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AJPAM Guide to Contributors



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AJPAM is a bi-annual publication published in January and July each year. Manuscripts discussing a range of issues of public administration, leadership, management, development and related matters across the continent and from other parts of the world are welcome.

AJPAM's editorial policy is to publish original works that are practical and scientifically based and/or suggest new insights and innovative ideas in African and Global Administration and Management.

Authors are charged \$100 USD (One Hundred United States Dollars) for each paper published in AJPAM as from 1st January 2018. The money shall be paid when submitting the final copy after peer review (see account details below)

Relevant bibliographical notes, literature and book reviews are invited as well. Interested contributors are advised to submit their manuscripts in electronic format in MS word by email, two hard copies of the manuscript may be sent in addition. The articles should comply with the following:

1. Title page, with full names of author, an abstract of 150-200 words and relevant key words
2. Be formatted in MS word, be typed double – spaced with a size 12 font.
3. Not exceed 6,000 words.
4. Bibliographic references should be in the Harvard style
5. Ensure that in the event that endnotes are used, they should be very brief, limited to observations and comments that do not form part of the bibliographical reference. Endnotes should be numbered in the text and placed in a consecutive order at the end of the text, immediately before the list of references.
6. The Tables and Figures should be appropriately named, numbered and placed in the text.

Authors are advised to ensure that their articles;

- a. Present new knowledge in the field of Public Administration and Management.
- b. Employ scholarly and professional language in English or French.
- c. Generate discussions that can lead to mapping out solutions to challenges of Public Administration and Management.
- d. Express perspectives from different African Regions.
- e. Contain, as far as possible, implications for public sector managers and administrators.

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Introduction by the Chief Editor



As I considered writing the introduction to this edition of Africa's prestigious continental journal, I feel it is proper to pay tribute to a very dedicated staff who had been the face of AAPAM and very instrumental to your continuous reading of the Journal, the late Ms Nancy Chiira, former Administrative Officer. Between 2019 and 2021 as Chief Editor, I exchanged 360 messages with Nancy, the last being on March 2, 2021, and it read: *I refer to my email below and the paper attached. You were to review the paper and advice. Kindly send me your review so that I can liaise with the author. On the other two papers mentioned below, only one author has responded. We are short of papers for the next issue as only one paper has completed all the process and is ready for publishing.* Nancy was committed to the production of AJPAM by diligently liaising with authors, and the Editors. May her soul rest in peace.

AJPAM has continued to be produced, thanks to Clifford Ogutu and Julie Muia, our Associate Editors and other staff of the Secretariat. On this note, I, present this volume which covers issues of corruption, inclusivity and diversity, local governance, human resource management, accountability and social contract in the public service.

The challenge of corruption to governance in Africa has been an issue of concern. **Augustine Nduka Eneanya** examines the nexus between anti-corruption agencies and State institutions in the fight against corruption in Nigeria. Applying a rigorous content analysis, he assessed the collaboration of anti-corruption agencies and state institutions in the fight against corruption in Nigeria between 2001 and 2019. The paper revealed that fighting against corruption in Nigeria has not yielded better results because core state institutions whose central roles focus on prevention, detection, education and enforcement have not been collaborating effectively with anti-corruption agencies, just as political interference by political leaders, lack of political will, skilled personnel and inadequate funding have been critical challenges. Augustine suggests a reform of the legal framework of the anti-corruption agencies as a measure to deepen accountability and transparency, build state capacity and improve governance in Nigeria.

Purity Gitonga who is equally concerned with the issue of corruption examines corruption, accountability and sustainable development in Kenya with a view to understanding the linkage. Purity notes that although the Constitution of Kenya 2010, identifies accountability as a key pillar for good governance, corruption continues to be an impediment to the realization of sustainable development goals as a result of limited accountability which has enabled corruption to thrive. The paper concluded by highlighting the multi-faceted approaches adopted in Kenya to combat corruption in order to promote accountability and realize sustainable development.

Local governance and decentralization are critical to planning and development. AJPAM is pleased to publish the work of **Stephen Gunura Bwengye** that focused on local governments and development planning under decentralization in Uganda that earned him a Doctor of Philosophy degree in Public Affairs from the University of Pretoria. Applying a qualitative methodological approach, a case study design, an interpretivist paradigm, and an exploratory conceptual model, Stephen explores the efforts made by Local Governments in Uganda and their effectiveness in executing their development planning role. Evidence provided demonstrates that while in line with the decentralization legal and policy framework, such efforts have largely not been effective.

He concluded that government will need to take deliberate efforts to address the critical issues of human resource gaps, limited financial resources, poor stakeholder participation and local Governments' lack of substantial autonomy to ensure that their defined development planning role under decentralization is effectively executed.

Related to local governance, **Julianos Masimba** and **Naome Rajah** examined the causes and consequences of the growth of informal settlements in Epworth local Board Area in Harare. A clean-up programme leading to demolishing illegal structures left many poor homeless and migrating into informal settlements in and around Harare resulting into poverty and absence of opportunities accompanied by high levels of malnourishment, low literacy levels, food insecurity, and social instability. The paper recommended an in-situ upgrading as the preferred possible solution to the challenges of informal settlements.

Inclusion is a core aspiration of the 2030 and 2063 Agendas with the commitment to “leave no one behind” and prioritizing the “furthest behind first”. **Edna Moi** interrogated the concept of Inclusivity and Diversity: Leaving no One Behind and noted that poverty is a major risk factor for the majority of the population being left behind while the rest of the world develops. The paper identified other causes of exclusion to include social exclusion in education, health, and in the workplace. Findings of the study indicated that lack of reliable and standardized data is a serious challenge with what is available being inadequately disaggregated as well as the challenge of the weak institutional capacity which has led to poor governance problems and policy incoherence. Edna recommended the need to build on individual and community strengths and partnerships with key stakeholders to develop tailored services to speed up the reduction of social exclusion.

Florence Wachira writing on Human Resource Management: Trends and Lessons Learned, traces the growth of human resource management from a welfare to an administrative function and the challenges it still faces to establish itself as a professional practice. Florence attributes this to poor implementation of reforms; lack of clarity of roles and alignment of HR practice to goals and objectives; rigidity of practice; practitioner competences and skills; lack of Professionalism and poor adaptability to change. She asserts that the future of HR as a profession will depend on its ability to acquire and assimilate advances in ICT, improved understanding of the implications of demographic trends in the workforce, paying attention to leadership and leadership development and putting greater emphasis on workforce capability and systems of knowledge management.

Mataywa Busieka and **Dennys Pasipanodya** are concerned about accountability tools for the implementation of the African Charter on Values and Principles of Public Service and Administration which is the outcome of an extended engagement that started in 2018 when the African Union Commission (AUC) commenced the development of the guidelines for reporting on the implementation of the African Charter on Values and Principles of Public Service and Administration (the Charter). The paper is a focused review of the reporting instruments developed and a technical reflection on the journey to identify lessons learnt. It identified implementation gap as a severe challenge in realising many well-meaning visions of the African Union and shows that the implementation of the Charter is anchored in the African Union Governance Architecture, while demonstrating that the Charter is primarily a framework for strengthening and legitimising suitable governance measures and should be viewed as a substantial contribution to the realisation of the “Africa We Want” as defined under Agenda 2063. After rendering an analytical review of the technical tools and instruments that State Parties have developed and subscribed to for assessing

and reporting on the implementation of the Charter the authors mapped a way-forward for the challenges and opportunities such an initiative of continental magnitude faces.

Finally, **Chukwuemeka Okafor** examined the social contract theory and the albatross of public service delivery deficit in Nigeria. He argues that the relationship between the citizens and successive governments over the years have been in the overall selfish interest of the political leaders at the expense of service delivery needs and expectations of citizens. This is evidenced in the failures of government at different levels to deliver public services effectively and efficiently in the interest of the majority citizens. The paper concludes that a people-centric governance process is urgently needed to address these deficits. Such an approach would result in the enthronement of responsive and responsible governance model committed to obeying the Social Contract.

It is my sincere hope this will stimulate your interest in this volume and that you will enjoy these articles we have included here for you. We continue to seek your support by asking you to contribute articles to the journal and spreading awareness about AJPAM in your countries and institutions. Happy reading.

Prof. Ukertor Gabriel Moti
Chief Editor