



African Journal of Public Affairs

Volume 9 number 2 • June 2016

Table of Contents

Editorial	vii
<i>P S Reddy</i>	
Localising the sustainable development goals (SDGs)	1
The role of Local Government in context	
<i>B M Merickova, M M Svidronova and J Nemeč</i>	
Innovation in public service delivery	16
The case of civic participation in Slovakia	
<i>H G van Dijk and MR Ramatswi</i>	
Retention and the psychological contract	30
The case of financial practitioners within the Limpopo Provincial Treasury	
<i>J J de Jongh, N Meyer and D F Meyer</i>	
Perceptions of local businesses on the Employment Tax Incentive Act	47
The case of the Vaal Triangle region	
<i>P A Croucamp and L P Malan</i>	
Public policy uncertainty, regime contests and divestment	62
The case of South Africa	
<i>L M Tshombe and T Molokwane</i>	
An analysis of Public Private Partnership in Sub-Saharan Africa	72
<i>M Kotze</i>	
Self-leadership as an antecedent of authentic leadership	87
An empirical study among Public Sector employees	
<i>H E Klingelhöfer, L Erasmus and M G Teka</i>	
Improving financial oversight of Development Finance Institutions	102
<i>P Pillay</i>	
Ethics and accountability in South African municipalities	115
The struggle against corruption	

S B Koma

Rationalisation of municipalities

127

A panacea for improved municipal governance in South Africa?

E A Mantzaris

On ethics, inequality, public corruption and the middle class

140

The case of South Africa

G van der Waldt and W Greffrath

**Towards a typology of government interventionism
in municipalities**

152

M Chitiga-Mabugu

**The application of economy-wide techniques as
a tool to understand policy impacts**

166

AFRICAN JOURNAL OF PUBLIC AFFAIRS (AJPA)

published on behalf of

THE AFRICAN CONSORTIUM OF PUBLIC ADMINISTRATION (ACPA)

© 2016

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)
Editor: **C Thornhill**, University of Pretoria, South Africa (chris.thornhill@up.ac.za)
Public Administration: **G Mutahaba**, University of Dar-es-Salaam, Tanzania
Allan Rosenbaum, Chairperson, ICAPA/IASIA, Florida International University, USA

COPY EDITORS

K Raga Nelson Mandela Metropolitan University, South Africa
EJ Nealer North-West University, South Africa

ADVISORY PANEL

K Mishra, Institute of Public Enterprise, Osmania University, India
A Saloojee, Ryerson University, Canada
Severine Rugumamu, University of Dar-es-Salaam, Tanzania
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, Deputy Vice-Chancellor, University of Ibadan, 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, Bystrica, Slovakia
D Sing, University of KwaZulu-Natal, South Africa
J Cedras, South African Qualifications Authority (SAQA) South Africa
H Fisher, H.E. Ambassador, Republic of Chile
C Auriacombe, University of Johannesburg, South Africa
G Naidoo, University of South Africa (UNISA), South Africa
R Cameron, University of Cape Town, South Africa
S Banfa, University of Jos, Nigeria
U Kakumba, Makerere University, School of Business, Uganda
Donald Chimanihire, University of Zimbabwe, Harare, Zimbabwe

For correspondence and Article Submissions, contact:

CHIEF EDITOR

Prof. JO Kuye kuyej@up.ac.za or kuyejerry@yahoo.com
Cell: +27 82 655 6444

EDITORIAL ASSISTANT

Dr J Jordaan info@leadership-ps.co.za

PUBLISHER

P O Box 1399, Faerie Glen, South Africa, 0043
Tel: + 27 82 655 6444

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 italicized. 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 of R300 per page and graphics at R150 per graph are payable by authors.

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

Editorial

The municipal elections scheduled for 3 August 2016 provides an opportunity for the electorate of each municipality in South Africa to elect councillors to represent them in the municipal council. Once elected a councillor represents the total community – voters, non-voters, children, disabled, illiterate and even immigrants in the area. This implies that a council has to adopt resolutions and pass by-laws in accordance with the needs of every segment of the community within its area of jurisdiction. Thus policies adopted, funds allocated in the annual budget and the provision of a capable work force should be premised on the promotion of the welfare of all the inhabitants in the municipality.

To enable a council to fulfil its mandate to satisfy the needs of the municipal community it relies exclusively on its personnel corps. Therefore, the effective and efficient administration and management of the municipal affairs depend on the quality of its employees and recruitment strategies. This could only be achieved if properly qualified candidates are attracted and the most suitable ones appointed. Training can only be effective if a person is trainable, that implies he/she should enter the service with an academic standard and experience (for managerial positions) which could allow the employee to be trained. A new appointee in the finance section should already have a proper educational background in financial matters. Similarly the municipal manager as head of administration and accounting officer should possess at least a degree in public/municipal administration and comply with the minimum competencies as contained in the *Local Government: Municipal Systems Act, 2000* as amended by Act 7 of 2011.

Although it is a legal requirement that municipal managers must comply with the minimum competencies, some municipal councils still attach a high value to political considerations. The result is that the administration and management are not performed according to the principles of public administration, resulting in adverse audit opinions by the Auditor-General and worse than that: the municipal community does not receive the quality of services they are entitled to. The most recent Auditor-General's report abound with cases of irregular expenditure, unauthorised expenditure and wasteful expenditure in municipalities. It is obvious the administrative and managerial practices are not applied judiciously. Although the municipal manager cannot be solely held accountable for this state of affairs, a properly qualified head of administration will ensure that the SYSTEM of administration is effectively constructed and that the management will comply with acceptable public administration and management principles.

In this issue of the *African Journal of Public Affairs* attention is devoted to a variety of facets of policy, ethics and innovative approaches to public administration and management. The following issues are included: **P S Reddy** addresses the localisation of the sustainable development goals (SDGs) particularly to the role of local government. **Merickova, Svidronova and Nemec** investigate innovation in the public service through public participation in Slovakia. The challenges faced in retaining financial practitioners by way of a social contract in the Limpopo Province is investigated by **Van Dijk and Ramatswi**. The perceptions of businesses on the Employment Incentive Act, 2013 in the Vaal Triangle is discussed by **De Jongh, Meyer and Meyer**. **Croukamp and Malan** focus their attention on

public policy uncertainty, regime contests and disinvestment in South Africa. This is followed by **Tshombe and Molokwane's** analysis of public private partnerships in Sub-Saharan Africa. Self-leadership as an antecedent of authentic leadership: an empirical study among public sector employees is addressed by **Kotze. Klingelhöfer, Erasmus and Teka** investigate the mechanisms required to improve financial oversight of development finance institutions. **Pillay** brings the challenges concerning ethics and accountability in South African municipalities in their struggle against corruption to the attention of readers. **Koma** devotes his attention to the question whether the current process of rationalising municipalities could improve municipal governance. **Mantzaris** adds to the dilemma of ethics by investigating the phenomenon linking it to inequality, corruption in the middle class in South Africa. In the second last article **Van der Waldt and Greffrath** develop a typology of government interventionism in municipalities. The last article is contributed by **Chitiga-Mabugu** who investigates the applicability of economy-wide techniques as a tool to understand policy impacts.

J O Kuye
Chief Editor

