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**THEME: THE WORLD ECONOMIC CRISIS: CHALLENGES TO THE  
AFRICAN PUBLIC ADMINISTRATION SYSTEMS**



**TOPIC: REPOSITIONING THE POLITICAL LEADERSHIP  
IN AFRICAN COUNTRIES FOR PROBLEMS AND  
CHALLENGES OF GLOBAL ECONOMIC RECESSION**

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## **STRUCTURE OF THE PAPER**

**Part One: Looking Back to Structure a Better Future.** The Introduction takes a long walk down memory lane showing the connectivity between the past, present and projecting a better and sustainable future for the people. It depicts the issue of dependency and independence, inclusion and exclusion. The section charts a way road may for Africa challenging it to reconstruct itself within the principles of democratic governance and respecting the republic and representative values as well as adopting a policy of constructive engagement within the global system on the basis of ensuring its sovereignty.

**Part Two - Putting the African House in Order** - calls for democratic governance and professionalism within the public administration systems. The public service should be devoid of political party linings; maintain ethical, moral and professional standards both in its inputs and output functions. Quality services to the people should be primordial. The section equally castigates poor leadership and the growing tendency in Africa to copy anything from the developing countries without doing a surgical analysis and clinical operation to ascertain adaptability within the African environment. The issue of preparedness – the Boy Scout motto *“be prepared”* - prepare and not react is emphasised and recommended. Part 2 could

be seen as syntheses of Parts I and 11 which paves the way for part three.

**Part Three - The Period for Restructuring and Renewal** – looks at the road to recovery, by reconstituting state capacity and reforming the civil service. It ends with conclusion and recommendations as well as advancing some food for thought concerning the future of the continent. Africa has to develop an attitude of preparedness not that of reacting to events that occur in the developed world. There has to be strategic contingency plans. The continent should have drawn valuable lessons from the imposed World Bank SAP

# **PART ONE**

## **Looking Back to Structure a Better future**

### **Introduction**

### **In The Heat of the Challenge – Broadening the Development Agenda**

Since independence Africa has been caught within the trappings of rising expectations and destructive frustration - hope or despair. For over 50 years the continent has been swimming in the waters of dependency, exploitation and marginalisation.

Events at Wall Street only show how vulnerable the continent is within the global system. Like the events of 11 September 2001, is a clarion call for Africa to wake up and reconstruct itself. It is high time the content adopts a strategic policy of constructive engagement and commitment towards building a capable and developmental state. The success of such a policy requires proper house keeping, with the policy and politics of *"inclusion"* ranking as the top priority agenda for the socioeconomic transformation of the country for the collective good.

Where Africa is sixty years after the so-called key of independence and sovereignty was handed to the people? It was not independence

but the consolidation of dependency and exploitation as confirmed by Wall Street were financial issues are dramatised and executed as supreme priorities of the Western World to exploit the rest. The current global downturn is a crisis emanating from advanced economies rather than from bad policies on the part of Sub-Saharan Africa (SSA) countries. African economies will nevertheless be affected through a variety of international trade-related channels, including reduced commodities prices and exports receipts, foreign direct investment and equity flows, exchange rate fluctuations, and remittances. Trade is already shrinking, growth declining, and unemployment rising. The associated losses for SSA countries are forecasted at over USD 50 billion in 2008-2009. Unless appropriate solutions are identified and swiftly implemented, the crisis risks undermining the achievements of three decades of policy reform, thus further reducing the possibility of achieving the Millennium Development Goals (MDGs). Fortunately, such solutions exist that could even turn the crisis into opportunity for African countries (Njinkeu 2009).

What are the emerging opportunities for African Public Administration system to move beyond reacting to preparing in view of the economic crisis? What are the limitations or constraints within the existing global system? Must Africa only react instead of preparing for eventualities? A multifaceted understanding of the problems is required for development and democracy. The problem is not just

limited to different understandings of goals but also extends to policies which are formulated keeping vested interests in mind, which frequently come into conflict with the interests of the poor and powerless. This means that we are faced with not only two issues, preparing and reacting – one espoused by the rich and powerful, which is entrenched and hegemonic; and the other espoused by the poor and powerless, which is counter-hegemonic. This underscores as it also differentiates the issue of *“preparing”* and *“reacting”*.

I stand before you that we can jointly and objectively construct a vision for Africa’s Administrative Political and Economic Recovery [AAPER] currently stuck on the runway. A situation made more precarious following the worrisome meltdown in the economies of most developed countries whose governments are taking frantic measures to contain the crisis. What excuses can African Public Administration System advance for not articulating and aggregating policy measures like their counterparts in the developed economies in solving the economic crisis?

Like the sad events that struck this beautiful capital and neighbouring Dar-es-Salam in 1998, followed by the inhuman events of 11 September 2001, which changed the course of world history; and recent developments activated by the greediness of *Wall Street* against *Main Street*, (*the rich against the poor*) there is a burning vengeance in us, that the past is never dead and buried, but that the

past forms the basis for the present construct in order to build a better future.

Just as Rosa Park stood her grounds, defending her inalienable fundamental human rights in the late fifties, for the conception of Martin Luther King Jr. and the eventual birth of Barack Obama to change and usher new sanity in the world is imminent. Given the vulnerability of Africa because of its colonial past and legacies, must we continue to react instead of preparing for these kinds of developments? Where are the contingences plans for the continent?

Threading on a similar path, we cannot but rekindled what seems to be an established development pattern. The imposed Structural Adjustment Programme (SAP) devalued African's. The Millennium Development Goals (MDGs) attempts to restore hope, dignity and humanity to the bottom billion; but the greed of the few top hundred on Wall Street shatters the rising expectations of the bottom billion search for quality livelihood; and for AAPAM to reconstruct and convert, and rightly so, the rising destructive frustration of the African society to one of hope for a better tomorrow. Africa's public Administration system is caught between despair and hope. But hope as envisaged in its motto - *'to none will we deny service'* must be upheld

Given that bureaucracy is in our bones, and that bureaucracy predates earliest experiments with democracy, the emergence of the globe's great religions, and the dawn of civilisation itself. Bureaucracy may not be basic to human condition, but it is basic to human society. Bureaucracy and democracy are antithetical systems. The former is hierarchical, elitist, specialising, and informed, the latter is communal, pluralist, generalising, and ill informed if not ignorant. With the usual quantum of exception, these are the realities of the civic culture in advanced industrial democracies. We have not reached there.

We must strive in our own way to reach a point where quality livelihood reaches the bottom billion. The African Public Administration System must be geared towards creating jobs for fighting poverty; the current global economic crisis is leading to millions of job losses and pushing many Africans deeper into poverty and nudging others into poverty for the first time. How can the African governments and its institutions create good jobs to fight poverty and hunger both now and in the long term? One of the main causalities of the current economic downturn is jobs – employers world wide are cutting their payrolls in response to plummeting demand and the right to credit. Families that depend on remittances from the Diaspora are hard-hit.

Reconciling these realities is not a task for the timorous. Yet such reconciliation is essential if societies are to continue to be advanced, industrial, and democratic. The nexus of where democratic mass and nation meet - where the reconciliation occurs (or fails to occur) in the most central and deepest terms - is in the public bureaucracy. Public administration is the device used to reconcile bureaucracy with democracy. The purpose of public administration is to promote a superior understanding of government and its relationship with the society it governs, as well as to encourage public policies more responsive to social needs and to institute managerial practices attuned to effectiveness, efficiency, and the deeper human requisites of the citizenry (Henry 2004-1).

Therefore, welcome to this session. Welcome to Public Administration and Public Affairs as the most rewarding career available today. But a career that should neither copy the wrong acts of Wall Street; nor abuse the trust as instruments for the social contract or output functions of government and its constituencies. A career out to serve. One based on the principles of reform to enhance good governance. For a state to function properly, it must demonstrate authority, legitimacy, and effectiveness. These features are interlinked, as lack of authority diminishes effectiveness, while states that are unable to deliver services may lose authority and legitimacy. Therefore, the Public Administration System should be seen as the "*nightingale*" for

defending, protecting and promoting the rights of the poor and disadvantaged in society.

No other institution on the continent is rightly and better placed like AAPAM to take up the challenge. Born out of a dedicated vision and concern by seasoned public administrators in the sixties with the determined spirit, zeal and firm commitment to chart forward a professional, efficient, accountable, transparent, and productive public administration charged with the goal of rendering quality service delivery to the people. The challenges of the economic crisis beacons AAPAM and other institutions responsible for public administration to the maternity ward. It equally beacons political leadership and the state structure to undertake constructive reform and engagement in the interest of the community. The state and political leadership must reconcile with needs of the people.

Today, AAPAM is called upon more than ever before to (a) advocate and facilitate the establishment of a functional, apolitical, professional public service administration; (b) ensure a public service administration embedded with quality services delivery as the output expression of the State's obligation and fulfilment of its social contract with society; and (c) be alert to all eventualities by putting in place comprehensive policies that mitigate such unforeseen developments. In short, construct a road map within the context of the slogan *"prepare and not just react"*. The services of African

Administrative systems are urgently needed in the maternity and service wards.

The theme for the 31<sup>st</sup> AAPAM Annual Roundtable Conference puts AAPAM to an even greater test. A new strategic long-term plan and approach not ad hoc road map must be constructed. The process of socioeconomic transformation has been deepest and most synchronised recession caused by national and global policies for a long time. That too must be addressed.

The topic for this session like all other sessions is titled *“The Challenge of Grand Strategy”*, is a clarion call to African leaders in particular, and the public service sector in general to develop an atmosphere of partnership with the people, to articulate constructive and encompassing pathways for and how best they can use their human and natural resources to attain sustainable development and quality livelihood for all.

We are challenged to rethink and replace the bottom billion in the right perspectives especially at this very trying period. It is both a political and administrative call to serve the people. A duty call which should not be ignored as Africa's economy is in its deepest and most synchronised recession caused by the global financial crisis and deepened by a collapse in world trade and truncated democratic governance. The spread of the global financial crisis is enormous

since the fall in world trade in 2008 leading to a global downturn of uncertain severity and duration. The impact of the financial sector turmoil on real activity has become increasingly evident, propagating beyond its initial epicentres to affects other advanced economic emerging markets and low-income countries particularly those in Africa.

From the foregoing review it is plausible to advance a number of prerequisites for tackling the world economic crisis as challenges to African public administration systems. In spite of public service reforms initiated in African countries since independence and which is shared by the citizens, political leadership and the bureaucracy seem not to respond accordingly to the shared views of the people for a functional public service that carter for the people.

The African Public Administration System has remained grounded on the runway, acting even worse than the colonial civil service which was not designed to grapple with the development needs of post-independent Africa. The general preoccupation of the administration systems throughout the colonial era was focused on "*system maintenance*". Institutions that were well developed were those responsible for the maintenance of law and order.

The civil service proper was weak as an institution for development management. At independence the training and socialisation of this institution was to enable the administration to *continue, as far as*

*possible, unchanged but with Africans instead in charge. "The values as well as the administrative practices taught were those of the colonial administration. African countries inherited an administration that had characteristics that inhibit instead of promote change" [Leys 1970:145; Kiragu & Mutahaba 2006:38]*

Because the current civil service structure is effectively a bureaucratic oligarchy with very strong connections to critical power centres, it can neither be effective and efficient in preparing for eventualities nor in reacting to sudden changes like the current economic meltdown. Therefore drastic changes or in depth public service reforms are needed to restructure and make the African Public Administration Systems effective and efficient to prepare, react and manage crisis. Since the state is at the fore-front of the recovery and development efforts, the state must equally undergo structural changes to meet the exigencies of the period. Only when the state undergoes constructive restructuring can state bureaucracy and the private sector adopt a management role and practice in addressing (under)development problems.

Within the African context, the public administration systems are strong in the wrong way and cannot operate within the rhetoric of rolling back the state and the adoption of private sector management practices. The revenues when collected and properly utilised gives the administrative structure the capacity to raise and utilise public

resources to finance the bailouts through deficit financing. The African administrative system should operate like their counterparts in the developed world to provide technical advice and guidance to the political leadership regarding the most appropriate ways and means to address and contain crisis; and forge ahead with development related activities. The administrative system is not doing so because of political leadership; Political leadership that fails to implement the basic tenets of the democratic principles – open and inclusive governance, trust, legitimacy and accountability to its constituencies.

Operating like their overseas counterparts implies developing policies that improve the wellbeing of the people. For example, how can the African Public Administration System develop our indigenous financial institutions – the *“Njangi, Soso system”* - or any of the practicing means of finances used by the local population to become a strong financial system and used in the process of development?

Although the term “crisis” risks becoming commonplace, there is no doubt that employment is key to helping people achieve prosperity and well-being – both in the short term and during the global recession and in the long term after the immediate economic crisis is over. Even before the current economic downturn, millions of people in Africa were in the ranks of the underemployed and working poor, with jobs that allowed them to survive, but not to thrive. Therefore new strategies are needed to create productive and well-paid

employment in African countries. To a large extent, that burden falls on Public Administration as the output link between the state and its constituencies.

The African administration system like economic development need not always reduce inequalities and poverty but can instead deepen them. Constrained by political forces, the African administration system is deepening the state of inequalities and poverty instead of being the *"nightingale"* we expect of it, has instead entered a phase of inactivity and inertia often sanctioned from above through the politics and policies of patronage, clientelism, political party influence, which reduced the state of discipline within the sector.

The power of initiative is taken away from the African Public Administration System. So bad has the situation been that at an AAPAM Annual Roundtable Meeting exactly two decades ago, *"the then head of the Civil Service of Kenya lamented the situation that had arisen when he observed that the problem of discipline in the Service was such that it posed a challenge to the future of the Service. He attributed the problem to the fact that, over the years, the powers and responsibilities of the statutory appointing and disciplining institutions had continued to be eroded and usurped by 'certain forces' thus making the enforcement of discipline very difficult"* (Karithi, 1979, in AAPAM 1979:19; in Kiragu & Mutahaba

2006:41. See also Oyugi 1996; Adu 1969; Adamolekun 1976; Rweyemamu & Hyden 1982).

Give the Public Administration System its independence and sovereignty for it to fulfil its output functions in order to fight poverty and (under) development. *A professional, effective and efficient public administration system devoid of political influences, patronage and intrics will be putting jobs and eventually bread and butter back on the table.* For very poor people, employment is particularly important because the ability to work is their only real asset and they have few safety nets.

Yet while having a job can be a path out of poverty, it is not a guarantee. As the industrial countries focus on their own national employment and other development policies to cope with the economic crisis and recession, it is time to rethink employment and other related policies in African countries as well. In the long-run, a dynamic Public Administration System is the avenue through which millions of poor people can climb out of poverty.

The legitimacy of African leaders and the Public Administration system will depend on the extent to which they can integrate the interest and needs of their people with those of the international community. A new financial stimulus is need for the continent. Importantly, how the system will handled and utilise such financial

stimulus without siphoning the amounts into private bank accounts but ensuring that these amounts are properly used to cushion the impact on the vulnerable and to stimulate both short-term and long-term positive impact on growth as it helps smooth income losses..

There is no doubt that African countries need a stimulus package to mitigate the contagion of these internationally originated problems. African is experiencing mass outflows of capital as foreign banks and companies retreat to their home markets, and credit is drying up for tier exports and long-term infrastructure development related activities. Revenues from tourism are expected to drop significantly, while overall levels of aid would decline even before the financial crisis project to slump further (World Bank 2009)

## PART TWO

### **A Failure to Read the Hand Writing. Putting the African House in Order**

The most intriguing yet unanswered question, why was a failure to read the hand writing on the wall. The answer is that some did, but no one listened to them. Who listens to the bottom billion? In fact, there were plenty of signals that an economic crisis was in the making. Stated differently, such crises occur roughly in 10 years cycle. Come to think of the 1993-1994 oil crash. Black Monday (1987), the 1997-1998 Asian Crises. This is just a tip of the iceberg.

#### **1. 1929. Wall Street Crash.**

The world Street crash preceded the Great depression. The economic impact spread far beyond the frontiers of the United States

**2. The 1990s.** The OPEC embargo led to an oil-embargo in Europe and United States

**A 10 year cycle =====>**  
**of Economic Crisis**

market slide in

**3. 1980s. The Market Slide in 1987.** The  
1987 known as Black Monday,

was blamed on the rise of  
strategies

computerised hedging

. The Stock market Downturn in 2002. The stock market down turn followed the bursting of the internet bubble aeries of accounting scandals, e.g. Enron and the September 11 terrorist attack

**4. 2008.** The current stock market crash which began with the collapse of Lehman Brothers, the global financial service firm

The cycles are far too many for Africa to contain. And to contain them requires a *new State structure; new African Public Administration System and New Political Leadership*. Africa has been in constant recession, but it is often covered up with artificial policies. There are many more shocks in the pipeline. To be candid, massive unknown amounts of so-called toxic paper and assets are still sitting in banks around the world – the results of irresponsible loans that were packed and sold to third parties to spread the risk. For example some 20 financial institutions in Germany are estimated to have toxic papers with a value of 1 trillion of which about 25 percent has been written off to date. According to Robert Zoelick the financial crisis is no longer just financial. We have gone from a financial crisis to an economic crisis. We are being hit by an unemployment crisis and heading for a human and social crisis.

Dramatically decreased growth will forge many African countries to the verge of bankruptcy. These countries will or are compelled to increase their budget deficit to levels never seen before. Indeed Africa is in entrenched waters and the economy will be in a shambles for a long time.

The Highly Indebted Poor Country (HIPC) money a kind of bailout for African countries is siphoned into private accounts, misappropriated and misdirected into white elephant projects that do not reflect any improvement in the quality livelihood of the people. Do we need to go further to find out why the continent is stuck on the runway?

Drawing from the views of Buzz Holling (Former Director of IIASA) though the destruction we face is deep, destruction in its turn generates new, albeit frightening forces that can produce tremendous creativity. The creativity and innovation for Africa is to develop its financial credit system which builds on trust, transparency, confidence, solidarity into veritable financial institutions as catalyst for sustainable socioeconomic transformation.

Yes, the African Public Administration system can do just that, but requires their freedom, sovereignty from the aprons of unsheltered governments to free the public administration from the dictates of centralised authoritarian system. Let the public administration system go with loaded obligations, responsibilities and articulate interest to

bail out the people from the burden of slavery, Close the gates of 'no return' (Elimina Castle – Ghana). Open the doors of constructive and inclusive participation for the common good. Let the people be part of the evolving process of socioeconomic transformation, Above all, African countries have to cooperate more with each other. Our reckless rule over the bottom billion will have to give way to the recognition that taking charge of our destiny and that globalisation entails interconnectedness and cooperation as the only route to sustainability and survival.

If there is one thing this crisis teaches Africa, it is that no one would be able to go it alone at the expense of the rest. A crisis is a strong catalyst for structural change. Africa wasted SAP to conduct articulate and meaningful structural changes across the board. African countries failed to bring about human-oriented development. The faces of this poverty stricken bottom billion

Is haunting our public administration system. Change that broken hungry faces to a beautiful beauty of humanity. We must and can do it.

The economic meltdown and the crises, seen and unforeseen should spur African leadership and the public administration system to a completely different, efficient and productive continent. The signals emerging from the Cape to Cairo, from Banjul to the Horn are that

Africa is in the midst of a transition to a new African and World order. But what kind of new order.

It should be a new order that our values will change where wealth and power no longer are concentrated in just few hands, because, as shown by the present financial crisis, that increases the vulnerability of al. And wealth and power will be defined differently.

In our quest to build financial and human capital, we forget that the natural capital of our environment and the services it provides are the most valuable resources we have.

### **The Challenge – Politics, People, and Problems**

The challenge of a *“grand strategy”* marries two inter-related aspects of change and sustainable development - national and foreign policy strategies for the overall articulate interests of *Wall Street* and *Main Street* .*The relationship between the few top affluent and the ghettoised billion poor should be properly addressed through a structured public administration and good governance system.* The public service sector the world over are faced with a myriad of challenges, it is of paramount that senior public servants in Africa in particular should always be in a position where they can manage,

coordinate and guide any form of transformation. Social justice, equity and inclusion as the top priority for constructing a capable developmental state needed in Africa.

Their main responsibility is to see that the entire administrative system they lead are in a strategic position that enables them to cope with the demands and challenges that emerge from a highly competitive global set-up. Hence, the need for them to possess skills and competencies required to turn challenges into opportunities becomes even more crucial. Can the current economic meltdown be converted into opportunities for Africa to forge ahead in constructive manner for the continent's common good?

Getting Africa's national and foreign policy strategy right is, therefore, a matter of highest importance. In this paper, I use history, theory and analysis to understand what a *right grand strategy* should be in the wake of the world economic crisis. It would be good for AAPAM in accepting the challenge for constructing a new brave continent after the events at Wall Street and its impact on the continent to prescribe for African leaders and people as well, a set of proactive national and foreign policy goals; and for the leaders to pursue an integrated unitary posture to support and do the best for the continent.

Articulating a grand strategy means serious soul searching about basic interests and the proper utilisation of our human and natural

resources and protecting them as well. To fully understand and appreciate sub-theme 6.5 within the broad context of the general theme of the conference, a grand strategy for African leaders, to be effectuated by the African Public Administration Systems {APAS} must answer a number of critical questions.

- What are Africa's interests in the world and what are the threats to these interests;
- What are the possible grand strategies to protect Africa's interest from these threats;
- Which of these grand strategies best protects Africa's national interests;
- What specific socio-political, economic and administrative capabilities are required to support the grand strategy;
- Is Africa ready and willing to articulate a grand strategy;
- What is the role of the African Public Administration System within the grand strategy?
- Are Africa government doing enough to enhance the role and functions of the public administration as the sine qua non for the emergence of a capable developmental state

Simply stated, what are the critical management issues, policy implications and lessons to be learned? First, the need for a clear grand strategy for the continent has a new urgency caused by the current greedy attitude of **Wall Street**. The economic crisis is not caused by Africa but in no way immune from the effects of the global economic turmoil. Making it imperative for African to be on a new alert position

Second, looking at the poverty stricken faces of **Main Street**, who are barely recovering from the unholy shock therapy of SAP, Africa's Public Administration Systems possess a margin of unique power, opportunities more than other institutions through its output delivery functions to the people?

Third, facing the realities: What manufactured this crisis? What were the responses of the State and public administration in the countries of the developed economies that manufactured this worrisome meltdown in the economy? What should be Africa's responses towards the crisis? Collective or individual approach

Fourth, the urgent need to strengthen public administration and management systems to be more performant and functional is imperative;

Fifth, an ideological orientation of genuinely mobilising Main Street (and all other stakeholders) as the solid foundation for development must be intensified.

The State remains the main actor. The African Public Administration Systems is a powerful actor that can make and mar. Consequently, what it chooses to do or not to do inevitably have profound effects not only on its own interests but also on the bottom billion which

eventually affects the system. Like the African Public Administration Systems (APAS), African Association for Public Administration and Management (AAPAM) can make a difference. And it should do so.

Our presence here is part of a constructive engagement process, not to talk of the cross fertilisation of ideas and exchange of knowledge as *inputs* to the *outputs* of government delivery functions to society. The African Public Administration System is the executor of the output functions of government contract with society. It has the obligations as such to execute these functions in a holistic fashion exhibiting ethical, professional, and transparent and accountability for the common good of society. Political leadership should be imbued with visions of listening, have an open mind to voices from the wilderness, and not perceive other voices as *anti government*. These voices are *inputs* to the *outputs* of government functions.

AAPAM constitutes a "*think tank*" for the continent, and bears the burden of responsibility to articulate and aggregate policies and stimulate grand designs and strategies to better minimise the adverse effects of the global economic recession and stimulate economic growth. The choice made know will affect not only its future position as a professional, impartial body ready at any moment to render services to which ever political party and government that assumes office; and serving in the best interest of the continent. The

African Public Administration Systems, in spite of certain constraints has the ability of shaping the development path is immense.

First, political leadership must keep aside partisan politics and listen to its professional public administrators; who must exhibit a true sense of ethics, professionalism and shy away from political party influence;

Second, keep aside articulate self-interests, and not perpetuate the hideous acts of Wall Street. To a large extent, the output functions of the public services delivery system perpetuates Wall Street to act in a different context.

Third, it is not wrong to state that due political party influence, poor enabling environment, the African Public Administration Systems is pushed to adopting the greedy attitude of Wall Street against Main Street. It is for these reasons that *“while the advanced world economies were panicking over the crisis, most African countries were like ostriches burying their heads in the sand and acting as if the crisis would not reach them, since it was of their own making”*.

Fourth, caught pants down, obviously and more evidently, in order to confront the crisis squarely and decisively, it is imperative to detach the African Public Administration Systems from the aprons of political

parties, restore its professionalism, ethics and equally vital strengthening public administration and management systems.

Fifth, the African public administration systems, must ceased being an extended bureau of the political party; establish and regain its sovereignty and independence; exhibit and maintain the ethics and professionalism; restore hope, trust and confidence in the people; and operate on the golden principles that governments come and go but the civil service remains the nightingale of society.

Achieving such a noble goal, requires a new mind set as advocated through the words of AU Commissioner for Political Affairs, Mrs Julia Dolly Joiner [2008:5], *“that developing the public service and administration capacity of the state in Africa is fundamentally about building our capacity to create and manage our own interventions and programmes”*. A grand strategy for Africa entails proactive and not reactive policies. Such an exercise requires that we constantly articulate our own vision and approaches to public administration and service delivery.

- articulate policy strategies preventing the deepening of the recession or alleviation of the economic crisis; stimulate job-creations; building human resources capability and intensifying institutional capacity building;
- stringent poverty alleviation and corruption eradication; female gender empowerment as policy priorities;

- fighting inertia and poor quality services delivery – in short, the public service must keep its house in order; exhibiting a high sense of open and shared-government.
- developing the traditional financial institutions to provide a sound foundation as a source of funding development related activities.
- 
- intensify state-civil society- private sector interface as a safety net for sustaining and promoting economic growth, job creation and confidence0-building among the population.

### **Clusters of Contempt and Dimensions of Distrust.**

Africa's relationship with the outside world has been tainted largely by the perception of the region as a 'sick continent' which is used to justify the inferior position often ascribed to the continent which has in many instances been reduced to mere second fiddle player in world economic and political order. Hence globalisation and even economic liberalisation advocated for African nations by multi-lateral development agencies and bilateral partners have meant the usage of Africa as more or less a dumping ground of influences and goods which invariably undermine the building of indigenous capacity.

Even the economic development measures which have often been foisted on these nations by the Breton Wood's institutions at the prodding of the developed nations have not been the economic

harbinger of development as envisaged and have not really been to the greater good of the greater number. The rethinking of the above scenarios may have informed the evolvement of new development initiatives perceived by Africa leaders as the tonic to the development problem in the continent. A typical example is the recent global crisis. Africa is being faulted for a crime not committed. Prisoner without a crime is what Africa has become within the global political chase game.

In other words, there is need to pause and ponder on the nature and pattern of Africa's relationship with the West over time and how this has impacted on development in the continent. Corollary to this concern would be the looming issue of whether it is possible to imagine an Africa development effort unfettered by Western hegemonic influence. Africa is and cannot be an island in the fast changing world environment. It has and must interact with the rest of the world.

Therefore, the continuous promotion of development which is the core function the social sciences in Africa depends on the building a critical mass of young social scientists who are intellectually equipped to deal with the new merging challenges of today. It is in this regard that the need for a regular re-examination of our social sciences in relation to societal needs and relevance cannot be overstated.

The event on Wall Street opens the Pandora Box of 'clusters of contempt' and the 'dimension of distrust'. The global economic meltdown triggered by events on Wall Street expands issues of '*contempt' and distrust.*' Africa's political leadership and public administration institutions are challenged to exhibit a sense of duty and responsibility in articulating and aggregating strategic policies and other stimulus measures capable of mitigating, minimising and forestalling adverse effects of global recession and ultimately curb the crisis.

From the tradition of failed rising expectation and promises at the dawn of independence, constrained public management has emerged deterioration in the relationship between citizens, their governments, and public leaders.

Generally, the failure to improve on the living conditions of the citizens, scepticism toward government deteriorated into a state of contempt and distrust which today appears as a rigid cynicism. 'Left unchecked, such a profound distrust threatens to become dangerous, undermining the viability of democratic institutions' (Kohut 1998, Tolchin 1996). The rising frustration of Africans' leading to 'distrust and contempt' clusters around three major phenomena, namely.

[a] the historical believe that *government* is all *powerful to change*, which now turns to be a myth, as government has failed or instead become an oppressor. This could been in the low level of citizen ambition for social progress, the way on poverty, rising corruption, declining social amenities, poor living conditions, high unemployment among others.

[b] the second cluster concerns *politics and media*. The role of mass media playing its role of *informing, educating, entertaining* and acting as 'watchdog' and in focusing on government's frauds, foundering, and failures, and

[c] popular perceptions of *shallow political leaders, poor government performance, excessive governmental power, and misguided governmental priorities*. There is a growing disgust over not only government's doing too much in the wrong areas, but also government's doing too little in the right ones (Henry 2004.10-11).

The dimension of distrust and contempt pivots on two items though difficult to separate. One centres on distrust in the political leadership of government: the other encompasses the size, direction in the performance, and power of government. Trust in both of these dimensions has been declining since the late 1970s culminating Africa's lost decade – the 1980s which saw the World Banks imposition of the Structural Adjustment Programme (World

Bank).The first dimension is that of distrust of the nation's political leadership. Failed leadership is what has characterised the African political landscape. Failed leadership impacts wrongly on the professional, ethical and delivery of the public administration system, which in turn destroys trust, confidence and the\ legitimacy of the government in place. It is a vicious circle impacting poorly on socioeconomic transformation of society

Of course, there are windows of opportunities pointing in the direction of visionary and servant leadership emerging on the African political landscape. Elected political leaders bear the brunt for not being consistent and holding on to their election promises. Trust on civil servants has equally dwindled. These developments can be seen as failure of the state in fulfilling its social contract with citizens. Output functions of government failures to collorate with 'inputs' into the system.

The second dimension of distrust centres on the government size, direction, performance, and power arrays along gender, ethnic and partisan lines. The structure and functions of many public administration systems on the continent reflects these currents. According to Lewis (1990.220-227) *public administrators have no more confidence in the direction of government and in the people running governmental institutions than the average citizen'*

Following the food and energy crisis, African countries are confronted with an economic downturn. All recent analyses show that African countries have been severely hit by the global crisis. As noted, foreign direct investment and remittances are falling. The outlook for aid volume for the coming years is problematic. Being exporters of commodities, African countries, are suffering from prices decline. However, negative impact of the crisis varies across regions and countries. Last but not least, questions remains about the long-term political, social and security implications of the crisis. Public administration plays a vital role in these processes. Public administrators and the factors that influence their activities are vital subjects for anyone interested in public affairs. Our lives and fortunes are governed by the agencies that regulate the economy. However, the dependence upon administrators does not mean we are enslaved.

There are administrative procedures designed to protect the rights and interests of individual citizens. Much of the 'red tape' that is frequently a subject of division is designed to monitor and control. The decisions of administrators. Thus the African public administration system is more 'representative' of the diverse social and economic interests, than the elected members, making the outputs of administrative system remain paramount in the socioeconomic transformation of society.

## Economic Crises Measures

How can Africa's political leadership and the African Public Administration Systems rebuild the cracked foundations and establish conditions for self-sustaining inclusive growth strategy for economic recovery and continuous growth. The State and administrative organs must ask and address a number of basic questions;

- *What must the national authorities strive for and what actions must be taken? By whom, when, and how.*
- *What kinds of policies are needed to get the development process restarted?*
- *Having created the problem, the developed economies should take their responsibilities in cleaning their mess*
- *What should be the role of civil society, the private sector and other bodies in forestalling articulate contingency policy measures that should adequately address problems of this nature in future?*
- *How much does the state invest in its administrative system for it to be come more efficient and functional;*
- *What are the conditions of services for those in this sector?*
- *What are the responses of those in the public administration system towards rendering quality services to the public?*

These questions challenge every one and calls for articulate and visionary leadership including the emergence of a functional bureaucratic responsiveness to the challenges confronting the society. We are, however, suggesting that the most fundamental administrative judgements, at least in the public sector, must still be

made in quantitative as well as qualitative terms. Both political leadership and the administrative system must take their share of responsibility. The ideal of an '*open system of government*' which interacts and links up with its environment because it has elements in common with it and is dependent on it is strongly recommended.

From this develops the concept of a structure of constructive and coordinated *input* and *output* with quality delivery services that restores confidence and trust in the system. The issue of '*control mechanism*' is vital keeping 'inputs' and 'outputs' in balance. Finally, the concept of '*feedback*', a system of internal communication which forms a basic element in the control mechanism are necessary in providing structural functional base for ensuring a public administration that is equipped to address crisis.

Africa is facing very serious peril with the aftermath of financial crisis caused by the collapse of Wall Street. These developments call for articulate and stringent government management policies. Thus the political and administrative entrepreneurs are in charge and should make the most appropriate choices that shape reform paths. Their ability to carry these choices through, however, depends on key structural conditions. The degree of political autonomy and opportunity for bureaucratic delegation available to them and which must be judiciously utilised. A divided or fragmented bureaucracy

offers multiple avenues for penetration by interest groups and is difficult for the executive leadership to control.

Africa has been less exposed to the direct effects of the financial crisis than other regions, largely because it is less integrated into global financial markets. Many countries have prudential capital controls that reduced the risk of contagion and reduced capital outflows during the crisis. To improve resilience in the face of future crises, African countries need to develop their indigenous financial system to higher levels.

### **Some Critical Management Issues**

Apparently, the global financial crisis will worsen the budgetary position of many African governments. Government revenues have started facing critical moments. This will impede the State in meeting its social contract obligations to citizens. The Millennium development Goals of halving poverty by 2015 will hardly be attained. The divide between Main Street and Wall Street will increase within and between countries.

Remittance, the life-wire of many countries is seriously threatened, and poverty heightened. Many households survive on remittance from

abroad. Their plight is precarious in societies lacking any form of social welfare assistance.

It should be noted that Foreign Direct Investments (FDI) and aid flows are under threat. In sub-Saharan Africa, remittances have been less volatile than both official flows and FDI. Current projections show that remittances stagnated in the second part of 2008. The indications are shrinking capital flow in 2009. Africa will suffer the greatest decline.

The consequences of this crisis on Africa will create development lag. As of now, many African countries seem fairly resilient to the global financial meltdown, reflecting the very limited nature of cross-border linkages in their banking systems. By all means, the position will worsen as the lagged effects on real activities around the world feed through to transitional polities and start to curtail private capital flows. The income and purchasing power of many African countries would drop. Tourist destinations in Africa will be hard hit, as a result adversely affect this vital source of revenue for the countries concerned.

It becomes imperative for the politics administrator system to articulate and manage policies that should prevent the deepening of the economic causes the recession and alleviation of abject poverty.

And how the outcome of these policies can strengthen the political leadership and restore confidence in the government system

## **Policy Implications**

The economic melt-down brings to the fore the need for new policy implications. There has to be a new wind of change and vision for Africa far beyond the 21<sup>st</sup> century. African governments are faced with an equally momentous task. Governments must begin and very seriously too, by defining anew and committing themselves to the kind of vision capable of meeting today's challenges and beyond.

First African governments must be proactive and not reactive. Guided by such long-term vision and strategic approach, each African country, either on its own or in a regional context. Must articulate comprehensive strategies capable of addressing the key political and economic issues facing Africa. Paramount here the following issues must be adequately addressed:

- Leadership
- Institutions
- Restructuring the Nation-State (entrenching Democratic governance)
- Capacity build - human and institutional; constructive and enabling working environment;

- Science and Technology as catalyst for sustainable development;
- Culture, value, and the African' Perception of the world, and their position and role in it;
- Reconstituting state capacity – Rethinking the civil service.

Second, post-independence policy reform effort from a public choice perspective shows that the failure to establish efficient and viable economic and political systems can be attributed to opportunism on the part of political coalitions whose interest has been to subvert the rule to generate benefits for themselves at the expense of the rest of the people. This is what Wall Street did. The public choice perspective explains many development-related problems in post-independence Africa, especially the inability of most Africa countries to develop stable political systems and viable economic markets. The economic meltdown creates opportunistic behaviour and avenues for the bureaucratic and political corruption, and political instability in Africa. These opportunistic behaviours represent attempts by political coalitions to subvert existing rules to amass wealth for themselves or to change the rules in order to design laws that enhance their ability to exploit the system and economy for their own benefit.

How the process of defining, adopting and being guided by a long-term vision should be initiated and promoted at the national level and eventually coordinated through a Union government for the

continent. The role of the state is crucial in crises prevention and post-crises situation. The three core requirements of a functioning state – legitimacy, authority and effectiveness – in the context of recovery from the economic melt-down

Apparently, the economic melt-down undermines the legitimacy of the states, and the post-crises leadership must work extremely hard to re-establish legitimacy by ensuring an inclusive governance system that ensures social and economic processes. The challenge is how to bridge inequalities between different groups, regaining the ability to introduce and implement the required police regime for recovery.

African states must assert their effectiveness by restoring their capacity to administer social, political and economic processes and to enforce individual and community security. Constructive administrative reforms are a necessity. Reforms should be introduced in a way that is compatible with the domestic political economy realities in each country. The African Public Service Charter should not be stored in drawers but constructively implemented. The time for restructuring and renewal is now. The current economic crisis is a catalyst for structural changes to create a more resilient Africa.

In view of the foregoing, it is not surprising that the public administration system in Africa is in dire need of serious reform and

effective implementation in the sense that it is often characterised by inadequate political and technical commitment to drive the process, *absence of a central agency to coordinate the reforms and provide leadership to the whole process, inadequate capacity to implement policies and programmes, weak strategic operational linkages among major public sector reform initiatives, absence of a communication strategy to share information and enlist support, and no stated standards to service delivery.*

The African Public Administration Systems need to exert its authority which must come from the existence of a functioning state system currently absent on the continent. The state has to rebuild the primacy of the political and state system – rebuilding the social contract with the people. Once that is done, it gives the Public Administration System the possibilities to forge ahead on three areas, namely: Authority, Legitimacy and Effectiveness / Efficiency. Authority to provide basic social security of its right throughout the country; able to fend off challenges and to exercise a legitimate authority in address cases like the current economic meltdown; Legitimacy as an institution that is representative of, and accountable to, its citizens; legitimacy depends upon a credible system of political inclusion of major societal groups at all levels of government. Effectiveness, the capacity to deliver and ensure economic recovery and development. In short an effective state must have the capacity to initiate appropriate economic recovery policies, mobilise revenues

and resources to ensure state reconstruction and socioeconomic recovery; provide core public services.

### **Lesson to be Learned**

There are many lessons to be learned. First, the acts of Wall Street and reactions by western governments to bail out their industries should teach African countries one major lesson – *“articulate national-interests”* in the wake of crisis. Second, the time has come when Africa must undertake agonising reappraisal of its attitude to the international community and its perception of the latter’s role in Africa’s development process. Third, there is a need for Africans to overcome a philanthropic vision of the world. The grand strategy advanced should be seen within this context.

Having a better understanding of the mechanisms that govern the world is a necessary condition for Africa’s competitiveness. Indeed, until Africa has learnt to act fearlessly in its own best interest, and not in the interest of others nor in the interest which others perceive for it, underdevelopment and exploitation will remain its plight. Fourth, and within the framework of third point, it is necessary to quote Professor Adebayo Adedeji {The First Recipient of AAPAM Gold Medal Award and Africa’s Longest serving Executive Secretary of the Economic Commission for Africa (ECA), am inclined to quote at length

because of the significance to the current crisis and overall development problems confronting the continent.

"After all, Africa is part and parcel of the global economic system – marginalised and peripheral, no doubt, but nevertheless still a part of it all the same. While given its present circumstances, the rest of the world can forget Africa and suffer very little consequences there from, Africa on its part, cannot afford to do without the international community – so pervasive is its dependency on it. This narrow dependency and shock-prone economic basis, to a large extent colonially inherited and neocolonially entrenched, does not constitute a foundation for sustainable development nor for viable nation-states. Hence Africa's need for the genuine support of the international community. But fundamentally more important is the long-term perspective. Africa which occupies almost one-quarter of the earth's land mass and which will in the course of the next generation harbour one-fifth of the world population cannot be wished away. Its problem and concerns cannot continue to be put on the back burner. Sooner or later, these problems must be attended to as continued neglect will have negative impact beyond Africa and impinge on the welfare of humankind generally. This will be more so in the years ahead as our global village shrinks further and further in the face of further revolutions in telecommunications and information technologies and as interdependence intensifies. In any case, a world that turns its back to a continent with such a great potentiality in terms of natural and human resources will remain in perpetuity a poorer world, operating well below its production possibilities. It will be a poorer world that fails, when it needs not to, to maximise the welfare of humankind. Therefore, there is a mutuality of interests in the international community playing a positive and full role in enabling Africa to lay a firm foundation for its political, social and economic transformation so as to realise its second liberation(Adedeji 1991)

One should be stung with the kind of bail out extended to industries, while little is done by the international system under western leadership extended to the suffering masses in transitional polities in

Africa. But why must the West be concerned with the plight of others when their leaders show no signs of interests and concern in their well-being? On the other hand, is the issue of leadership? In the West, the leaders bail out their sinking sectors.

The crisis has revealed just how vulnerable African economies are to external economic shocks. It also highlights aspects of the international system that are in the mould of the 'Old Washington Consensus'. To help recovery African countries must strongly stressed for increased and initiatives to boost trade on reasonable prices; new trade agreements and increased flexibility and policy space.

In most Africa countries the problem of leadership (political and administrative) remains an issue of major contestation. Does the African leadership and administrative construct act in the same way? One cannot but lament the fact that most African leaders in both the political and administrative spheres have failed to take advantaged of some of the values and beliefs shared by Africans to create efficient and effective political and administrative systems. Of course, one should discard the notion of 'one size fits all' as not appropriate, the intention should not be to copy and impose Western ideas and values on African countries owing to the difference between the two (socio-economic, political and cultural), there is a need for leaders and administrators to draw valuable lessons to explore the situation as it

pertains to the continent and see if there is anything that can be learnt from western countries. In short, political leaders and public servants should look for and select things that have yielded positive results in Western countries that they believe can assist them to turn things around in their countries.

There has to be *ownership and shared vision – shared prosperity* for change to be effective. The economic crisis should teach the African society the need to have a clear understanding of the nature and scope of change (i.e. what is involved to realise the vision?) choose priorities for action (i.e. make the right choices about what to focus on and work on first) understand how the public service works and its consequences with the environment, identity and understand key factors that facilitates and hinder change, work with people so that they can buy and support the newly proposed initiatives

There is need for further public service reform, one that makes it an independent and sovereign institution on the same basis like the three existing braches of government, The Executive, The Legislative and The Judiciary. Only when institutions become apolitical, independent and people-oriented can they offer constructive and encompassing solutions to the problems plaguing society.

The output functions of state institutions are fundamental in giving credibility to government. Therefore issues of efficiency,

effectiveness, sustainability and quality services delivery constitute topical subjects of debate especially in developing countries, Africa in particular, where state bureaucracy is noted for delaying the output functions of government. Many reasons abound. Either state bureaucracy is not properly trained or extremely too partisan, and controlled by the whims and caprices of the governing party. The structure-functioning of the public service is heavily influenced by clienteles, patronage and ethnic hegemonic factors (Forje 2009).

Rebuilding state capacity requires the restoration of core institutions of economic governance and fiscal administration and, where necessary, rebuilding a cadre of competent, professional civil servants. Without the policy-making and administrative capacity to generate economic activity, protect investments and provide basic social services, governments will remain vulnerable to the dual traps of poverty, underdevelopment. The restoration of authority, legitimacy and effectiveness should not necessarily be a long-term project. It depends on the mindset of the society and how quickly there are prepared to change. Its success depends largely on the mindset of the people, influenced by the domestic contestations over power and wealth, and the ability of the society to determine for itself the nature of the social contract between the governments and governed.

## Critical Challenges

The current global economic crisis, which Africa had no part in creating, is threatening to reverse much of the gains of the last decade, including the reduction of high poverty levels and advancing their Millennium Development Goals. African countries failed to make the best out of the structural adjustment programmes. Will they make anything better out of this crisis?

African development is hampered by four-component poverty trap, listed as follows:-

- *inadequate access to markets and growth poles is a major deterrent to growth and poverty alleviation;*
- *poor governance nurtures an unfriendly business environment and is fertile ground for violent conflicts, instability and hampering growth;*
- *Africa's natural resources have been of interest to many developed economies even those that never took part in the race for colonies in Africa, China for example is courting African countries at a high level of the love of its natural resources to the envy of the old colonial lords;*
- *climate change and environmental security are sources of concern (see Njinkeu 2009).*

- *Structuring the African Public Administration System is a sine qua non to addressing the challenges and getting the continent out of its current malaise;*

Seen within these confines are the important challenges to sustain interest among African countries in market-friendly public administration system reform at a time when developed countries are introducing inward-looking protectionist policies and stressing on the need for good governance. The failure of the World Trade Organisation (WTO) negotiation should be a pointer that complicates the situation.

Second, with a politically derailed public administration system, and a non innovative and productive private sector the second challenge relates to the competitiveness agenda. African governments need to bolster their supply-side capabilities, diversify production, and add value before exporting, implying developing human capital, and improving institutional functionality. By and large, the financial global financial crisis weakens the vulnerable financial positions of African countries, making it impossible to finance such a competitiveness agenda.

Third, relates to reduced attention to macrocosmic stability which poses' serious challenges to the African Public Administration System. Though they have been public service reforms in many

African countries, so far, the key achievements of policymaking in Africa over the last decade has been the steady improvement in macroeconomic framework, which is the foundation for growth that can reduce poverty. There is no doubt that the current financial crisis is fuelling domestic inflation pressures. As such, one challenge is to maintain a functional, effective and efficient public administration system that ensures a proper output reach or delivery services to the people and to maintain low inflation rate and ensure trust and confidence in the government to create conducive environment for continued reform.

As the various crises reverberates across the continent, African countries are obliged to negotiate economic partnership agreement with the European Union and western financial institutions. The focal points here are political leadership/governance and the African Public Administration systems. Therefore institutional transformation must occur through sustained long-term democratic governance and to promote regional integration to boost the capability of the continent in the face of crisis.

Africa has to go offensive to meet its needs and this necessitates response to the crisis: a stimulus package to support recovery; an inclusive new architecture of national and global economic governance, and a halt to rich countries' protectionist practices in finance and trade that continue to undermine Africa's development.

Some of the existing conditionalities imposed by the IMF, the World Bank and the African Development Bank need to be looked into as well as African governments must undertake serious restructuring the governance system and administrative reform to get the continent off the runway.

## **PART THREE**

### **The Period for Restructuring and Renewal**

#### **Conclusion: Road to Recovery**

#### **Reconstituting State Capacity – Reforming the Civil Service**

Strengthening the machinery of government is perhaps the most policy priority for improving state performance. The obvious starting point for addressing the plight of the continent is to embark on the road of democratic governance. Most governments have embarked on this road with varying degrees of failures and successes. Civil servants or bureaucrats, whose job is to implement policies and, as such, serve as agents of politicians and the voting public, also attempt to maximise their self-interest.

Consequently, there exists a very strong incentive for opportunistic behaviour on the part of the bureaucrat. Bureaucrats may seek to

maximise their budgets at the expense of efficiently carrying out government policies. The absence of competition among government bureaus usually results in output that is significantly larger than what would have been produced by competitive firms under similar circumstances (Mbaku 1997:67)

The problem is not downsizing but upsizing with a vision to delivery quality services to the people; building and enhancing the capacity of the public administrative system on the continent so that the public service sector becomes the main drivers of the output functions of government. The shortage of skilled personnel and poor working environment is a typical legacy for poor quality services delivery. Unfortunately, reinstating such policy leadership capacity has not usually been among the leading priorities in external support for recovery

Attempts have been made in the paper of critique and articulate a new roadmap for Africa's economic and financial recovery. It challenges both political leaders and the public administration system to craft a new order for Africa. Questions are posed as to when do governments choose to persue reforms that promise certain and long-term benefits, yet assume short-term costs. How do political leaders evaluate their chances of getting away with politics that impede not promote quality away with politics that impede not promote quality livelihood for all. How does the public administrator

system conduct them to ensure the continent's holistic recovery? These and other question lie at the case of Africa's reconstructing to contain the economic curse and to improve the living standard

Both political leadership and the administrative system are the bodies to break the ice on Africa' development meltdown. They are the bodies to increasing resilience to extreme events. The crisis offer the opportunity for political leaders, policy and decision makers to make to make robust investment choices for building society resilience to disaster

We have made attempts to show the need for articulating a grand strategy for Africa's public administration for economic recovery. During these times of crisis, affecting every citizen and nation, the state should focus on many new innovative and creative ways in which in our traditional institutions and indigenous knowledge system can be applied to improve quality livelihood. Developing and utilising our indigenous knowledge system will lead to inspiration on how we too can work with other stakeholders within the environment.

One person standing for good and taking action will unfailing stimulate others into activity, becoming a rallying point for the sustainable development of society. This expansion of the sense of relationship from family, community, nation to humanity as a whole undermines two of humanity's greatest enemies – comparativeness

and hatred – replacing them with positivist and ‘love’ constructive engagement in action.

If we are to lift Africa from its current circumstances and predicaments, we will need a generation of learners that are gifted with curiosity about the world in which they live, and the tools to understand and shape that world. The paper has focused on several broad themes in human capital development, leadership role, governance system, and institutionalising democracy, institutional capital building and technology in order to offer creative solutions to the challenges faced by African countries.

The economic crisis provides a window of opportunity for the continent to undertake drastic State reform, Public Administration System reform and constructive mindset of society to use resources and indigenous knowledge for the development of the people. There is a need to come out of the current inertia of indiscipline, separating political party activities from Public Administration System functions; prohibiting civil servants from being business actors. The Ndegwa Report in the case of Kenya *“broke the requirement prohibiting Civil Servants from engaging in trade or any other business, and allowed Civil Servants to own any kind of property and take part in any kind of business, no one can stand up and argue that efficiency of the individual Civil Servants who took uncontrolled advantage of this*

*relaxation of tradition was not affected somewhat adversely' in (Kiragu & Mutahaba 2006:41)*

If the African Public Administration System is to genuinely face the problems of the economic crisis and national development issues, *it must begin by keeping its house in order; avoid divide commitment; a stop to existing arrogance of civil servants and other public servants; complete change in mindset; more often than not, the existence of powerful bureaucratic forces with direct connection to the apex of power that impedes the proper functioning of the African Administration System.*

Admittedly, the big problem is how will African countries finance their continued growth and sustain development programmes already underway. And like many other developing countries in other continents, African countries generally do not have very large foreign reserves or large budget surpluses. They also do not have a strong ability to attract loan capital to finance their deficits in these difficult periods. So the fundamental question is how can they engage in counter cyclical fiscal policies to keep their countries running, to keep the development projects planned in their budget on track, and to compensate for the decline in international trade?

Africa can do more to recognise its own growth potential and strengthen its resilience to overcome its development predicaments. It

implies that African countries are compelled to implement strategies that will enable the continent to create a way out of the crisis, invest in their own capacity for future growth, and build a period of sustained growth. Mobilising domestic resources, investing in human and infrastructure, strengthening public-private partnerships, and reforming relations with international financial institutions should be priority strategies that should aid Africa look beyond the crisis in the short and long term.

It should be noted that the economic crisis and turbulence jeopardises peace and stability in Africa. For now Africa has more than enough of crisis. This makes it imperative for servant leadership in Africa to strongly put the case of the continent to the international community arguing that the problems caused by economic turbulence are deeper than originally anticipated. To help offset the difficulties and prevent further conflicts which could extend beyond the frontiers of the African continent, the international community and the Bretton Woods Financial Conglomerates to act quickly and constructively to ease the plight of the continent.

To attain the objectives for a functional and delivery African Public Administration System, a comprehensive plan of action for a new public service sector should embark on the following recommendations;

## Recommendations

- *African governments should be entrepreneurial and competitive, proactive and not reactive.*
- *Government should be customer and mission driven*
- *The State should improve its governance, accountability and quality of its services delivery system*
- *Government should anticipate and solve problems*
- *Government should judge its performance with measurable results.*
- *Develop indigenous financial institutions – the njinga's house - should be deepened as a means of resources mobilisation;*
- *African public administration system should not constitute or converge into a Wall Street against Main Street, but operate to serve the interest of Main Street.*
- *Effective coordination and network is needed and this requires first, mutual interest and a sense of shared responsibility among partners who should see their roles as complimenting each other rather than allowing their diversity to encourage dominance by some lack of compromise*
- *Public administration must be “people and development-oriented”.*
- *Promotion and maintenance of a high standard of professional ethics – promotion of effective and efficient utilisation of resources.*

- *Constructive restructuring the state system (redesigning government) as well as the African Public Administration System and encouraging servant leadership*

## **Some Food for Thought**

- Why is Africa constrained within the premise of re-actining and not preparing for eventualities?
- What prevents Africa from pushing forward its inherent cultural heritage advantage in the socioeconomic transformative process?
- Sixty years is a short period in the life of a nation, but what have we done during this short period to proof colonialism wrong and the greatest crime committed against humanity
- Do you think the current crisis will provide some impetus for African countries to conclude new multilateral trade agreements?
- Do you think the current State system, structure and functioning is adequate to provide the kind of leadership that is most needed for the continent in the age of globalisation?
- Can the African Public Administration System in its current form and structure perform the role much needed in addressing the problems of the state?

- Do you think there are any positives outcomes of the global economic crisis for Africa?
- What concerns and priorities does Africa share with other continents in respect of the crisis?
- Do you think other continents care about the economic meltdown and consequences on Africa if it does not affect their profit maximisation status quo?

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