

Contents

Chapter 1

The Public Sector and Administrative Reform

Introduction	1
Defining the Public Sector and Its Scope	3
The Public Sector in Development	4
The Concept of Administrative Reform	9
Literature Review of the Factors Influencing Public Sector Reform in Africa	12
The Structural or Institutional Approach	16

Chapter 2

The Politics of State Capacity Building in Africa: Issues and Challenges

Introduction	18
Strategies of Administration and Governance	19
The State, the Market and Public Purpose in Africa	22
Reasons Underlying State Intervention in Africa	23
Building State Capacity	25
Literature Review of State Capacity in Africa	26
The Governance Agenda	27
Contextual Variables Affecting State Capacity	30
Conclusion	31

Chapter 3

Theoretical Drivers of Public Sector Reform Initiatives in Africa

Introduction	34
New Institutional Economics	34
Development Theory	40
New Public Management	48
The Classical or Traditional Public Administration Model	52
Post-Public Administration Models	53
Conclusion	55

Chapter 4

Phases of Public Sector Reform in Africa

Introduction	56
Phase One Reforms: 1980s to Early 1990s	56
Phase Two Reforms: Mid-1990s to 2000	58
Phase Three Reforms: 2000 to Present	59
E-Government	65
Outcome of the Reform Phases	67
Conclusion	68

Chapter 5

Strategies of Public Sector Reform: The Balance Sheet

Introduction	70
State Enterprise Reforms	70
Positive Cases of Privatisation	83
Major Obstacles to Accelerated Privatisation	87
Lessons of Privatisation in Ghana for the African Continent	88
Corporate Plans, Performance Contracts and Non-privatised SOEs	91
Public-Private Partnerships	95
Case Study of Partnerships and Services in Ghana	98
Case Studies of Partnerships in Health	100
Experiences and Dimensions of Decentralisation in the Context of the Public Sector Reform Agenda	101
Two Case Studies of Decentralisation in Africa	105
Decentralisation, Local Government and the Democratic Wave in the Late 1980s and Beyond	117

'Successful' Cases of Decentralisation	119
Strategies for Strengthening Decentralisation and Local Government	120
Civil Service Reforms: Dimensions and Consequences	122
Continuity and Change in Civil Service Ethos, <i>Esprit de Corps</i> and Professionalism	137
Enhancing Public Service Accountability	141
Conclusion	143

Chapter 6

The Future of the African Public Sector: Alternative Approaches to Renewal and Reconstruction

Introduction	144
The New Partnership for Africa's Development	144
Millennium Development Goals	146
Effective Local Community Governance	147
Redefinition of the Role of the State in Development	147
Reforms Must Be Home-Grown, and Made to Fit Real Needs	148
Developing a Public Sector Ethos in Africa	149
Assisting African Countries with Institution-Building	150
Conclusion	150
Notes	151
Bibliography	153