



# African Journal of Public Affairs

Volume 5 number 3 • December 2012

## Africa's leading mind in Public Sector Education

### Top leading African School in: Leadership, Governance and Public Policy

**The School of Public Management and Administration at the University of Pretoria (UP), one of South Africa's foremost research institutions of higher learning, has established itself as a leader in public affairs education in South Africa and further a field into Africa.**

**The School forms part of the highly esteemed Faculty of Economic and Management Sciences at UP and offers programmes that are locally relevant, while also being globally competitive. Full-time and part-time courses are available.**

#### **Undergraduate Programmes**

- BAdmin with specialisation in Public Administration (block release)
- BAdmin (full-time)

#### **Graduate Programmes**

- BAdmin (Hons) Public Management, Public Administration
- Master of Public Administration (MPA) (block release)
- MPhil in Public Policy (research-based)
- M Admin (research-based)
- PhD in Public Administration (research-based with compulsory seminars)
- PhD in Public Management (research-based with compulsory seminars)
- D Admin (research-based)

Become a leading mind in Public Administration, Public Sector Leadership, Sustainable Governance and Financial Management and Administration:  
Contact Prof JO Kuye, Director School of Public Management and Administration:  
Tel: 012 420 3334/3342/4070 or e-mail [spma@up.ac.za](mailto:spma@up.ac.za) or click on [www.up.ac.za](http://www.up.ac.za)



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA  
Faculty of Economic and Management  
Sciences

Postal: University of Pretoria Private Bag X20 Pretoria 0002 South Africa  
Street: University of Pretoria Lynnwood Road Hillcrest Pretoria South Africa  
Tel: +27 (0) 420 3111 Fax: +27 (0) 420 4555 [www.up.ac.za](http://www.up.ac.za)

# Table of Contents

**Editorial**

**vii**

## **ARTICLES**

*J Atukwasa, B C Basheka and P W Gadenya*

**The effect of corruption on administration of justice in Uganda** **1**

Lessons from two chief magistrates' courts in Kampala and Mukono districts

*I U Ile*

**Leadership imperatives for improving policy monitoring and evaluation in the South African Public Service** **16**

*A Saloojee*

**Towards a Developmental State** **24**

Implications for local government globally

*C Thornhill and K Dlamini*

**Councillor's role in service delivery** **36**

The case of Ekurhuleni Metropolitan Municipality

*H G van Dijk*

**Certification or qualification** **54**

An analysis of formal and non-formal higher education in South Africa

*D Fourie*

**Good governance for cost effective financial management** **69**

A public sector financial management approach

*O S Madumo*

**Contextualising leadership challenges in municipalities** **82**

A developmental impression

*B C Basheka, P O Nagitta and R B Namara*

**The role of civil servants and political leaders in combating public procurement corruption in Uganda** **93**

An empirical analysis

*R M Mthethwa*

**Transformational leadership in the South African public sector** 107

*L P Malan*

**Intergovernmental relations in South Africa** 115

A revised policy approach to co-operative government

*S B Koma*

**Local economic development in South Africa** 125

Policy implications

*N Holtzhausen*

**Building a puzzle of Higher Education Institutions (HEI) in South Africa** 141

Competencies, graduateness and employability

*H M Nkwana*

**Leadership development for developmental local government** 155

Challenges and prospects

*M Kruger*

**Leading quality management for improved public service delivery** 167

*N T Nhede*

**The Government of National Unity in Zimbabwe** 179

Challenges and obstacles to public administration

*J Matsunami*

**Long-serving mayors in Japan** 190

An alternative leadership?

*M M Tshiyoyo*

**Leading through servant-hood in the Democratic Republic of the Congo** 199

The African context

*J O Kuye and R Sheoraj*

**Developmentalism and the state of skills readiness** 210

“The case for South Africa as the next African Giant Tiger”

**South African Deputy Presidential speech** 231

Address by Deputy President Kgalema Motlanthe of South Africa



# AFRICAN JOURNAL OF PUBLIC AFFAIRS (AJPA)

published on behalf of

THE AFRICAN CONSORTIUM OF PUBLIC ADMINISTRATION (ACPA)

© 2012

IBSS Accredited  
ISSN 1997-7441

## EDITORIAL BOARD

Chief Editor: **J O Kuye**, University of Pretoria, South Africa (kuyej@up.ac.za)  
Managing Editor: **D J Fourie**, University of Pretoria, South Africa (Prof.djfourie@up.ac.za)  
Deputy Editor: **C Thornhill**, University of Pretoria, South Africa (chris.thornhill@up.ac.za)  
Public Administration: **A Rosenbaum**, Florida International University, USA (rosenbau@fiu.edu)  
Public Administration: **G Mutahaba**, University of Dar-es-Salaam, Tanzania (gelasemutahaba@yahoo.co.uk)

## ADVISORY PANEL

**K Mishra** Institute of Public Enterprise, Osmania University, India  
**A Saloojee** Ryerson University, Canada  
**DJ Brynard** University of South Africa (UNISA), South Africa  
**O Bouare** AEM, Paris, France  
**H Woodhouse** University of Saskatchewan, Canada  
**I Ile** University of Western Cape, South Africa  
**A Agbaje** Director-General of the AWO Foundation, Lagos, Nigeria  
**PS Reddy** University of KwaZulu-Natal, South Africa  
**G Larbi** Senior Public Sector Specialist, PREM, Africa Region, World Bank, New York  
**P Sokhela** Department of Public Service and Administration, South Africa  
**V Ayeni** Government and Management Services (int.) London, UK  
**Juraj Nemeč** Ekonomická Fakulta UMB, Banská, Brystrica, Slovakia  
**D Sing** University of KwaZulu-Natal, South Africa  
**J Cedras** South African Qualifications Authority (SAQA) South Africa  
**H Fisher** H.E. South Africa's Ambassador to the Republic of Chile  
**K Raga** Nelson Mandela Metropolitan University, South Africa  
**C Auriacombe** University of Johannesburg, South Africa  
**G Naidoo** University of South Africa (UNISA), South Africa  
**E Nealer** North-West University, South Africa  
**R Cameron** University of Cape Town, South Africa  
**S Banfa** University of Jos, Nigeria  
**D Tshidi** CEO, Financial Services Board of South Africa

## EDITORIAL ASSISTANTS

**Mr O Madumo** University of Pretoria (Onkgopotse.Madumo@up.ac.za) Tel 27 12 420 5736  
**Mr N Nhede** University of Pretoria (Norman.Nhede@up.ac.za) Tel 27 12 420 4140

## ADMINISTRATIVE ASSISTANT

**Ms T Molelekeng** University of Pretoria (Thuli.Molelekeng@up.ac.za) Tel 27 12 420 4143

## PUBLISHER

P O Box 1399  
Faerie Glen,  
South Africa, 0043  
Tel: + 27 12 420 3334/3606/3472  
Fax: + 27 12 362 5265

# MANUSCRIPT SPECIFICATIONS

1. The preferred length of articles is about 5000 words.
2. Articles are to be submitted ready for the press: finally edited, stylistically polished and carefully proofread. Readability, fluency of style and clarity of exposition are essential.
3. The article should represent an original contribution to the current knowledge in the subject field AND/OR provide a comprehensive review of the current body of knowledge.
4. The article should contain a relevant and suitable summary (abstract) in English of between 150 and 200 words.
5. The Chief Editor reserves the right to make language alterations as he/she sees fit to accommodate the style and presentation of articles to the house style. Where major changes are necessary, the text may be returned to the author for correction or approval. Copyright is transferred to **AJPA** on acceptance for publication.
6. Relevant **key words** should be provided.
7. Composition
  - **Introduction:** a short, concise synopsis of the current knowledge in the field must be provided. The introduction should also serve to provide a rationale for the rest of the article.
  - **Methodology/research process:** an adequate, clear description of the methodology employed and/or the research process followed should be provided.
  - **Discussion:** a comprehensive discussion of the major/primary findings should be provided. The discussion must be relevant in the context of the research methodology/process described in point 6. Furthermore, it should be adequate in terms of the depth and scope.
  - **Conclusion:** conclusions drawn in the article should be appropriate and justifiable in the light of the research process/methodology.
  - **References:**
    - The list of references must contain sources that are recent and relevant to the research described. All sources must be listed alphabetically by authors' surnames, in the following format:
    - Kamanga, H.J. 1977. Leadership, Governance and Public Policy in Africa. *AJPA* 27(3):1736.
    - Ero-Phillips (ed.) 1986. *Local Government Policy in South Africa*. 2nd ed. Pretoria: KUKURUKU.
8. Source references in the text should be in the Harvard style, using the authors surname only, e.g. (Kamanga 1986:234-45).
9. Only genuine footnotes should be used, i.e. notes containing relevant elucidation of the text. Footnotes should be kept to a minimum. Numbered footnotes should appear at the bottom of the page. The position of the note should be indicated in the text in superscript Arabic figures without brackets
10. Abbreviations and acronyms should be avoided (except where an acronym, e.g. is current parlance). When an acronym is to be used, it must be written in full when used for the first time with the acronym in brackets. e.g. National Council of Provinces (NCOP)



11. Italics should not be over used for emphasis. Latin phrases such as *per se* must be italicised. Words in languages other than that of the manuscript should be given in quotation marks.
12. Statistical and other tables should be labelled. Tables, as well as mathematical or similar symbols and expressions should be kept to a minimum.
13. Diagrams, sketches and graphs must be submitted in print-ready high resolution JPEG format as separate files (i.e. not copied into Word). Each diagram must have a short explanatory label.
14. If applicable, full details of the origin of the article must be provided (e.g. a paper delivered at a congress).
15. Refereeing is always anonymous.
16. Articles will only be refereed if accompanied by a declaration that the text has not been published or submitted for publication elsewhere.
17. The author of a published article will receive one free copy of the relevant issue of the journal.
18. Page fees are payable by authors.

**Note: Plagiarism is a serious offence and could result in actions against the author.**





# Editorial

The *African Journal of Public Affairs* endeavours to represent public administrative and managerial views from across Africa and beyond. Therefore, the articles usually represent authors from a variety of countries and intellectual diversities. However, as Africa is an integral part of the world, articles are also included from other countries to enable scholars to establish best practice research from e.g. Asia, the USA, Canada, India and Malaysia are also made available.

The annual conference of the *International Association of Schools and Institutes of Administration* held in Bangkok, Thailand during July 2012 was used as an opportunity to solicit articles from papers read to represent some of the most recent research on various matters concerning public administration and management.

The discipline of Public Administration and Management has made great strides since the article by Woodrow Wilson: *The study of Administration*, published in 1887. Developments included the addition of Management to the area of study. During the 1970s, New Public Management was proposed as a cure to the bureaucratic tendencies which hampered the efficiency of public services. It proved to be not a solution to the problem due to the unique character of the public sector as an administrative *system* is a prerequisite for any management technique to be successfully implemented. Thus the core discipline was again emphasised. During the 1980s, *governance* was hailed as the *panacea* for the public sector's maladies and its efforts to meet the needs of contemporary society. Again public administration proved to be the framework required to allow governance to be successfully implemented within the public sector terrain. Thus, contributions to the different areas of the domain of public administration, captured under the umbrella of *public affairs* are included to represent the entire spectrum of the Discipline of Public Administration.

In this issue articles cover *inter alia*: the malady of corruption in Uganda as dealt with in the two articles by Atukwasa, Basheka and Gadenya as well as the one by Basheka, Nagitta and Namara proved to be enlightening and substantive. Nhede's contribution concerns the challenges facing Zimbabwean public administration due to the inability of the Government of National Unity (GNU) to resolve its political differences. Tshiyoyo investigated the possibility of a novel approach to leadership, governance imperatives and policy issues by considering servant-hood as a possible approach to address conflict issues on the continent of Africa. Kuye and Sheroaj investigated the future role of South Africa as an African Giant Tiger which could enter the world economy by exploring exigencies in the acquisition of viable and delegated skills capacity. Nkwana added to the discourse on leadership by investigating the role of leadership in developmental local government. Madumo added to the debate on the same topic by contextualising leadership challenges in municipalities from a developmental perspective and Ile examined the role of leadership in monitoring and evaluation in the South African public service. Mthethwa wrote on the advantages of transformational leadership as a style suitable for the South African public service. Matsunami added a new dimension to leadership by explaining the advantages that Japan has experienced as a result of municipal managers remaining in office for relatively long periods. Koma and Thornhill with Dlamini focussed on policy and the role of municipal councillors in South Africa while Saloojee contributed with an international perspective on

the implications of the developmental state on local government. Fourie also focussed on local government by emphasising the need for effective financial management. The two authors Holtzhausen and Van Dijk both dealt with education, the need for competence in the public service and employability of graduates. Kruger promoted quality management for the public sector and Malan added the need for effective intergovernmental relations as a requirement for effective and efficient public services.

**J O Kuye**  
**Chief Editor**

