This interactive two-day workshop will equip participants to define and understand governance in Africa as well as explore various techniques to measure it. The workshop will comprise presentations, discussions and assignments.

The overarching argument to be presented is that the post-colonial African state was inappropriately structured to meet the primary challenges of tackling poverty and transforming underdeveloped dependent economies. Wide-spread state failure and the collapse of democracy followed independence in many cases. The ideologically-driven emphasis on free markets and structural adjustment programmes in the 1980s and 1990s saw restructuring and rationalisation of the state across the continent. The focus on good governance from the 1990s onwards put pressure on African states to implement the Millennium Development Goals, fight poverty, establish sound macro-economic frameworks, conduct democratic elections, fight corruption and establish people-centred decentralized service delivery mechanisms underpinned by sound systems of public administration.

The workshop will critically examine various methods which have been developed to monitor and evaluate African governance systems. These include the African Peer Review Mechanism (APRM) and the Ibrahim Index of African Governance (IIAG). A case study of some of the Public Service Commission of South Africa’s Governance Monitoring and Evaluation instruments will also be presented and participants will be invited to suggest appropriate governance indicators and how best to measure and use them.

**COURSE OUTLINE**

**Day One**

**Session 1:**
**Democracy, Good Governance and Development**

Definitions of good governance are contested, despite the fact that since 1989, the World Bank successfully built a “good governance consensus” that linked a crisis of governance in Africa with broader socio-economic development failures. There is growing evidence challenging the belief that the elimination of rents, corruption and rent seeking behaviour as well as democratization and decentralization are necessary preconditions for successful development. This evidence suggests that good governance is the outcome, not the cause of growth. Indeed there are notable East Asian examples that show how states intervened heavily and used patron–client relationships to further growth. At the same time, failures of the contemporary state suggest that governments should be strong while not being bloated, muscular yet participatory and inclusive. The state should play a synthesising role of integrating and facilitating development rather than “delivering” to passive recipients or
controlling citizens. To successfully facilitate sustainable development, the state needs to master complexity and uncertainty and not be control-and-domination-oriented.

**Session 2: Governance and the Developmental State in Africa**

Social inequality is increasingly recognised as a central challenge for all governments in both the developed North and the global South. A key driver of inequality is the nature of the State, which is rent seeking, especially in post-colonial situations but in even more opaque, entrenched and sinister ways in mature capitalist economies. Right now there is a global need for “developmental statism” to underpin good governance, in which the state influences market forces in ways that promote greater equality and tackle the complex problems confronting society. African developmental states must be capable and assume a leadership role in building visions of shared destinies. The African state should harness popular energy by facilitating and encouraging popular participation in the development of such a vision. A flexible and accommodating framework is required and where appropriate, formally structured partnerships and in compacts must be established with organised formations across the sectors of society. Monitoring and evaluation of good governance in Africa must therefore measure states and governments’ abilities to deliver against visions and plans aimed at narrowing social inequality, combating poverty and reducing unemployment.

**Day Two**

**Session 1: The African Peer Review Mechanism and the Ibrahim Index of African Governance**

State action and improvement in Africa and globally, is best facilitated by participatory evaluations of outcomes and impact, although inclusive, ongoing monitoring of development processes is also important. By providing a clear conceptual destination around which to organize resources and programmes, an agreed national development vision enhances the likelihood of success for development initiatives. A national development plan flowing from such a vision should include outputs and realistic, achievable outcomes to be monitored and evaluated through transversal systems. Effective development is contingent on the capacity of the citizenry to participate in planning, implementation and evaluation, while the competence of the bureaucracy to implement the plan is critical. Efforts to monitor and evaluate governance in Africa whether through the African Peer Review Mechanism or other initiatives, suggest a need to recognise the complex and long term nature of the initiatives being assessed along with the need to have clarity on the purpose and intended results of the interventions. A key guiding practice should be formal agreements on how the evidence to be generated by systems for evaluating governance improvement will be used and by whom.
Session 2:  
A case study of the Public Service Commission in South Africa

The Public Service Commission is an independent constitutional commission established under the post-apartheid South African Constitution. The Commission’s vision is to be a champion of public administration excellence in democratic governance in South Africa. Its mission is to promote the constitutionally enshrined democratic principles and values of the public service through investigation, research, monitoring, evaluating, communicating and reporting on public administration.