

GOOD GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY FOR SUSTAINABLE DEVELOPMENT IN AFRICA

Obasa, S.O.

Lecturer, Department of Political Science and Public Administration, Redeemer's University,
Ede, Osogbo. Nigeria

ABSTRACT

The governance context in sub-Saharan African public domain has drawn considerable attention from scholars since the late 1980s. According to some observers the seemingly unprecedented challenges in the slow development of African countries are associated largely with poor governance environment which is characterised by deliberate disregard for accountability principles. The 1989 World Bank study identified underdevelopment and stagnant growth to the crisis of governance ranging from absence of accountability, transparency, patriotism, development-oriented leadership as well as experience of greed, personalized politics, outright disregard for rule, violent and counter-violent opposition, press censorship and unconstitutional governance. The aim of this study is to concentrate on Africa's governance; diagnose the challenges that poor leadership has caused to development, and propound strategies to solving them. The problem statement of this study is to examine the gap in governance, and the link between good governance, accountability, transparency and sustainability of development in Africa. The research methodology is based on qualitative analytical design since there are sufficient materials and data for this study.

Key words: *Good Governance, Accountability, Transparency, and Sustainable Development*

Introduction

In recent times, political leaders in the Eastern and Western blocs of the world (developed and developing economies) are challenged with the real paradox of finding solutions to the major problems confronting their societies as well as the increasing distrust existing in their various institutions and among people in politics. Due to retrogression in governance, many people are losing confidence in a poorly understood and complex system to deliver the policies that they want. For instance, across Europe, efforts are being made to try and raise governance standards in every sector, specifically around the principles of democracy, transparency, accountability in decision-making, and inclusiveness in the representation of

interested stakeholders. To assist its members, “the EU tends to export to its neighbour countries EU norms and models, including democratic values and practices, rule of law, human rights standards and political dialogue – which all together constitute the good governance norms” (Rossi & Stefania, 2004).

Given Canada's national motto — "Peace, Order, and Good Government" — it is perhaps not surprising that Canadians believe they have a "comparative advantage" in the area of good governance (Welsh & Wood, 2007). Indeed, under the Harper government, good governance programming has become a — if not the — central component of Canada's development assistance policies, particularly with respect to investments in fragile and failed states (Government of Canada, 2007). Perhaps the most striking example of this priority shift has been the creation of the Office for Democratic Governance within CIDA in October 2006, its purpose to promote "freedom and democracy, human rights, the rule of law and open and accountable public institutions in developing countries" (Keenan & Gilmore, 201; Thompson, 2008; Kirchner & Sperling, 2010). USAID recognizes that quality governance positively influences the sustainability of development. While foreign aid supports good governance and democratic unity, local leadership and citizen participation are crucial factors that, if in place, will ensure the sustainability of good government practices. USAID's Office of Democracy and Human Rights (DHR) in the LAC Bureau strengthens democracies by supporting local governments—the essential building block of democracy. USAID's program in the LAC region focuses on the following: • Supporting the Free Trade Agreement of the Americas (FTAA) and other regional trade agreements through regional trade capacity building and improving market access; • Strengthening democratic institutions and processes; • Improving the quality of education; • Protecting the region's biodiversity; • Supporting new environmental technologies and partnerships; • Improving the health status of the region's population, with a particular emphasis on women and disadvantaged groups; • Program development and assessment; and • Advancing cooperative opportunities in the hemisphere (http://pdf.usaid.gov/pdf_docs/PDACA729.pdf).

The financial crisis that swept the Asian Continent in mid-1997 brought forth the transformation in Asian economies as a result of the new governance strategies adopted. Consequently, public institutions and agencies began to function remarkably very well;

thereby leading to development in every area. Southeast Asia provides sufficient evidence that there is a remarkable correlation between good governance and economic upturn. The quality of governance that transformed the socio-economic and political level of Singapore, Malaysia, Korea, Japan, and China, for example is associated with the following elements: economic management, income distribution, human development, absence of corruption, bureaucratic efficiency, judicial efficiency, political stability, and political freedom.

The most significant function of governance in Africa is to build developmental states that have the model and characteristics of East Asian miracle countries such as Korea, Japan, Taiwan, Indonesia and Singapore which are considered as developed countries basically because they were able to experience over the years good governance, proper political order and effective bureaucratic structure. Thus, to determine whether governance is ‘good’, scholars consider the mechanisms that promote it, the processes adopted, and the results achieved. The mechanisms of good governance entail transparency, democratic institutions as well as efficiency and effectiveness of public services in any political environment. This view is in line with Eduardo and Magdalena’s (2004) conclusion that there is evidence that Southeast Asian economies found strength in some dimensions of good management (even if, in general, institutional weaknesses easily escaped notice amid growth). The sustainability of good governance in some parts of East Asia must have been responsible for the most dramatic reduction in extreme poverty, from 80 percent in 1981 to 7.2 percent in 2012. The President of Liberia has described the past 30 years as disastrous for most of the people of Africa, noting that whereas the Asian Tigers recorded some of the fastest growth rates and reductions in poverty in world history, most of Africa remained mired in poverty. As a whole almost all sub-Saharan African (SSA) countries recorded average annual per capita growth of about zero, between 1970 and 2000 (Sirleaf and Radelet 2008: 1).

In South Asia, the share of the population living in extreme poverty is now the lowest since 1981, dropping from 58 percent in 1981 to 18.7 percent in 2012. Poverty in Sub-Saharan Africa stood at 42.6 percent in 2012. China alone accounted for most of the decline in extreme poverty over the past three decades. (<http://www.worldbank.org/en/topic/poverty/overview>). UN Secretary-General Kofi Annan has stated that ‘good governance is perhaps the single most important factor in eradicating poverty and promoting development’ (Annan, 1998). The percentage of the population of

sub-Saharan Africa living on less than one dollar a day rose from 44.6 per cent in 1990 to 46.4 per cent in 2001. Poverty in sub-Saharan Africa of those who lived below US\$1.25 stood at 46.8 percent and 40.9 percent in 2011 and 2015 respectively (World Bank,2015).

The purpose of governance in any country be it, the developed or developing is to enhance orderliness within the state through proper structuring and management. Successful management determines which country is actually governed well. This has a lot to do with how citizens perceive the rules that guide their interaction with public officials. Some of the challenges that political leaders have in the course of ruling their countries, particularly in Africa centre on policy aggregation and implementation. The sub-Saharan African countries in recent times have been plagued with the challenges of political legitimacy, transparency, accountability, corruption in government, and allegation of civil rights abuse which often degenerated into serious social and political divisions among the existing classes in the society. The inability of the leaders and the state to focus on governance issues has given rise in recent years to seemingly unprecedented political instability, threats to constitutional government, suspicion and sharp distrust of political leaders and agencies. This development has further heightened economic problem since investment keeps on declining on uncontrollable rate.

The World Bank identified three distinct aspects of governance being: a) The political regime, b) The process by which authority is exercised in the management of a country's resources, and c) The capacity of governments to design, formulate and implement policies and discharge functions. While the Bank identifies political aspects of good governance, it claims that these are beyond the scope of its non- political mandate a guarantee not to intervene in the domestic politics of recipient governments (Kirillo, 2005).

In view of the fundamental changes taking place in the world, the member-states of the African Union deemed it significant to adopt the objectives and principles enshrined in the Constitutive Act of the African Union, particularly Articles 3 and 4, which emphasise the significance of good governance, popular participation, the rule of law and human rights. The African Union and Regional Economic Communities recognised the need to promote, nurture, strengthen and consolidate democracy, good governance; rule of law, peace, unity, security and development in the member-states. One of the objectives of the African Union

as contained in the Chapter 2 of Article 2 is to “Promote best practices in the management of elections for purposes of political stability and good governance” (http://www.ipu.org/idd-E/afr_charter.pdf).

Conceptual Framework

Governance when viewed from a generic angle simply means the way or process of exercising authority over a defined population within a nation state. However, authority in this sense implies the ability to make decisions binding on the entire population through affective loyalty, habituation to the legal order, calculations of interest, or, by means of coercion. The exercise of authority through formal and informal institutions in the management of the resource endowment of a state is considered as governance. The quality of governance is thus determined by the impact of this exercise of power on the quality of life enjoyed by its citizens. There is growing awareness in the development community that a comprehensive look at the enabling environment of institutions (World Bank 1992, 1994; Picciotto 1995; Hansen 1996; Huther, Roberts, and Shah 1996), interests and policies is needed in determining the net impact of the state on the well-being of its citizens.

This brief will explore the concept of governance and attempt to answer some fundamental questions: •What are the characteristics of good governance? •Are there universal principles of good governance? If so, what are they? • Where do these principles come from? • In applying such principles what quality of detail do we need? • What particular criteria are necessary to build governance? • How might we apply these principles to assess current governance regimes? (Graham, Amos & Plumptre, 2003).

According to Lasswell (1963), governance is the distributive aspect of who gets what, when, and how in a society; that is, the creation and enforcement of public policy. Interestingly, this particular definition is relatively values-free and universal, in the sense that it contains the characteristic of authority in any state; be it democratic or authoritarian, military or civilian, capitalist or socialist; the task of governance is the same. The tasks of governance affects every aspect of public life such as: **a**- securing and defending the integrity of the state, **b** - social, and economic policies in the interest of the public good, **c** - making sure that resources that are meant for performing the functions of governance are mobilized and deployed, **d** -

ensuring public order and domestic security, **e** - putting in place socio-economic policies in the interest of the public good and the citizens, **f** - enabling members of the society and various institutions to participate in the implementation of governmental policies in an equity manner. Colin Mercer (2003) describes governance as “our joint and uneven terms of engagement with the complex fields of economic, human, social and cultural power relations in which we are all ‘stakeholders’”. That is, governance is neither the institution of government nor the traditional dichotomy of “State and People, Government and Community, etc.” Rather, it is a dynamic process involving “structures, functions (responsibilities), processes (practices) and organizational traditions that the board of an organization [or society] uses to accomplish the organizing mission” (IOG 2001, p. 7).

In the book entitled ‘Governance Matters’ (2005), six aggregate of indicators were constructed as governance indicators. These include: the process by which governments are selected (Voice and Accountability: aspects of the political process, civil liberties and political rights, independence of the media; political stability and absence of violence; Government effectiveness: quality of public service provision, the quality of the bureaucracy, etc. Governance refers to the exercise of authority by government or (more precisely), the system and method by which that authority is exercised (Dibie 2014)). By governance, it’s meant the exercise of political power to manage a nation’s affairs (Adamolekun, 1999, 2002). He went further to say that the main elements on which there is a broad consensus in the public administration literature are: (i) Freedom of expression and association (ii) Rule of law (iii) Electoral legitimacy (iv) Accountability and transparency (v) Development-oriented leadership. The OECD, in its documents sought to link development assistance with (a) participatory development (b) human rights, and (c) democratization. The key component of ‘governance’ were identified as: (i) Legitimacy of government (b) Accountability of political and official elements of government (iii) Respect of human rights and the rule of law (including individual and group rights and security, a legal framework for economic and social activity, and participation) (Srivastava, 2009).

Governance also refers to the ability of the state to provide institutions, defined broadly as the “rules of the game.” Rules create incentives that shape the actions of public officials. They vary because of differences in social and economic structures (World Bank 2000). According

to the United Nations Development Programme (1998) and Huther and Shah (1998), governance refers to the exercise of economic, political and administrative power in the management of the resource endowment of a state. Its practice requires mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise legal rights, meet their obligations and mediate their differences. The UN Secretary-General claims that good governance is "ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration.

The concept of good governance has gained prominence in the literature in recent years. However, there is little agreement on the meaning of the concept as every scholar tends to view it from their respective research agenda as well as from the understanding of the actor behind the act. Interestingly, good governance tends to be equated with governance in development studies (Murphy 2002; Beck and Conzelmann 2004; Pettai and Illing 2004; Hill 2006; Turner & David, 1997)), often without providing a clear definition of either concept.

According to the Cotonou Partnership Agreement, Article 9.3, the term when viewed “In the context of a political and institutional environment that upholds human rights, democratic principles and the rule of law, good governance is the transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development.” According to the UNDP, good governance ensures that political, social, and economic priorities are based on broad consensus in society and the voices of the protest and the most vulnerable are heard in decision-making over the allocation of development resources (UNDP, 1997). From the view of the European Union, good governance refers to the “rules, processes and behaviour that affect the way in which powers are exercised at the European level. In the context of a political and institutional environment that protects human rights, democratic principles and the rule of law, good governance is the transparent and accountable management of human, natural for the purpose of equitable and sustainable development”. Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society (<http://www.unescap.org/sites/default/files/good-governance.pdf>). Good governance is not

only for a type of government and its related political values but also for certain kinds of additional components. It implies government that is democratically organized within a democratic political culture and with efficient administrative organizations, plus the right policies, particularly in the economic sphere (Smith, 2007)

Good governance is the hallmark of political maturity and also a requirement for growth and poverty reduction, for there are irreducible minimum levels of governance for social programs to be supported in the society. To secure this, there is need for a functioning public sector that adheres to the fundamental principles of transparency and accountability. Again, to access good governance, there must be a dynamic civil society that can express and respond to the needs of the Proletarians as well as the system of justice where equity prevails and the legal system will enhance the legal security of individual environment. According to Ara & Rahman (2006) to ensure sound local development action should be taken to work towards achieving good governance.

The Council of Europe came up with 12 principles of governance. These are: 1) Fair Conduct of Elections, Representation and Participation; 2) Responsiveness; 3) Efficiency and Effectiveness; 4) Openness and Transparency; 5) Rule of Law; 6) Ethical Conduct; 7) Competence and Capacity; 8) Innovation and Openness to Change; 9) Sustainability and Long-term; 10) Sound Financial Management; 11) Human rights, Cultural Diversity and Social Cohesion; and 12) Accountability.

Good Governance and Accountability in Africa

Accountability in the sub-Saharan Africa relates to those actors in governance such as the government, ministry, project manager, to mention a few whose positions are so vital that they bear responsibility for their actions. Since they have responsibilities towards the citizens, their actions must be devoid of arbitrariness and accommodate openness. Thus, accountability is a twin sister of transparency where the defence of provision of services is subject to openness and public choice theory. African states are therefore expected to be transparent and accountable as this would strategically increase the effectiveness and efficiency of projects and strengthens their administrative and political framework.

Accountability serves similar purposes as do responsibility (and liability), including protecting the rule of law, and paving the way for compensation and satisfaction of victims.

But it is also essential to the protection of democratic values (Curtin and Nollkaemper 2005: 9) and key to securing control of public power: “rulers generally dislike being held accountable. Yet they often have reasons to submit to accountability mechanisms. In a democratic or pluralistic system, accountability may be essential to maintaining public confidence. . . . But we can expect power holders to seek to avoid accountability when they can do so without jeopardizing other goals. . . . To discuss accountability is to discuss power” (Keohane 2005)

Accountability in relation to good governance may be viewed from seven angles such as: a/ Clarity in the assignment of responsibilities and the authority to act in the course carrying out the activities of governance; b/ Coherence, which implies leader’s behaviour in terms of consistency, reliability, and predictability. c/ Breadth is the degree to which broader concepts of accountability to the global community, future generations and nature are integrated with concepts of political accountability; d/ Role of Political Leaders is the ability of those in the government to depict appropriateness of responsibilities in the administration of their environment which must be devoid of any form of corruption; e/ Role of Public Institutions , institutions must not only be well designed, but must also have solid support at all levels of society since this is a panacea for the sustainability of orderly society through their effective of public goods. f/ Role of Civil Society and the Media, towards sensitizing the civil society and political leaders about the evil of non- accountability. g/, Transparency which is the ability of the media, civil society and the entire citizens to access information relevant to the performance of in terms of spending and the extent the political leaders and the various institutions have performed to expectation.

Accountability in sub-Saharan Africa can be mitigated adherence to the principles associated with good governance. One of the principal components of good governance is participation. Public participation in politics (through elections, political parties and civil society organizations) can provide a check on the government and keep political authorities accountable. Aside from this, the existence of rule of law and adherence to the contents of law, have impact on accountability. Where the rule of law prevails, it enables citizens to have equal standing before the law regardless of the existence of political affiliation, social status, economic power, or ethnic background of individuals in the society. Since certain sanctions

are associated with the rule of law, political office holders are most likely to obey by wanting to express accountability.

One of the advantages of accountability is that it makes it possible for public officials or public institutions to be more effective and efficient in performance. Accountability also ensures confidence in the government since the citizens are sure of securing feedbacks on the activities of political leaders. Accountability ensures that all members of the scheme, including the office holder staff members and members of any governing body are seen to be responsible and accountable for their decisions and actions, including the stewardship of funds (with due regard to the independence of the office holder): a/Subject to appropriate public or external scrutiny; b/Accountable to stakeholders for operation of scheme; c/Financial accountability, and appropriate internal controls to demonstrate the highest standards of financial probity; d/Robust mechanism for review of service quality; e/Clear 'whistle-blowing' policy (BIOA, 2009).

In order to ensure accountability in the civil service, parastatals and other governmental agencies in Africa, the following are central: a/framework for public service management. There should be accountability framework setting as a formal structure for assigning authority and delegation in public offices. b/freedom to access information. All public agencies must provide guides containing information on their structures, organisation, functions, duties and powers, services they provide and the procedures by which services are delivered. c/setting of investigation committees. African government should set up investigation committee in areas of public concern affecting the bureaucrats. In the face of the investigation, there should be witnesses to attend hearings and respond to questions. d/ethics in public office. There should be code of conduct rules in the bureaucratic institutions that will guide the public workers on how and why they should handle government services with care. e/Media pluralism. Media pluralism has led to the emergence not only of independent media outlets but also to avenues for critical voices with alternative viewpoints within society to express themselves. There are examples of the media playing a key role in enhancing accountability and transparency throughout the continent. For instance, in Kenya it is the media that first reported the Goldenberg scandal (1990s) and the Anglo-Leasing scandal (2004). Similarly, it is investigative papers in Tanzania that brought to light an overpriced radar purchase by the state. In Uganda, it is the media that publicized the scandalous expense

associated with the Commonwealth Heads of Governments Meeting, where state resources were pilfered (Maina 2010).

Good Governance and Transparency in Africa

Transparency is a multifaceted concept with plethora of meanings. Given the genetic meaning of transparency, it simply means absolute openness in every area of activities. In governance, it implies creating avenue for the citizens to have concrete knowledge of how a particular action is taken by political leaders in power through complete openness. Richard W. Oliver, (2004) in his book *What is Transparency?* wrote that transparency has come to mean “active disclosure.” Other scholars have defined government transparency as “the publicizing of incumbent policy choices,” (Fox, 2007) and “the availability and increased flow to the public of timely, comprehensive, relevant, high-quality and reliable information concerning government activities (Ferranti et al, 2009). Vishwanath and Kaufmann (1999) and Kaufmann (2002) define transparency as the “increased flow of timely and reliable economic, social and political information, which is accessible to all relevant stakeholders”. Transparency International, a global civil society organization that seeks to fight government corruption, defines transparency as “a principle that allows those affected by administrative decisions, business transactions or charitable work to know not only the basic facts and figures but also the mechanisms and processes.”

Brookings Institution panel, “Promoting good governance and fighting corruption: The example of natural resource management”, provided an illuminating, diverse range of perspectives on increasing transparency in the natural resource industry, and why a transparent approach leads to good governance. EITI is a set of standards for ensuring that world governments manage their natural resources in an open and accountable way. These standards were developed to help curb the corruption that so often develops in governments where natural resources are managed poorly. Robert Hunja, director of Public Integrity and Openness at the World Bank, added in a global perspective. Having worked closely with governments on the African continent, Hunja shared his optimism that properly managed natural resources had the potential to help advance the continent’s development goals. However, he also warned that the consequences of poor management and limited transparency go far beyond the salacious activity at MMS, Taken together, the comments of the panelists all point to a widely applicable principle that is relevant beyond the realm of

natural resource management. As stated by Robert Hunja and then expanded upon by Nathaniel Heller, managing director of the Results for Development Institute, “Transparency itself is important, but making it have meaning is a nontrivial exercise”. Any potential improvements to governance that result from increased transparency and accountability, Heller argues, are only valuable if those improvements are utilized in a way that creates a net benefit for society (<http://www.brookings.edu/events/2015/09/29>).

Good governance is mainly based upon good administrative behavior and transparency, An important aspect of transparency that is of particular importance to individual citizens is the right of access to documents of the institutions (Weiss & Steiner 2006).

Good Governance and Sustainable Development

The term good governance after its first introduction by the World Bank in 1989 to characterize the crisis in sub Sahara Africa as a crisis of governance has become increasingly popular and favorite among the donors good governance is now viewed as essential for promoting economic growth and alleviating poverty in the development countries. Without good governance it is assumed that the benefits of the reforms will not reach to the poor and the funds will not be used effectively (Azmat and Coghill,). According to the International Institute for Sustainable Development (IISD: 1995) the improvement of economic efficiency, the protection and restoration of the environment and the enhancement of the social well-being of people form the basic tenets of sustainable development. United Nations Education, Scientific and Cultural Organization(UNESCO) regards sustainable development as an evolving dynamic concept with many dimensions and many interpretations and appears to support the contention that there is no need for one agreed definition but rather it should be seen as a “process of change that is heavily reliant on local contexts, needs, and priorities” (UNESCO: 2008).

The World Bank reported in Problem-Driven Governance and Political Economy Analysis (2009) that —an increasing recognition that GPE (governance and political economy) factors play a powerful role not only in a country’s overall development path, but also for shaping policies in various sectors and the way they are being implemented (p.vii).

The African governments are facing challenges basically because they have ignored inclusive economic growth which is a panacea for democratic and institutional growth. Space for a vibrant civil society is essential to strengthen democracy through persistent citizen participation. The constant request by African leaders for collaborative trade with foreign government to enhance and expand trade and investment in Africa is a good development in the right direction. However, the inability and outright refusal on the part of African leaders to exhibit transparency has made the African citizens to doubt the extent these leaders are likely to ensure that such monies are used to promote inclusive and sustainable development.

One estimate suggests that more than \$1 trillion in illicit financial flows were transferred out of Africa over the last 30 years. Since 2003, 34 African countries have acceded to the African Peer Review Mechanism, 35 countries have ratified the African Union Convention on Preventing and Combating Corruption, and 23 have ratified the African Charter on Democracy Elections and Governance. These commitments are impressive. But they do not reflect how Africa's public resources are being managed (Open Society Foundation, 2014). Around 80 per cent of African people live on less than US\$2 a day. Corruption is one factor perpetuating poverty (Transparency International).

The African leaders, although claimed to be sincere in promoting good governance but their attitude towards the revenues generated from oil contradicted what they claimed since there are no sufficient grounds to show improvement in African economy which could typified economic growth and social development in developing countries. The reason for this is lack of accountability and transparency in the management of the revenues generated from oil in many of these resource-rich countries in Africa. Hence, the increasing rate in poor governance based on corruption from political leaders and the outright disregard for law by citizens who often engage in protest against the African leaders for putting them in avoidable poverty state. To support the citizens in their protest for good governance, a Governance and Transparency Fund (GTF) in 2007, raised £130 million. The fund was designed to help citizens hold their governments to account by strengthening the wide range of groups that can empower and support them (<https://www.gov.uk/guidance/governance-and-transparency-fund-gtf>). Again, to meet this challenge, civic groups, government reformers and representatives of the international community are increasingly pushing for more

accountability and fiscal transparency in a number of sub-Saharan African countries (the National Democratic Institute).

The question is how do we determine which countries are more developed and which less?

According to Dudley Seer (1969), ‘Development’ is inevitably treated as a normative concept, as almost a synonym for improvement. To prevent otherwise is just to hide one’s value judgements. Another approach is to copy the development paths of other countries, which implicitly takes their present state as a desirable object. This is implicit model-building. UNDP (2010) for instance, provides an aggregate concept of human development on the basis of three criteria:(i) “Long and healthy life”, (ii) “knowledge” and (iii) “A decent standard of living”, respectively measured by life expectancy at birth, mean years and expected years of schooling and gross national income per capita at purchasing parity. The associated Human Development Index (HDI) is then adjusted on the basis of (iv) the inequality in the distribution of the specific features within countries, assuming that the unequal distribution of wealth is an undesirable feature of the development processes. Development recipes include: economy-wide growth, increased agricultural production and productivity, support to small scale industries, promotion and protection of innovation and transfer of clean, low-carbon technologies. Further aims are the development of human capital, research, infrastructure, opening markets further to international trade and foreign investment, stability and good governance; social protection mechanisms such as safety nets and social policies for the most vulnerable (Lorenzu, 2011).

African States will definitely experience sustainable development if the African leaders can implement the United Nations Millennium Development Goals such as :Goal 1. End poverty in all its forms everywhere; Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture; Goal 3. Ensure healthy lives and promote well-being for all at all ages;. Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;Goal 5. Achieve gender equality and empower all women and girls; Goal 6. Ensure availability and sustainable management of water and sanitation for all; Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all; Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 9. Build resilient infrastructure, promote inclusive

and sustainable industrialization and foster innovation; Goal 10. Reduce inequality within and among countries; Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable; Goal 12. Ensure sustainable consumption and production patterns; Goal 13. Take urgent action to combat climate change and its impacts; Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development; Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss; Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development (UN, 2000).

The New Partnership for Africa's Sustainable Development (NEPAD) is a document for Africa's socio-economic development promulgated by African leaders. It aims to promote Africa's sustainable development, eradicate poverty, and halt the marginalization of Africa (NEPAD 2001: xxiv). NEPAD emphasizes African ownership of its own development, whilst assuming that developed countries will provide the necessary funding. From its inception, NEPAD emphasized its goals unambiguously, that is, poverty eradication, sustainable growth and development, and an active participation in the global economy and politics. It also recognizes Africa's radical and widespread problems, such as debt and gloomy social indicators and further states the commitment of African leaders to take charge of conflict prevention, management and resolution, democracy and human rights, education and technical training, and health services, among others (Arko-Cobbah, 2010). Amuwo (2003: 1) has described NEPAD in blunt terms as "yet another initiative by Africa's Heads of State and Governments intended to reverse, for good, the beggarly and highly embarrassing image of the continent through a 'sustained engagement' with the developed world"

Prospects for setting direction to Good Governance in Africa

There are so many prospects that are associated with the adoption of good governance in Africa. These are:

A - Ensuring of economic rationality to stabilization, a realm of policymaking that should not be ruled by distributive concerns.

Good governance is a precondition for economic development. The quality of governance plays a vital role in the economic development of countries. The need for good governance is widely recognised in today's discourses on development. The exhortation for good governance to achieve economic development is widespread. Following the importance of good governance and its prospect for African economic transformation, there is persistent call from comity of nations for its adoption. The IMF has spelled out good governance in economic management as “improving the management of public resources through reforms covering public sector institutions (e.g., the treasury, central bank, public enterprises, civil service, and the official statistics function), including administrative procedures (e.g., expenditure control, budget management, and revenue collection); and supporting the development and maintenance of a transparent and stable economic and regulatory environment conducive to efficient private sector activities (e.g., price systems, exchange and trade regimes, and banking systems and their related regulations).” The broad spectrum of economic activities that are affected by governance is clear from this statement

B - Regulating of agencies for fiscal oversight.

Efficient and effective regulators, with good regulatory practices, are among the benefits that sub-Saharan African States stand to gain. It is clear that appropriate governance arrangements for regulators support improvements in regulatory practice over time, and strengthen the legitimacy of regulation. Strengthening the governance of regulators will help to maintain the confidence and trust of those being regulated and the broader community (ANAO 2007). Good regulation will enable African countries to be healthier, cleaner, more prosperous and safer as well as enhance citizens' trust in governance as corruption would either be eliminated or reduced. There is a growing consensus worldwide that good regulatory governance can be best achieved by giving the agency a fair degree of independence- that is independence from the political sphere (Udaibir & Marc, 2002).

C - Alleviating of poverty and promoting economic growth by encouraging investment flows.

Poverty reduction is a function of good governance in a society. The African States can promote their economy through proper income distribution. The World Bank identifies four key outcomes of its poverty framework that good governance can help to achieve. These are:

i/Empowering the poor, in particular by improving transparency and by improving the poor's participation in governance; ii/Improving coverage, efficiency and effectiveness and sustainability of basic services; iii/Improving the access of the poor to markets so that they can improve their standard of living; iv/Providing security from economic shocks and from corruption crime and violence (Attridge, 20002).

D - Promoting of sustainable infrastructure development

The need for greater attention to the social dimensions of the development process has been broadly accepted among countries in the international community. One of the benefits of embarking on good governance is that it sustains infrastructural development. The high-performing economies of are now widely accepted as being prime examples of countries that have benefitted from sound infrastructural development as a result of the existence of good governance, transparency, accountability and sustainable development.

E- Fostering public sector legitimacy

In order to fulfill its wide range of functions, the public sector must satisfy a complex range of political, economic, social, and environmental objectives. This subjects it to a different set of external and internal constraints and incentives from those in the private sector, all of which affect its governance arrangements. Good governance can promote public sector when politic office holders mandate it that for the purpose of the public interest the following principles should be observed and adhered by public bureaucrats in bureaucratic institutions. These are: a/.Strong commitment to integrity, ethical values, and the rule of law; and b/.Openness and comprehensive stakeholder engagement. In addition to the requirements for acting in the public interest, achieving good governance in the public sector also require : /Defining outcomes in terms of sustainable economic, social, and environmental benefits; d.Determining the interventions necessary to optimize the achievement of intended outcomes;e/.Developing the capacity of the entity, including the capability of its leadership and the individuals within it; f/.Managing risks and performance through robust internal control and strong public financial management; and g/.Implementing good practices in transparency and reporting to deliver effective accountability (CIPFA/IFAC, 2013).

F - Bringing about an end to global terrorism

The sub-Saharan African States over the years have been affected by series of internally generated crisis arising from insurgent and militant group. To enable the African States to overcome consistent attack from terrorists, there is great need to promote good governance; a vital factor usually alluded for this crime against humanity. By generating and defending broad commitment to the public welfare, developing a high-quality democracy with good governance, proper management of public resources, investment-stimulating environment, raise the quality of life, the tendency for social uprising leading to killing of innocent souls is likely to reduce. When government itself is transparent and disciplined in its commitment to the public good, it provides credible signals to the rest of society about what types of behaviors can be expected.

Way out of African Governance Challenge

Solution 1: High demand for governance reforms is fundamental

African states should consider a necessity to reform their governance strategies through constant reforms in the following areas: a/collapsed states: measures which ensure personal safety and conflict resolution; b/personal rule: interventions to ensure rule for political succession and that government is able to carry out basic administrative tasks; c/minimally institutionalised states: the provision of basic services to the majority of the population; d/institutionalised non-competitive states: equality of justice, open government decision-making, and responsiveness to civil society; e/institutionalised competitive states: government accountable for decisions and their consequences (Grindle, 2007).

Solution 2: Exporting of good governance from developed nations

Underlying the litany of Africa's development problems is a crisis of good governance. The orgy of bad governance looms large in Africa and afflicts a broad spectrum of political regimes – “parliamentary”, “military”, “one party” regimes. The curious question is: what went wrong in the governance realm in Africa? The African governments can learn the rudiment of good governance through the importation of the norms, values, models and practices from developed countries whose political and economic are stable as a result of their experiences with good governance in the society.

Solution 3: Placing Africa under watch by developed countries to enhance adherence to good governance, accountability, transparency and development

The urgency for reform of the political structures to instill good governance in Africa cannot be underestimated because the number of countries in conflict situations and those, which have experienced violent changes of Government in Africa, is staggering. At the dawn of this millennium, much of sub-Saharan Africa is devoured by warfare. Reforms should be carried out under the headings: accountability and responsibility; checks and balances (capacity building of core power centres: legislature, executive and judiciary); devolution of powers or decentralization (to include civil society in policy formulation and implementation), sustainable development. For this to be done effectively the well governed countries abroad should suggest the way of effecting the various reforms and also monitor African governments to enable them to if there are deviations. For instance, the various international organisation such as the European Commission, African Union, ECOWAS, World Bank should place strong emphasis on *good governance in Africa*.

Solution 4: Helping Africa to recover stolen money

African leaders in charge of their various countries have been able to perpetrate this illicit act due to weak policies being formulated and executed by their collaborative agencies and agents. These inefficient and ineffective policies have created sufficient avenue to acquire wealth illegally through: a/revenue extraction: the group in power will set high taxes on middle class producers in order to extract resources from them; b/factor price manipulation: the group in power may want to tax middle class producers in order to reduce the prices of the factors they use in production; c/political consolidation: the elite will attempt to tax the middle class in order to impoverish them and consolidate their political power (Daron, 2006). In the milieu of economic stagnation, the region has been witness to a spectacle of some selfish leaders unashamedly pillaging, with abandon, the continent's resources crucial for economic development and social progress. The resources have found their way to developed countries in the form of fabulous castles or secret bank accounts. In those countries where such looting by leaders has been common, local level and middle level officials have also jumped onto the bandwagon and partaken of whatever "national loot" has come their way ().

Apart from recovery of the money from the account of the corrupt leaders by freezing their account, they should also be jailed and denied visas to foreign to serve as deterrent to others.

Solution 5: Supporting and fair election.

Elections provide a crucial opportunity for citizens to hold their leaders and political parties accountable and to give ordinary citizens a role in determining the future of their nations through peaceful political competition. Through the diplomacy and assistance of the United States, African States have been able to secure credible supports in the area of transparency, and fair elections. U.S also encourages Africans to respect the political rules of the game as a way of reducing the likelihood of electoral violence. To enhance good governance in Africa, the developed countries should give unflinching supports to developing countries in the sub-Saharan states in their struggle to sustain democracy. For instance, the United States is deeply committed to helping African countries strengthening their political institutions, addressing the challenges of governance, promoting and empowering active civil society, as well as upholding human rights. In Nigeria, \$51 Million was announced for election assistance in 2015, Democratic Republic of the Congo received \$30 Million, Tunisia received \$9 Million for election support 2014 while Malawi got \$3.5 Million from United States of America (The White House, 2014).

Solution 6: Operationalization of Decentralization

The phenomenon of good or bad governance in the sub-Saharan African States is predicated on the absence of existence of ideal governance. The insufficient participation in the democratisation process has made the whole exercise hoarse, chagrin and unimpressive in nature. Scholars of democracy strongly believe that through proper democratisation and decentralisation, the enthusiasm for political participation will appreciate. There is also this notion that citizens are better governed administered in a decentralised and democratic system of government because they have the power to determine who rules them through their voting. Hence, citizens can enforce accountability through the following means:

a/Elections for local officials will enforce accountability by sanctioning public officials and the parties they represent, holding out the prize of electoral victory to those who perform well and the threat of defeat to those who are unresponsive or corrupt; b/Collective Action – the

capacity to influence allocative decisions of government through collective action is expected to be enhanced through decentralisation; c/ Citizenship Rights – the ability to claim rights to certain standards of public performance (Grindle, 2010).

Solution 7: Effective Power Sharing and Transitional Government

According to consociation theorist (Lorwin, 1971; Lehmbruch, 1967) Liphart, 1969) power sharing should be the appropriate form of government that will be most suitable for plural societies with different cleavages and communal segmentation. Because of the centrifugal threat associated with African Politics, political elites should create opportunities for cooperation as way of managing destabilising structures that challenge the existence of good governance by developing, adopting and internalising conflict-regulating strategies so as to counteract the dangers of division. Thus, power-sharing trends can be traced back to traditions of negotiation embedded in history (Daalder, 1974). Consociational democracy is generally defined in terms of four broad power-sharing devices: a grand executive coalition representing different societal segments, a mutual veto which allows groups to reject decisions detrimental to their interests, proportionality rules as the governing principle in political representation, civil service appointments, and allocation of public funds, and segmental autonomy in educational, linguistic, cultural and legal affairs (Theodor, 2008). In transitional periods, there are extensions of peace talks in which members of power-sharing governments continue to negotiate issues not addressed by the peace agreement.

Solution 8: Market Liberalization

The good governance reforms in African countries should be based on a particular way of understanding economic development that draws on a very specific and partial reading of new institutional economics and new political economy. The African political stability and economic development in the sub-Saharan should be tied to the institutions of political representation, accountability and market competition. . In the context of significant market failures in developing countries, it is not surprising that growth has depended on state capabilities of addressing market failures (Amsden 1989; Wade 1990). Interventions to correct market failures inevitably create rents, because rents can be defined as incomes that are directly the result of state interventions (Khan 2000a, 2000b). Thus, far from requiring the removal of all rents and rent seeking, success in development may require state capabilities to

manage rents and rent seeking such that growth-enhancing rents could be managed and growth-reducing rents could be removed (Gray & Khan, 2010).

Solution 9. Supporting Civil Society and Promoting Civic Engagement

A vibrant and empowered civil society is both a cornerstone of democracy, helping to promote inclusiveness, transparency, rule of law and human rights, and a partner to governments and the private sector in delivering services. States with the capacity to enforce the rule of law, set clear rules of engagement for civil society and promote sound public policy have proven to supply an appropriate environment for civic engagement. The dynamic relationship between civil society and the state sets the basic conditions of governance. This relationship, which is in essence contradictory, can become symbiotic and crucial to achieving good governance and sustained development.

The smaller the extent to which citizens feel represented and serviced by public institutions, the bigger the governance crisis. The greater the degree of separation between the actions of rulers and citizens' expectations and control over rulers' actions, the greater the governance crisis

The African governments can improve on their governance through different means. James Manor (1999) identifies seven possible types of strategies governments may adopt. These are succinctly itemised as: a/Laissez-faire approach; b/Combination of conflictive and harmonic relationships; c/Repression of all manifestations of citizens' organised interest; c/Cooptation approach; d/Patronage approach; e/Patronage approach; f/Proactive engagement; g/Civic mobilization through nationalistic appeals.

Conclusion

Accountability, and Transparency are technical issues at some levels, but also interesting as a concept to produce government that is effective, and widely supported by citizens, as well as a civil society that is strong, open, and capable of playing a positive role in politics and government. These aspects of good governance do not in themselves ensure that society is perfectly organised nor do they guarantee sustainable development. However, their absence severely limits that possibility and can, at worst; jeopardize the survival of a society. Without

proper functioning institutions of governance based on the rule of law that promote social stability and legal certainty, there cannot be accessibility to investment. Good governance is essential for economic growth and development. According to the Index of African Governance Indicators, African countries can be classified into three categories such as those demonstrating steady good governance, those who lapse good governance, and those with questionable levels of good governance (Robert, 2007).

Good governance in Africa's bureaucratic institutions have been limited by: lack of sufficient efforts on the part of African States being geared towards ensuring the building and nurturing of professionalism in the public service – for it is the key to the development of an efficient and responsive public administration. Secondly, absence of persistent drives to teach ethics at academic institutions as part of curriculum to enlighten the prospective public servants on the importance of values and morality and the negative consequences of immorality and corruption. Thirdly, the African States have ignored the importance of introducing tough screening techniques in the course of recruiting, selecting and promoting staff in bureaucratic and political institutions. Fourthly, the African governments have been averting public sector competing with private sector. Corruption is the bane of African society. It is considered as the deviation of public officials, bureaucrats in government institutions and political arena, from acceptable norms in the process of securing private desires. Since the quest for wealth among public office holders has become a culture; lack of moral commitment and integrity among officials continue to exist. The unique circumstances in African society such as cultural heritage, political and institutional structures, level of socio-economic development, and political culture have persistently been the premises on which an average African perception of corruption is built. It is estimated by the UN Economic Commission for Africa that Africa's stock of flight capital is US\$148 billion (UNECA, 2006). A recent study indicates that Nigeria, Sudan, Kenya and Rwanda are seriously plagued by the capital flight problem (Ajayi, 1997). The implication of non-transparency is that it has stifled initiatives and enterprise in sub-African States. This as a result of distrust and suspicion attached to the activities of office holders by the citizens and foreign investor. To stem down corruption due to lack of transparency and accountability in African society, sustained actions are required in these two areas: Systemic reforms, which target the underlying weaknesses in policy,

administration and politics, and create an environment conducive to the elimination of corruption; and specific, focused national anti-corruption strategies.

Again, to assist African States to overcome bad governance, there is need for them to put in place important policy agenda that will enhance social re-engineering, economic transformation and political stability in the face of limited resources as a way of enhancing good governance.

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