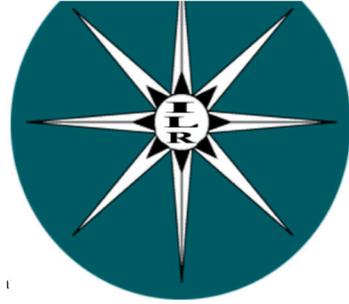


# Integral Leadership Review

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## *Global Values Update*



### *Africa: Crisis or Opportunity on the Dark Continent? Some Perspectives on the Key Influence of Values in Nation Building*

Alan Tonkin



***Why is Africa, a continent with rich mineral, agricultural and human resources apparently unable to emerge as the next region of the world to become a centre of real growth following other nations like China, India and Brazil?***

*The answer to this question is to be found in the generally poor governance from both a political and business perspective to be found in the vast majority of African countries. This, linked to the “international aid syndrome,” has led many African governments to become more and more dependent on hand-outs from Western and other governments and aid agencies, which are an industry in themselves.*

*In addition, a part answer is to be found in the widely differing values to be found in the continent with these ranging from basic survival in countries like Somalia to naked tribalism and power hungry warlords in the Democratic Republic of the Congo. Africa generally lacks the values of order and stability imported by the colonial powers. Following the achievement of “independence” from the colonial powers many countries have taken a backward step. This is a reflection of the lack of the correct values mix to move to the next required level of values development.*

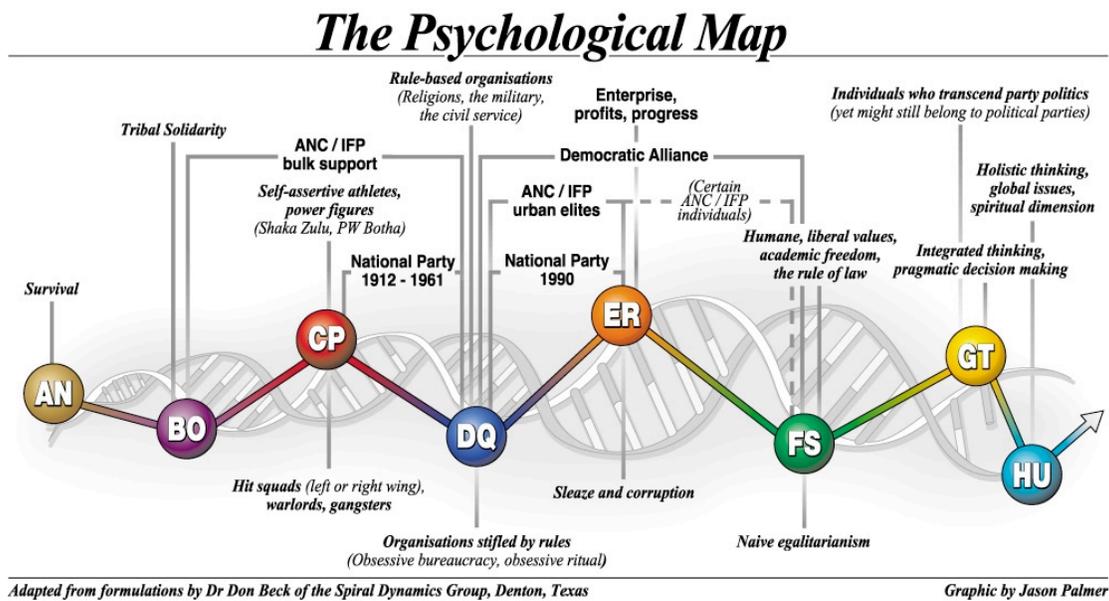
***Humankind started out in Africa many millenniums ago and it is therefore surprising that Africa as a continent with many different countries and cultures has not managed to progress further since that time. One of the theories is that life was too easy in Africa and it was the individuals with more drive and adventure who moved to the Northern Hemisphere with its harsher climates and requirements for greater initiative and flair for problem solving.***

*There are, however, also areas of relative stability and prosperity in countries like South Africa and Botswana. However, even in these countries the tribal ties and emergence of corruption, often at the highest levels of government, have frequently meant that for every step forward there are often strong pressures from those*

with powerful vested interests to regress to lower standards of ethics and behaviour.

Africa is a complex continent covering the full range of values from the basic one of survival to the most advanced post-modern values found in the developed world and all of those in between. In order to explain this in more detail it is intended to use the values theory originally developed by Professor Clare Graves of Union College in New York and further developed by Dr Don Beck. This is best illustrated by the graphic shown below from the book **“Uhuru & Renaissance”** by Graham Linscott published in 2001 and using a South African template:

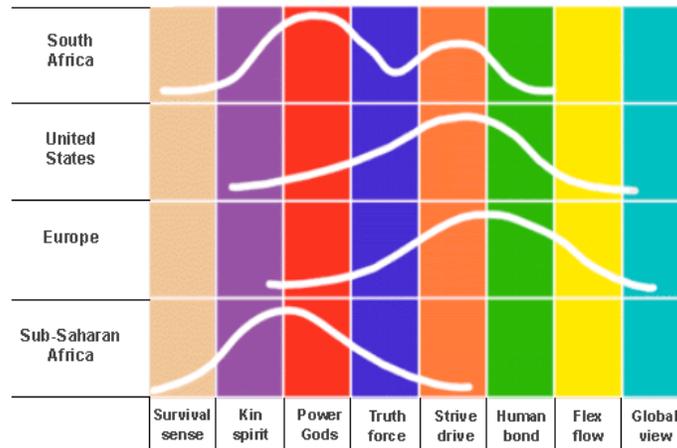
The graphic clearly illustrates how values change and move over time and a more detailed explanation can be found in the book **“The Crucible: Forging South Africa’s Future”** by Don Beck and Graham Linscott first published in 1991. This book outlines in some detail how values shape both history and the future and provides some clear solutions to the perceived problems and opportunities in Africa.



Using a South African model it shows the progression of values from the evolution of Red Power values in the National Party from 1912 and how a large proportion of the current ANC now occupy this same space in terms of values. It also clearly indicates how the leadership of both the National Party and those of the ANC managed to find sufficient areas of agreement in order to negotiate a new Constitution for the country in the early 1990's leading to the new democratic government in 1994.

It is however, important to note that the bulk of the population in both South Africa and Africa generally still span the values of Tribal Purple and Red Power with an ever increasing number of the emerging black middle class in South Africa moving into Blue Order and Orange Enterprise showing a dual profile (see below).

## *Global Values Profiles*



*Sub-Saharan Africa on the other hand shows a totally different picture with a single profile skewed towards the Tribal Purple, Red Power and emerging Blue Order. This is one of the reasons why Africa is still seen by many as the “**Dark Continent**” as in many ways its values go back to the 18<sup>th</sup> and 19<sup>th</sup> Century world in terms of governance and the way its populations are governed. Africa often complains of how it is seen by the wider world but still does not yet have the required political will or appropriate values mix to bring it into line with the values of the developed world.*

### *How Africa Needs to Change*

*Some of the key areas that require further examination are:*

- *Stabilising and Building a Sustainable Economy*
- *The Rural/Urban Divide and How to Bridge the Values Gap*
- *Increasingly Scarce Resources including Water and Food Production*
- *Good Governance in all Spheres of Government*
- *Provision of Health Care*
- *Education for Jobs*
- *Basic Infrastructure including Roads, Railways and Power Reticulation*
- *Security and Crime*
- *Environmental Issues*
- *The Major Challenge of Disaffected and Unemployed Youth*

*In order to look at the above in more detail I will use examples from South Africa as the country has an ideal profile to indicate what needs to happen in the rest of the continent. This is due to a large percentage of the continent’s population still transitioning from Tribal Purple and Power Red to Blue Order and Orange Enterprise.*

### *Stabilising and Building the Economy for Future Growth*

*The major areas identified in both South Africa and Africa are as follows:*

## ***The Rural Urban Divide and How to Bridge the Values Gap***

*The rural areas of South Africa are experiencing rapid transition from being tribal societies to moving into the industrial world. Millions of people live and work in the cities, while at the same time retaining close ties with their tribal roots.*

*What is required is a program of agricultural reform using tribal structures and values to bring commercial agriculture to the rural areas along the lines of the Israeli “kibbutz” system. This will help bridge the values gap between Tribal Purple and Blue Order while at the same time introducing a more formalised system of planning to these communities as well as sustainable employment. Over time this will provide as a by-product, self sufficient and prosperous rural communities.*

## ***Efficient Use of Scarce Resources including Water and Food Production***

*South Africa, like most of Africa, is water scarce and needs to use this resource well. In line with changing climatic patterns globally it will be necessary to use the water resource wisely in order to preserve the country’s ability to feed itself in the long term.*

*The efficient management of water resources is essential in order to preserve South Africa’s self-sufficiency as a food producer.*

## ***Requirements for Stable and Sustainable Government***

*All are mutually exclusive to the need to have a progressive country with adequate growth to employ the majority of the citizens in meaningful work:*

- *Efficient Governance at all Levels—National, Provincial and Local*
- *A Globally Competitive Economy including High Quality Education for Jobs*
- *Basic Infrastructure including Roads, Railways and Power Supply*
- *Provision of Quality Health Care*
- *Management of Security and Crime*
- *Progressive Environmental Issue Management*
- *The Major Challenge of Disaffected and Unemployed Youth*

*In order to provide for all of the above there needs to be a “**Integrated Master Plan**” in place at all of the national, provincial and local levels.*

## ***A Blueprint for Successful Developing Economies in the 21<sup>st</sup> Century***

*The Canadian Navy has identified the essential elements for a “**Successful Nation Building Effort.**” This model applies **in** whatever region of the world it is to be found. This is shown below with acknowledgement to Thomas P. M. Barnett and his weblog [www.tmbarnettgloblogization.com](http://www.tmbarnettgloblogization.com)*



*It is important to note that all of the above factors apply equally to South Africa, Africa and all other developing regions around the globe. In order to monitor and benchmark progress for each country/region it will be necessary to monitor all of the above areas against international best practice on an annual basis.*

*The “**Failed States Index**,” published annually by Foreign Policy magazine and the Fund for Peace, clearly identifies the major regions of the world where governance has not reached a sufficient level of competence and openness to operate efficiently at the global level. It is also not surprising to see how many of the worst cases are in Africa, including twelve of the twenty worst cases.*

### ***The Challenge for the African Continent and the Developing World***

*Africa, like many other developing regions, needs to lead the way in stamping out corruption and moving from a continent of Tribal purple and Red Power loyalties of ruling elites to stable Blue Order governments with positive Orange Enterprise tendencies. These issues assist in building stable and sustainable government.*

*Equally, those countries and organisations that supply aid should insist, as a matter of routine, that there will be no assistance to countries or regimes where corruption and nepotism are rife. The sooner African populations across the continent shift their values and realise they have the tools to challenge and change their governments through the ballot box, the sooner Africa as a region will start to change for the better.*

*Although the amount of international aid supplied to developing countries has grown significantly over the last few decades it will never be enough to fill the requirements of the poor developing nations. Until governments in these countries manage their own resources more effectively it is suggested that most of the aid supplied by the “developed world” is being wasted. At best only a fraction of the aid supplied gets to the intended recipients as inbuilt inefficiencies often hamper this objective.*

*It is also important to note that many international aid organisations are an industry in themselves, providing jobs and careers to many well meaning but also naïve Green Liberal “do-gooders” from the developed world. The “**Aid Industry**,” as well as governments, are often as implicitly guilty of supporting corrupt regimes as the regimes themselves. This needs to change, if Africa and the developing world is to change for the better in the first half of the 21<sup>st</sup> Century.*

*Africa, like many developing regions, is experiencing real growth rates of over 7%, but the question needs to be asked, why is this growth not translating into a better quality of life for the broader populations in many of these countries? African elites continue to prosper, but often to the detriment of their broader populations. This is often due to Red Power elites using scarce resources to improve their own positions without consideration to the Blue Order required to provide a **“better life for all.”***

*South Africa has seen much of the above trend with favoured followers of the ruling elite being rewarded with jobs and other benefits. This includes direct members of the Presidents' family with little responsibility or ethics being demonstrated to the wider population. State sponsored nepotism and corruption cannot be allowed to continue. If South Africa and the continent as a whole are to realise their full potential.*

### **Conclusions**

*It is suggested that until the broader global community as a whole are prepared to shoulder their responsibilities in ensuring that countries in the developing world are challenged to change in a responsible way, it is unlikely that any real change will take place in the short to medium term. It is particularly interesting to note that China has again recently started to talk about political reform. This will, however, be moulded by their strong values of Blue Order linked to Orange Enterprise as well as managing any changes in an appropriate orderly and systematic way, matching their culture.*

*What is required is a strong reminder to elected governments in developing countries that they have a responsibility to improve their delivery system at all levels to their populations from their own resources. Only when this process is in place should assistance be forthcoming from the outside world as a reward for the appropriate behaviour and response linked to the issue of **“positive global values”**.*

*The newly released **Index on African Governance for 2010** by the Mo Ibrahim Foundation states that, while Africans enjoy more economic freedom, their political rights are simultaneously being undermined. **“We have seen from evidence and experience across the world that discrepancies between political governance and economic management are unsustainable in the long term,”** said foundation founder and board member Salim Ahmed Salim. The Index was set up in 2006 to promote good governance and leadership on the African continent.*

*We live in a global economy where appropriate standards need to be set in order for the **“Global Village”** and its inhabitants as a whole to move forward in a sustainable way. As the world becomes more crowded, over 50% of the global population are now living in cities, with this trend likely to continue well into the future as people move to these centres for formal employment. Most of this trend towards cities is in the developing world, particularly Asia, and will also lead to values shifts as rural people are exposed to new technologies and ideas at an ever increasing rate.*

*What we are seeing in the developing world are the same trends experienced in Europe during the Industrial Revolution. This has now moved to the countries of Asia, South America, Eurasia and Africa with the same possible opportunities and benefits.*

***Both the challenge and the opportunity are there. What is needed is for individuals, organisations and countries to meet this global challenge in the developing economies more effectively, particularly for those on the African continent. It must be recognised that this is a “process” not an event and “appropriate governance systems” need to be put in place on a country by country basis in order to match the “values mix” in each individual country.***

## About the Author

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*Note: For more information on the GVN Consulting Group and our portfolio of services we suggest you visit our website on [www.globalvaluesnetwork.com](http://www.globalvaluesnetwork.com) for further detail. Alternatively, e-mail us at [info@globalvaluesnetwork.com](mailto:info@globalvaluesnetwork.com)*

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