



# African Journal of Public Affairs

Volume 8 number 2 • June 2015



# Table of Contents

<b>Editorial</b>	<b>vii</b>
<b>Erratum</b>	<b>ix</b>
<i>Y Jordaan</i> <b>Public awareness and concerns relating to the Protection of Personal Information Act</b>	<b>1</b>
<i>C I Tshoose</i> <b>Dynamics of public participation in local government</b> A South African perspective	<b>13</b>
<i>S Koma and M Tshiyoyo</i> <b>Improving public service delivery in South Africa</b> A case of administrative reform	<b>30</b>
<i>S M Madue</i> <b>Repositioning the research services unit of the Gauteng Provincial Legislature from an outside-in perspective</b>	<b>43</b>
<i>H G van Dijk and N M V Legalatladi</i> <b>Determining employee perceptions towards performance management and development</b> A case study	<b>59</b>
<i>J O Janse van Rensburg and P Coetzee</i> <b>Can the Internal Audit Capability Model be applied globally</b> A South African case study?	<b>75</b>
<i>W Mupindu</i> <b>The challenges of food security policy and food quality in Zimbabwe</b> A case study of Operation Maguta in Buhera District	<b>90</b>
<i>P T Tshetlo and G Naidoo</i> <b>An analysis of the implementation of the SA–China Bilateral Agreement</b> The case study of the South African Agricultural Technology Demonstration Centre (SAATDC)	<b>104</b>



# AFRICAN JOURNAL OF PUBLIC AFFAIRS (AJPA)

published on behalf of

THE AFRICAN CONSORTIUM OF PUBLIC ADMINISTRATION (ACPA)

© 2015

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 (gelasemutahaba@yahoo.co.uk)  
**Allan Rosenbaum**, Chairperson, ICAPA/IASIA, University of Florida, 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  
**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 Nemec** Ekonomicka Fakulta UMB. Banska, 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  
**D Tshidi** CEO, Financial Services Board  
**U Kakumba** Makerere University, School of Business

## EDITORIAL ASSISTANT

**Dr J Jordaan** jorrie@quemic.com

## 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

An effective and efficient system of public administration is a prerequisite for all governmental policies to succeed. Therefore, it is important to ensure that the managers in every public institution, at all levels (spheres) of government should be suitably qualified to establish and operate the administrative systems applicable to their particular organisational structure. Training required for senior positions in the public sector is non-negotiable. Without the required administrative knowledge, effective managing is equally impossible. It could be argued that experience is another requirement, but without proper training, experience in non-administrative functions cannot improve knowledge of the basic functions related to administration. Countries with well-established and stable public services usually provide more efficient and effective public services than countries with unstable governments and unstable public services. Unfortunately many African countries are prone to governments which do not value the importance of a core of suitably qualified and experienced senior public officials.

It is argued that sustainable public services could be guaranteed only if a stable well trained, experienced and committed corps of public servants are available. In this regard the discipline of Public Administration and Management has a crucial role to play. On the one hand it has to provide relevant teaching and training. On the other hand relevant research into public administration and management must be undertaken to provide the policy makers and government with advice on the most effective and efficient methods to provide services required by society.

In this issue of the *African Journal of Public Affairs* a collection of articles are published that illustrate the diversity of policies and processes involved in governing and administering a country. Jordaan addresses the complex issue of the recognition and safeguarding of an individual's personal information to prevent a *big brother* manipulating members of society. In a similar vein Tshoose argues that public participation is crucial to local government to ensure that policies reflect the wishes of citizens. Koma and Tshiyoyo's contribution focuses on mechanisms to improve public service delivery through administrative reform, again emphasising the need to reconsider existing ways of operating on a regular basis. The need for relevant research to improve decision making in the public sector is highlighted by Madue in his article on the operations of the Research Services Unit in the Gauteng Provincial Legislature. Van Dijk and Legalatladi explain in their article on employee perceptions towards performance management the need to obtain and retain the public servants' positive attitude to the validity of how performance is measured to retain their loyalty and dedication to improved service delivery. The following articles are aimed at specific issues in the public sector in general. Janse van Rensburg and Coetzee investigate the effectiveness of the *Internal Capability Model* in the public sector and explain the possibility of introducing the model in the South African public sector. This contribution is followed by Mupindu's investigation into the success (or failure) of Operation Magutu in Zimbabwe to improve agricultural production levels. This again exemplifies the changing role of the public sector and the need to have suitable public servants for each and every policy in a country. Tshetlo and Naidoo take the role of the public sector a step further by analysing the implementation

of the *SA-China Bilateral Agreement*. In this article they investigate the preconditions for the successful implementation of the agreement to assist local workers such as engineers, artisans and project managers.

**Jerry Kuye**  
Chief Editor



# Erratum

Vol 8, No 1

March 2015

P 48

Correction to author's detail,

D Nel

Department of Public Management and Governance

University of Johannesburg

**Co-author**

K Komendantova

Institute for Applied Systems Analysis (IIASA)

Swiss Federal Institute of Technology (ETH)

Zurich

Switzerland

