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**TABLE OF CONTENTS**

|  |  |  |
| --- | --- | --- |
| **No.** | **ITEMS** | **PAGE** |
| 1 | Introduction | 3 |
| 2 | The Meaning of Democracy | 4 |
| 3 | Public Administration and Democracy | 6 |
| 4 | Devolution or Political Decentralization  | 13 |
| 5 | Important Objectives of Decentralization | 15 |
| 5.1 | The Management Approach  | 16 |
| 5.2 | The Political Approach | 16 |
| 5.3 | The Legal Approach  | 16 |
| 5.4 | Pluralistic Decision-Making Approach | 16 |
| 5.5 | Visibility of Publicness | 16 |
| 6 | Multinational Organizations in the International Environment  | 17 |
| 6.1 | The World Bank | 17 |
| 6.2 | The Group of Eight (G8) | 19 |
| 6.3 | The European Union (EU) | 20 |
| 6.4 | The Commonwealth of Nations | 21 |
| 6.5 | The Non-Aligned Movement | 22 |
| 6.6 | The World Trade Organisation (WTO) | 22 |
| 6.7 | The United Nations Development Programme (UNDP) | 23 |
| 6.8 | The Organisation for Economic Co-operation and Development (OECD)  | 23 |
| 6.9 | The United Nations Economic Commission for Africa (UNECA) | 24 |
| 7 | Conclusion  | 24 |
| 8 | Bibliography  | 25 |

1. **INTRODUCTION**

Looking at this subject, it is argued that all government have a system of public administration on which the execution of policy and the management of daily affairs depends on. It must however be noted that the strength, efficacy, and performance of those administrative systems vary tremendously. Although public administration exists in every form of government, it occupies a special place in democratic countries. Democracy and public administration are mutually supportive, as each depends on the other for its realization. However, one sees that democratic systems rely on public bureaucracies for effective delivery and implementation of nearly all services and policies, not to mention maintenance and operation of electoral systems. In turn, those bureaucracies have an inherently democratic mission and must rely on support from citizens and institutions of government for their viability.

Willson-Kirsten and Grunding (2012:2), Public administration, with all its structures, institutions, rules and processes, are based upon the collective, agreed upon values of the people in a country. It is a tool used by the people of a country to fulfill the agreed upon vision, that they share with each other. One realizes that Public administration is an instrument used during the implementation of how they believe their relationships, needs, interests, resources and ideals that should be managed to the benefit off all those concerned. These administration systems and structures also a very important role in facilitating processes to develop a country and its people whilst keeping them in healthy and good condition.

This essay intends to explore how the administrative functions within democracy. As we know that there are those companies which uphold democratic values as per operations of their government yet otherwise live in an autocratic form of state. It will briefly focus on the explanation of the concepts of democracy in public administration, Decentralization and some global organizations that are state agencies for transmitting the actioning of high-level agendas of international governments.

1. **THE MEANING OF DEMOCRACY**

According to Botes et al. (1992), the word democracy is derived from the Greek word “demos” which means masses of people and “kratos” which means power or authority. This therefore suggest that the meaning of democracy is “government from the people and by the people”. It is strongly believed that people have sufficient responsibility to make decisions about their own destiny as humankind’s basic aim in life is to be free and always in their pursuit of the highest degree of wellbeing. Therefore, people need certain basic rights and freedoms, such as the freedom of choice, freedom of movement, freedom of speech thought and association. The ordinary citizen in a state has all the rights, functions and responsibilities of democracy, excepting those right functions and responsibilities forbidden by law, while the civil servant, in an official capacity, has no rights, functions or responsibilities excepting those authorized by legislation and regulations. The basic ideology underlying democracy is the creation of conditions whereby and according to which the individual will be able to achieve the greatest degree of individual wellbeing. The most important characteristic of democracy is the principle of free general elections without coercion. Willson-Kirsten and Grunding (2012:18), state that because of the practical implications that millions of people cannot all sit in parliament and govern, there is therefore a representative democracy, where people have the opportunity to choose and identify the people that they send to parliament by means of voting during general elections. These chosen leaders have the responsibility to obey the principles of democracy by not abusing the authority invested in them.

However, if people were allowed to exercise this basic freedom indiscriminately, society would rapidly degenerate into disorder and chaos. Where the individual is entitled to these rights and freedoms, he or she can demand these as a personal subjective right. Where the exercise of these rights is not prohibited by law the individual is free to act as he or she sees it fit. Since the individual has the right to freedom of association, he or she may attend meetings and form political parties that in his or her opinions best satisfy his or her needs and desires. After the legislative authority has been elected, it is the responsibility of legislators to carry out the will and wishes of the community. In most cases, it is the public servants who draft the legislation and draw up the budget to address the wishes of the public. This means that public servants will have to see to it that the public administration will functions in such a manner that no one is excessively favoured or aggrieved. In a democracy, individuals have the right and freedom to periodically express themselves about the quality of government and administration, by participating in elections. Therefore, the public has the right to demand that affairs of the state take place publicly, and thus the term public administration. Furthermore, an individual must have the right to criticize the government and administration without fear of victimization or arrest and to insist that his or her needs, desires and demands be met. It is important to keep in mind that these rights and privileges are linked to religious, ethical and cultural norms and that these norms cannot simply be ignored. There are three basic categories of democracy, namely.

First, is the **Direct democracy** – which shows some limitations in its application because of the difficulty of aggregating the wishes of the participants and by the limitations of physical space and the physical message. The virtual world promises to change these parameters so that we will no longer need to put people into one common physical space. Technology makes it much easier to aggregate the separate wishes of people, providing us with a multitude of possibilities which previously would have been unthinkable or simply too costly to administer. These types of considerations can have an effect on a whole array of arrangements, from direct decision making like voting to referenda to the simple expression of one’s opinion, as a guide to decision making.

Second, is the **Participatory democracy**, which has to do with the ocean of information delivered through the World Wide Web provides unique ways to follow a decision process with all the wealth of information connected to it, making it not only possible but also feasible for someone outside the system to provide meaningful input to the decision-making process. Third, is the **Representative democracy**, which is the form of democracy that can also immensely benefit from the new technologies, allowing politicians not only to be connected with the world and the voter but to interact with their constituencies in ways that were not possible before. Whereas the scope of individual action can be reduced to choose and customs, the scope and nature of change of collective action is not. In order to execute their duties, government are bound to supply to supply and render a variety of public goods and services with the aim of promoting a high quality of life for each individual.

Willson-Kirsten and Grunding (2012:19) give a summary of the four principles of democracy as:

1. **Popular Sovereignty:** which means that the ultimate power to make political decisions must be vested in the people rather than in part of them or one of them.
2. **Political Equality**: which means that each adult citizen must have the same opportunity as every other adult to participate in the political decision-making process.
3. **Popular Consultation:** which means that a democratic nation must have some kind of institutional machinery through which public officials learn what public policies the people which to adopt and enforced.
4. **Majority Rule**: which is a principle meaning that when the majority of the citizen of a country disagree on an issue, the government should act according to the wishes of the larger rather than the smaller number.
5. **PUBLIC ADMINISTRATION AND DEMOCRACY**

According to Gildenhuys and Knipe (2000:156), the executive branch of government is the extension of government which reflect the needs and desires of the public and which are directed at solving the ailments and problems of the society. It is also the decision-making body making body in the day-to-day administration of government affairs. In modern democratic state, government’s functions increasingly become a function of the executive and to a lesser extent that of the legislature. Here the leader of or head of the executive authority has a position of utmost importance. He is the initiator of policy in many instances and attaches his signature of final documents. Public administration is concerned with the management of public programs. It is a system expected to work at all levels of government, both nationally and locally, and they manage not-for profit organizations, associations, and interest groups of all kinds. With this system, there is management of huge multiple projects such as the design and construction of roads and bridges and taxation and financial administration. On the other hand, democracy refers to a political system in which the interests of the people at large prevail. It involves Individualism, equality, and liberty. One sees individualism as referring to the idea that the dignity and integrity of the individual is of supreme importance. On the other hand, Equality means that each individual has an equal claim to life, liberty, and the pursuit of happiness and liberty means that the individual citizen of a democracy should have a high degree of self-determination. There are three approaches to the study of public administration namely.

* The Managerial Approach
* The Political Approach
* The Legal Approach

Democracy literally means rule or government by the people. The extent to which the people control government determines the degree of democracy. A democratized public administration is mainly practiced in the local sphere of government. Democratization is the process through which governments change from being undemocratic due to the transformation of the electoral system so that all citizens’ have the right to participate in free, fair and regular elections. Therefore, developmental government is intended to have a major impact on the daily lives of the country. One learns that thepublic and public administration are inseparable, especially in dealing with matters of governance, like accountability, responsibility, transparency and the rule of law. Against this background, public administration, both in theory and in practice, has to be discussed so that public administration’s role is understood, as well as practices in public organizations, public service in particular.

The importance of public administration to democracy has become broadly accepted among the democracies of the world, and scholars have made strides in understanding the dynamics underlying the realization of democracy. For example, in his exploration of theories of social choice and democracy, Riker (1982) contends that participation, liberty, and equality are necessary to make voting, the central mechanism of democracy, work. He also argues that these three elements (like democracy itself) are both ideals and methods—they are core public values, and they are operational procedures. It is argued that democratic ideals such as “freedom of expression, participation of the people in deciding on the factors governing their lives, public accountability of leaders, and an equitable distribution of power” can only be realized when functional democratic institutions create and sustain and democratic practices; that is, “while democratic institutions provide opportunities for achieving democratic ideals, how these opportunities are realized is a matter of democratic practice.”

Despite widespread acceptance of the idea that effective, efficient, equitable, accountable, and responsive public administration is a primary intermediary in realizing the promise of democracy, too much of the public administration literature still works “the old boundary line between politics and administration” and does not “emphasize new and different lines” that would advance a theory of democracy and public administration (Waldo 1952, 96). As a result, scholars have relatively little understanding about how the dynamic forces of public administration enable or constrain democratic values, institutions, and practices or about how democracy plays out through the administrative apparatus of the state. Moreover, while scholars accept that democracy and public administration have a reciprocal and reinforcing relationship, they have not widely studied what happens when the link between democracy and public administration is under pressure. And democracy is under pressure. While criticisms of government functioning can be found throughout history, geography, and political systems, something new is afoot in many other democracies around the world. Public administration is currently under assault by elected officials and political movements.

The term can be heard in descriptions of decisions made by local public bodies and it is often applied to elections (“the result was democratic because the election was conducted fairly”), and it is found in discussion of foreign relations. It can be used by people whose intent is to promote greater freedom and self-governance, and by people who use the word democracy as justification for undemocratic actions. Though the word democracy is used often and in a wide range of circumstances, it literally means “rule by the people,” but in practice it may describe a particular way elected leader are chosen, the way people behave during discussion of public issues, the extent to which people can make certain choices without interference from others, from government, or from corporations, the extent of personal opportunity or wellbeing, and so on.

Today, many people feel a heightened sense that democracy is more than an abstraction dealt with in political science courses. It is a valued ideal that can be threatened by forces from without or within, it can be used for good or bad purposes, and it is difficult to avoid when we think about government and public affairs. One learns that the practice of public administration in the United States for example is set within the context of a liberal-capitalist, representative democracy. “Liberal” means a society that values individual freedoms; this was the meaning of the term from the beginning of the nation until the middle of the twentieth century, when it came to mean big government and spending on social welfare programs. By “capitalist” we mean a society in which competitive pursuit of economic gain through investment of capital is a central organizing principle, and by “representative” we mean a democracy in which decision makers are not the people themselves, but those they elect to public office.

The missions, structures, and administrative practices thought to be appropriate in public organizations are significantly influenced by the values held by the people in a society. Public service in a liberal-capitalist society can be particularly challenging, because people want effective and efficient government, but they are also skeptical about the public sector and want to control and constrain actions taken by public administrators. There are nations in which the public sector is granted considerable respect and leeway in performing its duties, but in the United States concern for individual freedom places government and its workers in an ambivalent, uncertain situation. This is especially true because government cannot be run only from the top down. The knowledge and expertise of public service practitioners are needed not only to carry out directives from elected governing bodies, but to assist decision makers in understanding conditions on the ground and the complexities of governmental operations. Practitioners who take an active part in shaping public policy in addition to implementing it may be regarded as violating common understandings of the role of public professionals. This makes it important for them to know about democracy as an ideal and their place in a society that values a particular sort of democracy. People disagreed about whether to have a stronger national government, there was also tension between those who had wealth and those who did not, disagreements between people in rural and more settled areas and between states, and so on.

The governmental system that was created with the ratification of the Constitution was the product of conflict, dialogue, and compromise, not of consensus. Democracy was not a goal in that period; the word suggested social disorder to the founding generation, and it was not commonly used until the 19th century. Instead, words such as liberty and freedom were used to describe some of the ideas we now associate with democracy for individuals, and republic was used to refer to a governmental unit organized and governed with the consent of the people. It has been debated as many government leaders as possible of that era held a somewhat limited view of who should be involved in governance and it was assumed in many cases, from the local to the national level, that society would be governed by an elite. The 19th century was a time of expansion of democracy as property qualifications for voting faded, the national government became more responsive to public will. Local governments were restructured to allow greater citizen involvement in policy making, and there was relatively frequent citizen resistance to public policies and actions including industrialization and urbanization that changed the way many people had lived and worked.

One is the distinction between procedural democracy, in which people have equal rights to participate in the economic and public life of society (this is the question of equality of opportunity), and substantive democracy, in which society considers to what extent it will allow inequalities of wealth, power, and privilege (this is the question of equality of outcome, situation, or circumstances). For many public service practitioners, opportunities to influence procedural or substantive democracy are limited. However, there are times when practitioners are able to help people deal with the complexities of government or participate in decision making. They may also work to reduce unfairness in the distribution of services or resources and influence policy formulation in ways that fulfill their beliefs about public service.

The second concept is about who makes decisions on public matters. Except in a small governmental unit or a neighborhood it is difficult for all citizens to decide all issues, so instead a few people are elected for this purpose. This is a representative democracy, and it may be contrasted with a situation in which it is possible for most citizens to participate in decision making if they choose. This is a direct democracy, found mostly in smaller communities or in citizen organizations in larger communities. The initiative and referendum processes found in some states are another type of direct democracy (all people have an opportunity to vote on a public matter), though they are different in kind from personal participation in debate and decision making. The third concept is closely related to the second—it is levels of government. In many local governments, there is an expectation that ordinary citizens can participate in public decision making by running for office, volunteering to serve on boards and committees, speaking at public meetings, and participating in civic organizations and neighborhood groups. This becomes more difficult at the state level. The national government was not created to facilitate citizen involvement (indeed, the intent of the founders was to insulate the national government from the irrational passions of the masses) and in today’s large and complex society most of us could not be direct participants even if we wanted to be. So, democracy can mean different things depending on the level of government. Giving citizens information about and access to public decision making or acting in the interests of citizens for whom participation is not feasible can be challenging for public service practitioners under any circumstances, but in larger organizations and “higher” levels of government it can be especially difficult. The fourth concept is the structural form of units of government. In the United States, national and state governments use a separation of powers model in which the legislative, executive, and judicial branches are separate, and each has prescribed powers. This model is designed to prevent accumulation of excessive power by a single person or branch of government. There are several forms of government at the local level. To simplify, the mayor-council model and its variations have separation-of-powers characteristics. The mayor is the chief executive officer and holds powers separate from those of the governing body, the city council (for example, the mayor may appoint certain officials with or without council approval, the mayor may veto acts of the council, and the mayor may have a separate personal staff). The council-manager model and its variations unify policy-making authority in a governing council which oversees implementation through a hired, career professional. In this model, the mayor and council are part of a single legislative body in which few powers are separated; the professional manager or administrator is responsible for daily operations rather than the mayor. This model was devised in the early 20th century to bring business-like efficiency to government.

A form of local government dating from earliest settlement of the nation is the town meeting model, still used in some New England communities. It provides direct democracy in the form of periodic town meetings at which any residents can participate in decision making. Finally, a form that is used today in relatively few cities is the commission model, in which department heads are elected to form the local governing body. These forms of local government have been developed over the history of the nation in response to citizen desires for a public sector that is both democratic, in the sense of responding to public will, and efficient and effective. Sometimes, people think that one form or the other is more responsive or more efficient and effective; for our purposes here, the point is that governmental structure is often used in the search for democracy.

1. **DEVOLUTION OR POLITICAL DECENTRALISATION**

This refers to the establishment of decentralized representative either regional, subregional or locally. Devolution goes hand in hand with the granting, through constitutional law of a large measure of autonomy as well as direct accountability and responsibility to the voters instead of to a higher authority. For a regional or local government to be autonomous, four principles must apply and without them, there can be no autonomy for regional and local governments.

* Having legislative and executive authority with the confines of the prevailing constitutional law
* Taxation authority and be able to command sources of income to raise sufficient money to pay the costs of its public services.
* Administrative authority to administer its functions.

Advantages of decentralization involves improvement of control by voters themselves.

The concepts of decentralization have rapidly changed over the second half of the last century following one another with the evolution in governance. There has been a lot of debate in many countries around the structure, roles and functions of government pertaining to the effectiveness of central power and authority in promoting economic and social progress. This was looked at in comparison to the decentralization of administration to local government or other agents of the state including the private sector or civil society. From this broader perspective, the new concept of decentralization emerged, and it took a new meaning and form as governance became more inclusive. It guides transformation and evolution of concepts and practices of decentralization from the transfer of authority within government to the sharing of power, authority and responsibilities among broader governance institutions.

It is noted that all systems all systems of government involve a combination of centralized and decentralized authority. However, finding a combination of central control and local autonomy that satisfies regime needs and popular demands is a persistent dilemma for governments. Centralization and decentralization are not attributing that can be seen as two divided and opposing entities, but they represent hypothetical poles on a continuum that can be calibrated by many different indices. The public administration and management frameworks argue that decentralization will lead to better decision-making and hence greater efficiency and effectiveness on the following grounds. Decentralization is the transfer of authority and responsibility for public functions from the central government to subordinate or quasi-independent government organizations and private sector.

Decentralization with the state involves a transfer of authority to perform some service to the public from an individual or an agency in central government to some other individual or agency which is closer to the public to be served. It is seen to have the following objectives:

* To have a better match between service provision and voter preferences
* To produce better accountability through closer linkages of benefits with costs
* To have an Increased mobilization of local revenues
* To have better participation of clients in selection of output mix

 The basis for such transfers is most often territorial that is grounded in the desire to place authority at the lower level in a territorial hierarchy and thus geographically closer to serve providers and clients. The following are forms of decentralization:

1. **Deconcentrating**: which involves the redistribution of administrative responsibilities only within the central government
2. **Delegation to semi-autonomous agencies** involves the delegation of decision-making and management authority for specific functions to organizations that are not under the direct control of central government ministries.
3. **Devolution to local government:** it involves seeking to create or strengthen independent levels or units of government through devolution of function and authority.
4. **Transfer of functions from public to non-governmental institution**: This involves the transfer of some planning and administrative responsibility or the public functions from government to voluntary, private or non-government institutions.
5. **IMPORTANT OBJECTIVES OF DECENTRALIZATION**

As mentioned above, administrative decentralization involves the way of the delegation of executive authority from the top level down to the lower-level levels in the same government department.

Firstly, decentralization in some countries has been seen as politically expedient for dealing with rebellious regions. It has however, more basic value to democracy and democratic consolidation. Many scholars have presented the argument that decentralization enhances the legitimacy, and hence stability of democracy. It should also be noted that decentralization is not just a political necessity for keeping the country from falling apart or for fostering demography. If managed well, decentralization can bring important benefits to the communities and the democracy as a whole. It must be noted that the decentralization does not imply that all authority should be delegated. The central government must retain a core of functions over essential national matters and ultimately has the authority to redesign the system of government and to discipline or suspend decentralized units that are not performing effectively. How extensive this core of central government functions should be remaining as a major ideological and intellectual debate of the late 20th century. The following are various approaches of decentralization:

5.1  **The Managerial Approach:**

* It emphasizes the management and organization of public organizations.
* Suggests that management in the public sector is very much like that in the private sector, in that it is primarily concerned with efficiency.

**5.2 The Political Approach :**

* related to the legislative function in government.
* concerned about assuring constitutional safeguards.
* According to this approach. efficiency becomes less a concern than effectiveness or responsiveness.

**5.3 The Legal Approach:**

* is related to the judicial function.
* It emphasizes the administrator’s role in applying and enforcing the law in specific situations.
* In most businesses, even those with service objectives, the **bottom-line profit** is the basic measure of evaluating how good a job the organization is doing.
* In public organizations, where the objectives of the organization in which one works may be much more ambiguous and were making or losing money is not the main criterion for success or failure.

**5.4 Pluralistic decision making:**

* In a business enterprise, decisions might be made rapidly by one individual or a small group.
* In a public organization, decisions require input from many diverse groups and organizations.

**5.5 Visibility and Publicness**

* Managers in government seem to operate with much greater visibility than their counterparts in business organization. Publicness derives from the simple fact that the public manager is pursuing public purposes.
1. **MULTINATIONAL ORGANISATIONS IN THE INTERNATIONAL ENVIRONMENT**

Mutual co-operation in the international context manifests itself in the establishment of multinational organizations as an environmental response to underperforming states. Public financial performance management is high on the reform agenda of these organizations. International institutions’ main reason to exist, according to a public choice perspective, is to provide a way for states to overcome problems of collective action, high transaction costs and information deficits or asymmetries (Harlow, 2006:198). Confusing them with states or regimes may create perception problems and lead to misrepresentation of reality. These institutions have come to exist after successions of international agreements between nation states. It is therefore acceptable to suggest that they affect the state behaviours through self-enforcing agreements and because these institutions collect and provide policy-related information (Aktan & Özler, 2008:165).

Global good governance and related to this, public financial performance management, advocated by international institutions primarily privilege neo-liberal faith in the protection of private property and basic market freedoms. Global good governance emphasizes not only economic constitution based on international free trade and a global code of corporate responsibility, but also representative and responsible governments, protection of fundamental rights, a sustainable environment and absence of corruption. Global economic constitutions can emerge through intergovernmental organizations and are entrusted with power by member states to fill out the terms of contract. The contract as the rules of the game governs the transactions among members at local, national and global level (Aktan & Özler). Following is an analysis of the influence and impact of various multinational organizations on the public financial performance management of government organizations in public administration.

**6.1 The World Bank**

According to Aktan & Özler (2008:166), the World Bank (WB) was established to rebuild the war-torn Europe, and then began to promote the economic growth and the eradication of poverty in less-developed countries. The instruments used to pursue those objectives have also changed over the years. The World Bank first supported large-scale growth-oriented projects of governments, and later adopted individual projects to reduce poverty. The World Bank noticed that as far as governments do not improve the way they govern with specific reference to public financial management and adopt policies supporting market economy, the result is poor financial performance, and these projects have little value in the long term to reduce poverty and facilitate sustainable development. The World Bank is not directly accountable to the people but the ministries of relevant policy areas of the governments and voting rights are proportional to the contributions of the countries in accordance with their gross domestic product (GDP).

Early financial performance failures related to structural adjustment and reform programs in the developing world stimulated the interest of the World Bank and other intergovernmental and international institutions in good governance (Harlow, 2006:199). World Bank financed programs faced local hostility, widespread corruption, disappearance of aid funds, and inadequate auditing arrangements especially in Africa because the governments in those countries were out of touch with the governed. Consequently, a World Bank report on sub-Saharan Africa in 1989 promoted the idea that “democratization in the context of a free economy would compel governments to be more accountable, less corrupt and hence more efficient developmentally” thus, participation, accountability and transparency formed the triad of good governance values and laid the basis for the World Bank’s leading role in terms of public financial management and specifically, financial performance management (World Bank, 2000).

The World Bank has embraced decentralization as one of the major governance reforms on its agenda. With the emphasis on decentralization, the World Bank aims at reducing the role of central government and administration; replacing command and control economy to market economy; increasing intergovernmental competition and thus learning by doing; providing additional checks and balances in political processes and increasing the responsiveness and efficiency of governments; defusing social and political tensions and ensuring local and cultural autonomy.

According to Harlow (2006:199), the World Bank adopted a more consultative and regional approach to African countries, especially where development is concerned. The New Partnership for Africa's Development (NEPAD) is the ideal platform for the World Bank to support regional issues such as poverty, HIV/Aids and debt reduction. The World Bank supports the African peer review process as a mechanism to deal with the assessment of Africa's own program to emphasize the administrative aspects of governance including democratic governance, financial performance management, judicial reform and anti-corruption. Many of these attempts are noble yet many of them are doomed to fail as most of the developing countries are ruled by a corrupt, incompetent, authoritarian class of elites who are reluctant to devolve their power and authority and legitimacy to societal elements. Moreover, the general public and intellectuals in developing countries are very likely to see this type of advice related to governance practices as interference in their internal affairs (IMF, 1997:3).

The IMF contributes to good governance through its policy advice and, where relevant, technical assistance. The IMF improves the management of public resources through financial performance management reforms covering public sector institutions (e.g. the treasury, central bank, public enterprises and the civil service function), including administrative procedures related to performance management (e.g. expenditure control, budget management, and revenue collection). It also supports the development and maintenance of a transparent and stable economic and regulatory environment conducive to efficient private-sector activities for increased revenue (e.g. price systems, exchange and trade regimes, and banking systems and their related regulations) (IMF, 1997:3).

**6.2 The Group of Eight (G8)**

The Group of Eight (G8) is the heads of state or government of the major industrial democracies (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States) who meet every year to deal with economic and political concerns facing their own societies and the global community. The G8 summits are also attended by heads of international organizations and some heads of state of developing countries. This interaction provides the heads of state of developing countries an opportunity to influence the G8 leaders on developmental, political and economic issues (G8, 2005). At the 2002 G8 summit in Kananaskis in Canada, the G8 adopted the Africa Action Plan in response to NEPAD (Institute for Security Studies, 2005). The 2005 G8 Summit in Gleneagles emphasized the fact that improving public financial performance management systems is critical to countries making progress in reducing poverty. Most of the poverty-reduction strategy papers developed by partner countries recognize that poverty reduction is not merely a question of spending more, but of maximizing the impact and efficiency of public resources and to do more with less, as a requirement for public financial performance management. Partner countries also acknowledge that problems in sectors such as health, education and agriculture may have a common origin: weak public financial management and accountability. Making aid more predictable, procurement systems more robust and budget support more effective also require adequate capacities for managing public finances.

The agenda of the July 2005 summit in Scotland was dominated by the Millennium Development Goals, development challenges facing sub-Saharan Africa and debt relief for the world's poorest countries (G8, 2005). The summit stated that a comprehensive focused development plan based on financial performance management is needed to support Africa's progress towards growth and development in contrast to emergency funding alone. The G8 agreed to double aid for Africa by 2010 and write off the debt of the eligible heavily indebted poor countries. The G8 was criticised because most of the aid was earmarked for emergency relief rather than the development aid needed for investment in growth (Lake & Whitman, 2006:105).

**6.3 The European Union (EU)**

As the European Union (EU) changed its name from the European Economic Community (established in 1957 with the Treaty of Rome) and then the European Community, so it changed from an initial economic union to a more political one. The European Union (established in 1992 with the Maastricht Treaty) consists of 25 member states, with three countries joining in 2007 and Turkey as a candidate country (Europe Cares, 2006). The Africa and Europe relationship is deeply rooted in history, with Europe as one of Africa's major colonializes (Commission of the European Communities, 2005). The EU is the world's largest donor in Africa, especially in sub-Saharan Africa, and it is the African continent's main trade and economic partner. Sub-Saharan Africa receives additional funding from the Revision of the Cotonou Partnership Agreement (Europe Cares, 2006). With the onset of the United Nation's Millennium Development Goals project, the EU decided to increase funding for Africa and also developed an EU strategic performance management plan for Africa (Commission of the European Communities, 2005:2). The overall goals of the strategic performance management plan are to support Africa's efforts to achieve the Millennium Development Goals and also provide a comprehensive, integrated and long-term framework for its relations with Africa. For the EU, sound public administrative practices based on good governance are critical for the highest possible return on investment for member states and these practices need to be portrayed within effective financial management practices and performance management initiatives as prerequisites for sustainable development (Commission of the European Communities, 2005:4).

6.4 **The Commonwealth of Nations**

The Commonwealth of Nations is an alliance of 53 independent sovereign states, almost all of which are former territories of the British Empire, with the British Queen as the head of states (Wikipedia, 2005). The main goal of the Commonwealth is to create an environment of economic co-operation between the members, as well as the promotion and support of democracy, human rights and governance in the member nations. Except for the economic co-operation, the member states also discuss social, environmental, health and developmental issues. HIV/Aids, sustainable development and security issues are regular items on the agenda. Although this is not a political union, matters that have a political impact are discussed and resolutions that emanate from them may have an influence on a member state. This may create an atmosphere of peer pressure among member states to improve their administrations with financial performance management as the key denominator for better service delivery and quality of life.

**6.5 The Non-Aligned Movement**

The Non-Aligned Movement was established in 1961 to express concern that the acceleration of the arms race between the Soviet Union and the United States might result in war between the two world powers (Non-Aligned Movement, 2004a). Over time, the focus has moved from political matters to the support of global economic and related problems. Today, the Non-Aligned Movement has about 115 members, representing the developing countries' priorities and interest. The Non-Aligned Movement tried to establish an independent path in world politics that will put them on the same platform as the big powers. Another focus of the movement is to work towards the restructuring of the global economic order by influencing the G8 and the EU to make more beneficial decisions towards the developing world. The non-aligned countries also endeavor to unify their actions towards the United Nations and other international discussions to form an effective pressure group. As an organization representing the interests of the developing world, the Non-Aligned Movement provides the ideal platform for improved administrative practices for enhanced public financial performance management, good governance, accountability and stewardship (Non-Aligned Movement, 2004b).

**6.6 The World Trade Organization (WTO)**

The World Trade Organization (WTO) is one of the most controversial international, multilateral organizations and is the only global organization dealing with the regulations of trade between nations. The WTO's main goals are to decide on rules for the international trading system and resolve disputes between its member states (Wikipedia, 2004). There is considerable evidence that international institutions like the WTO have played a central role in moving the world towards a freer trade regime by reducing tariffs in assisting the developed world rather than the underdeveloped (Bardhan, 2002:185).

Developing countries have become significantly more involved in WTO discussions, especially in the field of agriculture. However, there has been criticism that the WTO does not run the global economy without bias, and that it has a regular bias towards rich countries and multinational corporations. Potentially, the WTO provides the ideal forum for increased trade and investment in developing countries. The WTO must provide the terms of reference for effective trade and investment in order for developing countries to assess their current administrative and management practices for enhanced financial performance management practices (World Trade organization, 2006).

**6.7 The United Nations Development Programme (UNDP)**

The United Nations Development Program (UNDP) objectives are aimed at accelerated sustainable development, secured social support and attraction of foreign direct investment to Africa. The UNDP (1997:19) underlines the need for financial performance management for the efficient and effective management of public resources in response to the critical needs of all members of society. For the UNDP, a system of governance is good when there is evidence of efficient and effective financial performance and also the ability to satisfy these conditions. Good governance requires financial management systems that are transparent and accountable, operate by the rule of law and are responsive to the needs of the people (UNDP, 1997:19). The UNDP assists in the simultaneous development of NEPAD and the AU by supporting the involvement of African civil society in NEPAD and encouraging the industrialized world to support the program for enhanced performance (UNDP, 1997:20).

**6.8 The Organization for Economic Co-operation and Development (OECD)**

The Organization for Economic Co-operation and Development (OECD) is a unique forum where the governments of 30 democracies work together to deal with the economic, social and environmental challenges of globalization as they affect the modern view of government. The OECD strives to provide the opportunity for governments in the developing world to be more responsive and responsible by means of the establishment of public financial management principles and practices for enhanced performance. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance and the information economy. The organization provides a development platform where governments can compare policy experiences, seek answers to common performance problems, identify good financial management practices and work to co-ordinate domestic and international financial management policies (OECD, 2008d: 2).

**6.9 The United Nations Economic Commission for Africa (UNECA)**

The United Nations Economic Commission for Africa (UNECA) was established in 1958 and is under the administrative direction of the United Nations (UN) headquarters (United Nations Economic Commission for Africa, 2006). It has 53 member states, including sub-Saharan African states, and its mandate is to support economic and social development, encourage regional integration and promote international co-operation for Africa's development. UNECA's main activities are policy analysis, advocacy, enhancing partnerships, technical assistance, communication and knowledge sharing. The organization annually produces a report on Africa, called the Economic Report on Africa (United Nations Economic Commission for Africa,

1. **CONCLUSION**

One sees that while the aim of democracy is to achieve the highest level of well-being for all citizens of the country and therefore its aim which is to ensure that the community survives. This essay has attempted to cause the reader to discover more about the general principles applied to citizenship. It has been seen that political office holders as well as administrative executive officials have the responsibilities to the citizens they are serving. Public responsibility and public accountability go hand in hand. That implies that both political executive office bearer and the public officials have a responsibility to be committed to work towards achieving the objectives set in government institutions and to ensure that money given by the public in the form of tax is well cared for and well spent.

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