopt a developmental public administration to eliminate corrupt activities in the public services. Institutions and structures should be put in place to deal with unethical behaviour in the public service, including both the elected and the appointed public officials. Public resources should be appropriated efficiently and cost-effectively for the benefit of the poor masses and not those that are in power and/or those that are within the corridors of power and their cohorts.

It is recommended that national, regional and sub regional governments should be committed to ensuring that resources which are meant for service delivery and the provision of public goods are not misdirected through fraud and corruption. Corruption and fraud are major challenges that can lead governments' demise, especially in environments that are characterised by monopoly of power or authority coupled with discretionary authority without control measures and lack of transparency and accountability. African governments should take a firm stance in the fight against corruption, which should be placed within the overarching policy orientation of zero tolerance, embeddedness in overall economic policy and an efficient and competent judiciary. This recommendation is in line with the call from the whole world for national and regional governments to open up to democracy and accountability whereby Africa should take up the challenge and ensure that its governments are seen to be transparent and that they honour the mandate given to them by the electorates. Public answerability and transparency would instill a sense of responsibility in public officials, both the elected and the appointed, whenever they handle public resources, knowing that the public would demand answers and an account on how public resources have been used or appropriated.

African leaders and their people should realise that they need each other's commitment to fight against corruption in the continent as part of its strategy to redeem the image of the continent in the eyes of international communities. African leaders and their people should deal with the Afro-pessimism, which surrounds the socio-economic and political prospects of the African continent, especially with regard to efforts, which are made to encourage investment into the African economies. This recommendation is made in the wake of reports that approximately 40 percent of privately owned wealth is held outside the continent. This means that Africans voted with their investment powers against the African continent, hence their investment in foreign markets instead of the African markets. African leaders should commit themselves to create environments that attract local investment before thinking of attracting foreign investment into the continent. African leaders should create conditions that prevent and eliminate capital flight, to foster accelerated investment by Africans within an integrated African continent. Improved investments will lead to improved living standards of the African peoples. These conditions would be created through effective leadership with the political will and support to push back the frontiers of poverty. Leaders that are concerned about the aspirations and interests of their people would see to it that investments benefit the majority of citizens in their communities instead of channeling investments for self-enrichment. African leaders have to deal with the challenge of sourcing essential resources and using them for the benefit of the poor masses in the continent, to meet the UN MDGs.

MDGs should not be the end in itself, but African countries should be monitored and evaluated in terms of the integration of MDGs into national policy plans and budgets in African public services. There is a need for monitoring and evaluation of the impact of policies and programmes that have been identified at regional and sub regional levels. African countries should engage themselves in debates that concern job creation, health and investment and they should occupy center stage in preference to debates about democracy, transparency and good governance, especially once such principles have been achieved to focus on more socio-economic development issues with the intention of creating a better life for all citizens. There is a need to harmonise policy across borders

within the African continent and to establish reliable and regulatory framework to safeguard investments. African countries and their leaders should commit themselves to regional integration to promote intra-regional trade instead of doing business with European countries and no business with fellow African countries. Gone are the days when intra-regional trade between African countries was considered non-progressive, due to the fact that Africa was perceived as a dark continent instead of being considered an opportunity for future investment. African goods were regarded as inferior to goods from other world continents, creating a false impression that those African countries should engage in foreign trade with other continents. Such foreign trades were transacted to the advantage of the foreign countries and at the expense of development within the African continent. This imbalanced relationship resulted in Africa becoming an object of world market economies and its marginalisation, which produced underdevelopment and poverty.

National, regional and sub regional governments should be structured in such a way that they promote participation of people in the decision-making processes through the adoption and application of the devolution of power and authority to sub national governments. Levels of government should also be provided with an opportunity for integration and the provision of resources for local governance institutions. Participatory governance requires strong leadership and a political will and commitment to bring about changes suggested through participatory governance experience. This recommendation is made from the lessons learnt from the experience of many African countries, which were involved in the struggle against colonialism whereby many leaders considered themselves messiahs or strongmen who have worked against the adoption of democratic processes, leaving questions of succession largely unattended to. This type of a situation has led to many African leaders in this category clinging to power, opposing any form or efforts to remove them from office. In such instances democratic means of choosing leadership are undermined and compromised to safeguard the personal interests of the leader, which in most cases are pursued at the expense of the majority of citizens. There is need to transform leadership to ensure that liberation fighters give over the delivery of services to citizens to the public service which is the executive arm of government and charged with

the implementation of government policies in its endeavour to deliver on peoples' mandate. Managers would then be given the responsibility to execute management matters within given legislative and policy framework, to promote public service delivery.

It is important to recommend consultative and participatory governance in African countries to ensure that African peoples' needs and demands are responded to whereby the public is encouraged to participate in policy-making processes. In addition, leaders should meet with and consult with communities on pressing matters that affect them or the general growth and development of the area. National governments should promote a deep understanding of people's rights and responsibilities as citizens with an ability to produce value and to ensure their competitiveness.

African governments should embrace knowledge management to enhance knowledge sharing, to learn from others and share experiences, which would in turn enhance the levels of integration, cooperative governance and integrated service delivery. The machinery of government should promote the management of knowledge systems to identify the successful service delivery models and to ensure that they are widely implemented at all levels of government. National, regional and sub regional governments should make efforts to move from strategy and process analysis to effective programme implementation. It is recommended that senior public service personnel, especially those that are in top echelons, should understand the interplay between policy development, implementation, monitoring and evaluation.

National, regional and sub regional governments are called upon to come up with strategies that will address the challenges of poverty eradication and sustainable development through structured ways of managing the situation such as improved access to markets, increased flow of foreign direct investment, the transfer of technology, debt cancellation and enhanced official development assistance. Proper management of these imperatives will enable African countries to utilise their available financial resources to provide goods and services to their citizens instead of servicing foreign loans. Economic

integration is vital especially if Africa wants to optimise the use of resources and attract inward investment. Therefore, it is recommended that African governments and their leaders should commit themselves to move towards a common market, to strengthen their position in the world market. African leaders are further challenged to chart a new political and economic course for the continent in order to comply with international standards and values for development and growth.

African countries and their leaders should come up with national, regional and sub regional mechanisms for conflict resolution, conflict prevention if possible and the management of conflicting situations to build a peaceful atmosphere, especially with regard to the timely release of resources for peace keeping operations and the creation of environments that would create good and appropriate conditions for sustainable peace. African leaders are challenged to commit themselves to regional integration, which would ensure that national legislation conforms to international standards of human rights. It is further recommended that African leaders should exercise their political leadership roles to ensure that African institutions fit into their international counterparts. Key to this recommendation is the need to protect and realise human rights, which is one of the fundamentals of achieving development, democracy and stability. African countries and their leadership should cement regional human rights mechanisms. This recommendation would encourage more African governments to sign and ratify human rights conventions and to establish mechanisms to ensure that there is conformity to international requirements. The AU is appealing to member states to sign up and submit to peer review processes to ensure that they comply with the principles of good governance, democratic values and the rule of law. All African countries are urged to submit to the self-monitoring and the APRM to strengthen governance principles and strong leadership.

It is recommended that national, regional and sub regional governments should design programmes that are meant to build institutional capacity necessary to tackle or deal with the spread of the HIV/Aids pandemic and other infectious diseases, which have a crippling effect on the human capital within the continent. The

pandemic would deplete expertise and the skills that have been developed through tight financial budgets. Governments should come up with programmes that are effective to deal with HIV/Aids pandemic, which cripples human resources and depletes the investment made in human capital. The initiation of HIV/ Aids programmes which would seek to ensure that the response to the pandemic remains at the forefront of the development and integration agenda should be collectively implemented in the continent.

There is a need for further research by African scholars in development in such areas as socio-economic, political and technological spheres in order to integrate Africa through networks and links facilitated by infrastructural networks and expertise to enhance service delivery and further innovation in the public service to meet the challenges of the new millennium. African scholars are called upon to adopt the approach of exchanging ideas on critical public policy and management challenges that the world is facing, in particular the African challenges to come up with workable solutions and alternatives. This move is also meant to suggest modalities for the establishment of knowledge networks such as institutional arrangements to enable African think tanks, universities, training and research institutions and government representatives to share knowledge and experiences to improve the lives of African peoples. Some of the ideas exchanged would involve the re-engineering and the transformation of the existing constitutional, socio-economic, administrative and management systems and process and political measures.

In order to complete the re-engineering and the transformation of the public services it is also imperative to forge and promote public private partnerships to accelerate the provision of goods and services to the communities served. There is also a need to actively engage civil society and civil society organisations to promote participatory management to enhance transparency and accountability of government and its institutions. It is through these initiatives that the members of the public would get access to public goods and services rendered by government in the public service. In order to promote access to public services national governments should introduce modern information and communication technologies to add public value and increase governments' effectiveness and impact on the lives of their citizens. There is a need for

advanced e-governance in an effort to strengthen knowledge networks and knowledge sharing for the best of the African continent. Improved networks and communications infrastructure would promote the implementation of NEPAD and the APRM initiatives and programmes.

There is a need to examine critical factors that account for the success or failure of government programmes to reinvent public administration and public services within the African region. It is suggested that further research should be undertaken in future challenges facing the AU, NEPAD and the APRM. The research might include areas such as achievements and obstacles towards total integration of African public services. Research is suggested into the role of public administration in enhancing service delivery within the African public services, especially in countries that are characterised by conflicts and political instability and strife. Research is suggested in the area of resources provision for regional and sub regional organisations and the sourcing of technical assistance for building African institutions. Furthermore, research could be undertaken into the interface between the AU and the UN. Another possible research area in this field could involve how the AU would forge partnership with the private sector, both African and international. This sub section shows that there are various areas, which still require research programmes, though they are not necessarily limited to the ones mentioned.

Research may be undertaken to compare the African Union (AU) and the European Union in relation to their contribution and involvement in globalisation. Such research may further investigate the possibility suggesting some of best practices for the African continent learnt from the European Union and vice versa. However, care should be taken not to prescribe a direct transplantation of strategies without taking into consideration that continents are unique.

African countries, particularly their leadership should come to the realisation that it is through the identification of common concerns, common destiny, common aspirations and needs and common history of colonial domination that they need to work for a united Africa within the framework for regional and national integration and cooperation in the

implementation of NEPAD and the APRM. The NEPAD framework is linked to the Millennium Declaration whereby African countries, with the assistance and the support from their genuine partners could forge ahead in the struggle against poverty and underdevelopment on the continent. African national and regional governments are facing challenges of working tirelessly to implement appropriate policies that would eradicate poverty and create a better life for all. The successful implementation of policies requires strong and effective leaders to provide visionary direction and management through a professional and ethical public service that operates with an accountable and development-oriented public administration. African governments are challenged to transform their public services in order to enhance their capacity to provide goods and essential services to their communities.

African leaders are challenged to implement NEPAD's objectives, which are aimed at the eradication of poverty; the development of infrastructure to promote intra-regional communication, exchange trade and free mobility of resources within the continent to satisfy human needs; to promote sustainable development through skills and knowledge expansion in local human resources to build the required human capital; to promote democratic rule, the rule of law to create peace and stability in the continent, which is a prerequisite for sustainable development, instead of conflict and strife ridden situations where public resources would be diverted to restore order and stability instead of been utilised to provide goods and services to the communities. Furthermore, NEPAD is aimed at fostering good governance in the continent and to build the required capacity in the state to deliver on the mandate people placed on governments.

Strong political leaders and managerial effectiveness have been identified as prerequisites for the design and formulation of appropriate policies to address African challenges, supported on the other hand by a professional corps of public officials committed to serve the public within the dictates of a transformed public administration that is geared towards the eradication of poverty in the continent. African public services should be based on sound foundation of good governance and development-oriented public administration, which is people-centred, to facilitate and accelerate the achievement of

the NEPAD objectives and the MDGs. The APRM is necessary to ensure that national governments submit to voluntary review on the implementation of good governance principles and democratic values and the rule of law. It is argued that through leadership and governance, African public services would be able to deal with the challenges that are faced by Africa in poverty eradication, sustainable development and democratisation, to create a stable and peaceful environment whereby national governments deliver on their mandates through effective and efficient public services. This research could assist African countries and their peoples to work towards a participatory, transparent and accountable governance, to galvanise governance and public administration systems in an endeavour to strengthen their capacity to achieve the strategic and operational objectives of the AU's initiative, NEPAD and to redeem Africa's image and ensure Africa's recovery from poverty.

African peoples understand the African continent's challenges better and would in turn strive to know the type of life they would want to lead. Therefore, it is assumed that if they initiate a programme to satisfy their aspirations they would be committed to achieve such. However, external support and assistance should be enlisted to push forward with the implementation of their objectives and vision. Africans would design and formulate strategies that are appropriate to their challenges and they should be supported to achieve their plans and vision, instead of foreigners or foreign agencies taking the lead because this might result in foreign agencies pushing their own agendas or agendas that would benefit their own countries at the expense of the African majority. African leaders should occupy the driver's seat and occupy the center stage of development and growth, create a genuine partnership with foreign agencies that are genuine partners who are prepared to support African initiatives for the benefit of Africa's sustainable development and growth. Genuine partnership should be forged in order to support African leadership in their endeavour to implement policies that would lead to the achievement of set goals. Africans should decide on what is good for the continent and its peoples and become committed through collective action to achieve the set goals. Africans are in turn free to approach foreign governments and agencies that are prepared to form genuine

partnerships and offer assistance, which would ensure the implementation of their set goals and objectives and create a better life for all the African peoples.

In conclusion, the research investigated the African Peer Review Mechanism (APRM) of the AU with reference to governance and leadership perspectives on African public services. The research started by providing a historiography to provide a solid base to the comprehension and understanding of the origin of Africa's underdevelopment and poverty. Past and current national, regional and sub regional organisations have been formed to forge unity of purpose amongst African countries in an attempt to consolidate collective action to deal with the continent's challenges. The struggle and victory against slavery and colonialism have motivated contemporary African leaders to form NEPAD, to implement the programmes and projects of the AU. The APRM has been instituted to ensure that African leaders take responsibility for the development of their countries by providing effective leadership and practicing principles of good governance and respect for the rule of law. Regional integration and cooperation will ensure that African countries become self-reliant and assist each other to provide services to their citizens. Decolonisation and the democratisation of the continent are forcing African leaders to listen to the voices of their citizens. African leaders are the custodians of the needs and demands of their citizens, which were disregarded for a long time during colonial rule. African leaders should take it upon themselves to redesign and redeem the image of the continent by providing visionary leadership and governance that are preconditions for collective development and the eradication of poverty in the region. The APRM is intended to ensure that countries' challenges are identified in order to provide a collective support and assistance to provide a better life for all citizens.