REFERENCES

- 1. Plowden, W., *Ministers and Mandarins Institute for Public Policy Research*, London 1994, p 153.
- Kaul, M., Better Policy Support: Improving Policy Management in the Public Service. Managing the Public Service: Strategies for Improvement Series No. 4. Commonwealth Secretariat 1997.
- 3. UNDP, Public Sector Management, Governance and Sustainable Development, Box 5, pp 56–57, unpublished report.
- 4. Recardo Petrella as quoted in Panchamukhi, V. R., *Globalisation Competition and Economic Stability Paradigm*, Vol. I No. 2, January 1998.
- 5. Panchamukhi V. R. op cit.
- 6. Ibbo Mandaza (ed) "Introduction", *Peace and Security in Southern Africa*, SAPES Books, 1996.
- 7. Westergaard, J. H., Sociology: The Myth of Classes in Blackburn, R. *Ideology in Social Science* Fontana, New York, 1972, p 121.
- 8. Navarro, V., Medicine under Capitalism, Prodist. New York, 1977, p 209.
- 9. Offe, C. The Theory of the Capitalist State and the Problem of Policy Formulation. In Lindberg, H., et al (eds) *Stress and Contradiction in Modern Capitalism*, Lexington Books, London 1975, p 126.
- 10. Navarro, V., op cit p 212.
- 11. Navarro, ibid p 217.
- 12. Andrew Korac-Kakabadse & Kada Korac-Kakabadse, Leadership in Government: Study of the Australian Public Service. Ashgate Publishing Ltd, Aldershot, Hants, 1998, pp 108.
- Corkery, J., and Land, A., *Public Service Reforms*, European Centre for Development Policy Management, Maastricht (ECDPM) No. 7 September 1997.

14. The Role of Government in Adjusting Economies, Paper 2: Implications and Impact of Structural Adjustment on the Civil Service: The Case of Ghana: Development Administration Group, School of Public Policy, the University of Birmingham, by George Larbi, October 1995.

15. (a) Malawi

Public Service Act, May 1996 Action Plan for Civil Service Reform, September 1996

(b) Botswana

Strategic Management for Improved Performance Seminar: Report: 12-13 June 1995 at Mowani Safari Lodge, Kasane

(c) Swaziland

Economic and Social Reform Agenda (ESRA), 10 December 1996

(d) Zambia

Public Service Reform Programme (PSRP), November 1993

(e) Zimbabwe:

A Framework for Economic Reform (1991–95)

- 16. Caulifield, Catherine: *The World Bank and the Poverty of Nations*: Masters of Illusion: Macmillan Publishers Ltd, London 1997.
- 17. Report of the Regional Workshop for Senior Policy Managers in Sub-Saharan Africa, prepared by the Development Policy Management Forum (DPMF), May 1997.
- Corkery, J., Land, A., Bossuyt, J., *The Process of Policy Formulation: Institutional Path or Institutional Maze?* Policy Management Report No 3. European Centre for Development Policy Management. December 1995, p 1.
- 19. Jorm, N., Hunt, J., Manning, N., Working Towards Results: Managing Individual Performance in the Public Service. Managing the Public Service: Strategies for Improvement Series: No 3. Commonwealth Secretariat 1996 p 1.
- 20. Herald, Harare, 5 May 1997.
- Southern African Regional Institute for Policy Studies Masters in Policy Studies: Research, Dialogue, Policy Studies: Research, Dialogues Policy SARIPS Prospectus 1995 – 1996. Sapes Trust 1995. p 1.
- 22. Times, Thursday, 8 May 1997.

- 23. Hunn, D.K, Measuring Performance in Policy Advice A New Zealand Perspective in Public Management Occasional Papers 1994 No 5. Performance Measurement in Government Issues and Illustration OCDE Organisation for Economic Co-operation and Development, Paris 1994 p 29.
- 24. Healey, J. and Robinson, M., Democracy, Governance and Economic Policy. ODI, London 1992.
- 25. PUMA Policy Brief No. 5, Public Management Service, May 1998, OECD.
- 26. Chakalisa, M, Policy Development in Botswana. An unpublished paper presented at the Harare Regional Policy Analysis Seminar, September 1997.
- 27. Julie Koenen-Grant, Harry Garnett: Improving Policy Formulation and Implementation in Zambia, August 1995. Unpublished paper by Abt Associates of USA.
- 28. ibid
- 29. Zimbabwe National Economic Consultative Forum, Office of the President and Cabinet (June 1998).