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Erratum

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**Can the International Audit Capability Model be applied globally?
A South African Case Study**

Correction to co-author's detail,

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Editorial

In *Closing the gap between theory and practice with action research*, Christelle Auriacombe revisits the ever-challenging debate on how to turn research findings into practical meaningful information that could be applied in everyday practice. The most serious issue for researchers is that practitioners seem to pay little attention to research findings. Practitioners on the other hand feel that research findings are not always applicable to real-world situations. According to Auriacombe, research methods and techniques have become increasingly redundant when it comes to solving practical problems. "One of the main reasons for this is the huge gap between theory and research. In short research and thus theory, lacks relevance and usefulness when faced by problems in the real world (practice)," writes Auriacombe.

This article aims to conceptualise action research as a phenomenon and explores the possibilities that action research holds to close the theory-practice divide. The author states that action research aims to contribute to the development of theory, as well as to address the practical problems that people experience. But more importantly, and as a possible solution to the practicality dichotomy of research, the theory aims to develop the self-help competencies of people facing problems. "Action research therefore has the potential to help close the gap between theory and practice by bringing both the researcher and the practitioner as equals into the research process," according to Auriacombe.

Auriacombe raises the question of why action research has thus far not had any remarkable success in this regard. Experienced scholars are of the opinion that the answer to this question lies in closer cooperation between researchers and practitioners. According to Auriacombe, this means that practitioners should be more directly involved in the research process.

In contrast to the traditional goal of evaluation namely to improve an intervention model, developmental evaluation or action research focuses on changing and adapting the intervention and thus has a developmental approach to the problems being addressed (Patton 2008:344). Auriacombe concludes by stating that research needs to fill the gap between theory and practice. "Action research provides this opportunity for practitioners and researchers to work closely together to build a cumulative body of knowledge for social change."

Euro-American understandings and narratives of development produced the current global world order, where African-centred solutions to poverty and underdevelopment on the continent are ignored or inferiorised. In *David Ricardo's theory of comparative advantage and its implication for development in sub-Saharan Africa: A decolonial view*, Damian Ukwandu conducts an interrogation of David Ricardo's theory of comparative advantage to help shed light on the above dichotomy.

In providing a decolonial critique of David Ricardo's theory of comparative advantage, this article endeavours to highlight a variety of limitations inherent to the theories of development, which are not centred in the African context. Using the theory of the coloniality of knowledge in particular, the author aims to illustrate how the notion of increasing returns helped in the economic transformation of Spain and how sub-Saharan Africa could also benefit from this approach.

According to the author, the view helps to generate development knowledge and paradigms that are cognisant of the needs and aspirations of the continent, so that a solution can be found to the myriad of problems, such as poverty and unemployment. "There are alternative narratives on theories of development, as evidenced by the remarkable transformation of South-East Asian countries," he notes. And, as such, the author argues that the continent will only be fully liberated after African-centred policies have been introduced.

In ***Government interventionism and sustainable development: The case of South Africa***, Gerrit van der Walldt sets out to outline governments' interventions in sustainable development by focusing on the South African Government, which has set itself the target to be restructured into a developmental state.

"This government sets itself the target to become a developmental state according to the strategic goals of its National Development Plan," according to the author. This context is explored by focusing on the specific social, economic and environmental interventions the South African Government has effected to facilitate sustainable development.

Government interventions in sustainable development within the context of a developmental state, have recently gained particular significance among proponents of the New Public Administration. This context is explored by focusing on specific interventions of the South African Government to facilitate sustainable development within its society. "The basic assumption that serves as theoretical foundation for this article is that Government is the key actor in society to regulate, facilitate sustainable development and act as catalyst for such initiatives," according to Van der Walldt.

In conclusion, Van der Walldt argues that capacity and competency of Government to implement these responses and frameworks effectively are, however, not always *on par* with international good governance practices. "Improved institutional capacity and effective political leadership can be singled out to support initiatives by government departments. Such initiatives will enable the departments to design and execute programmes that can further sustainable development," he suggests. The author stresses the need for a totally new governance paradigm, a new way to think and act in balancing the so-called "pillars" of sustainable development.

The need for balanced and integrated development outcomes across the globe is generally accepted as a prerequisite for sustainable human progress. Yet, the 'sustainability' of developmental programmes is one of the most elusive goals of any government services delivery system. In ***Measuring progress towards sustainable development in Africa***, Fanie Cloete argues that 'sustainable development' is an increasingly important umbrella concept to integrate various desired developmental outcomes of governmental interactions within its society.

The article attempts to provide an operational meaning to the term 'sustainability'. The author distinguishes between various dimensions of sustainability and suggests a concrete measuring instrument to determine progress towards achieving these different dimensions of sustainable development outcomes in Africa. According to Cloete, sustainable development in Africa is a much more elusive target than in many other regions of the world. "This situation, has, however started to change for the better over the last decade, and indications of slow but steady improvements in developmental levels in many African countries are beginning to emerge," notes the author.



In South Africa, a comprehensive system of monitoring and evaluation of governmental programmes was institutionalised since 2005 and have slowly started to take root in a top-down way, driven and coordinated by the Presidency. Cloete notes that this top-down model has now been emulated in a number of other African countries and seems to be the most effective strategy to fast-track the implementation of a more rigorous evaluation of the results of public sector interventions in those societies. Furthermore, a comprehensive draft set of sustainability indicators has further been developed in South Africa to measure the South African National Framework for Sustainable Development, but has so far not yet been implemented. "A new initiative to do that, is currently under way," notes Cloete. The author concludes by suggesting that this exercise has the potential to establish a generic framework of sustainability indicators that would also be applicable with some customisation in other national contexts.

Benon Basheka and Albert Byamugisha in *The state of Monitoring and Evaluation (M&E) as a discipline in Africa: From infancy to adulthood?* pose four interrelated questions: How has the M&E field evolved in Africa and what local and global forces have been behind this evolution? Is M&E a discipline of study? What precisely is the state of the M&E discipline in African universities? What is the future of M&E in Africa? "Answers to these questions will provide useful insights into the muddy waters of the new discipline which has persistently been claimed by several other disciplines within public discourses," note the authors.

Basheka and Byamugisha state that "since the early 1990s, monitoring and evaluation (M&E) has seen a steep climb within Africa—in terms of practice, profession and academic study. As a field of practice, specialised departments housing the practitioners now exist and the demand for evaluation of policies, projects, programmes and interventions remains on the increase. Legal and institutional frameworks for the practices of M&E are still weak". They also note that as a profession, over 30 national evaluation associations under the umbrella body – the African Evaluation Association (AFREA) are in existence. As an academic field of study several universities now offer programmes in M&E; notwithstanding the focus and locus dilemma regarding the discipline. For the authors, scholarship regarding the state of the field is thus of utmost importance to coherently describe the 'ups and downs' of the new field which has become a 'grown up child' having jumped the infancy stage.

Shikha Vyas-Doorgapersad and Abel Kinoti state in their article *Gender-based public procurement practices in Kenya and South Africa*, that public procurement is a sector that allows governments to realise economic benefits through its financial-driven programmes. Their concern is whether this sector accommodates men and women equitably in terms of resource allocation and economic well-being. According to the authors, the literature indicates that women are not benefited on a large scale due to practical challenges that include lack of access to information regarding public procurement practices; knowledge regarding tendering processes; ownership; and financial access, to state a few. At the onset of the Millennium Development Goals (now part of the post-2015 Global Development Agenda), a few vital concerns still require attention, viz. what is the status of gender inclusiveness in public procurement practices? How can the public procurement practices be utilised in promoting women empowerment? The authors try to interrogate these concerns in a comparative approach aiming to assess the level or degree of gender-based equality and responsiveness in public procurement policies in Kenya and South Africa.

According to Joseph Maniragena and Harry Ballard in their article *An evaluation of service effectiveness of selected refugee service providers in urban and surrounding areas of the Cape Town Metropolitan Area*, thousands of refugees fleeing from surrounding war-torn and destitute African countries come to South Africa hoping to live in safety. Refugee service providers play a major role in providing services to help refugees to rebuild their lives and integrate into South African society.

They investigated issues facing refugees in South Africa, particularly in Cape Town, and how service providers assist them in overcoming the hardships of being unprepared in a foreign country. Their article followed a mixed methods approach, implementing both qualitative and quantitative research methods to explore services provided by three refugee service providers, namely the Agency for Refugee Education, Skills Training and Advocacy (ARESTA); Cape Town Refugee Centre (CTRC); and the Scalabrini Centre of Cape Town (SCCT).

Quantitative data was collected by administering a survey questionnaire to 120 refugees, all clients of the selected service providers, to obtain their perceptions about the services they receive. Semi-structured interviews with senior staff of two of the service providers provided insight into the services offered and challenges they face in assisting their clients. The study revealed that the majority of clients (75%) received assistance, and only 6.67% reporting not having received the requested assistance. However, some who had received services indicated too few services were on offer for them to choose from.

Reasons some refugees do not get services include lack of proper documentation and problems related to the non-availability of the services required by refugees. This is largely due to insufficient funding to provide needed services, and results in refugee service providers either serving only a few people or providing insufficient aid. Their article highlights good practices, suggests improvements and concludes with recommendations.

In *Shifts in the Zimbabwean Land Reform discourse from 1980 to the present*, Alouis Chilunjika and Dominique Uwizeyimana trace the developmental path of the Land Reform Programme in Zimbabwe since its independence from colonialism in 1980.

In tracking the policy shifts in the Land Reform Programme, their article uses American scientist, Thomas Kuhn's scientific knowledge development paradigm (1962), as introduced in *The Structure of Scientific Revolutions* (1962). Kuhn narrated the transitions that normally take place in the scientific discipline and he coined such fundamental changes in approaches or underlying assumptions "paradigmatic shifts". The concept of policy paradigms reflects a set of policy-related assumptions, concepts, values and practices. According to the authors, these paradigms provide all the inflectional forms of models or generally accepted dominant disciplinary perspective at a given time. In this article, the concept of policy paradigms is used to unravel the distinct policy declensions and conjugations that were experienced in the Zimbabwean Land Reform discourse since its independence in 1980.

In tracing the Zimbabwean land reform policy trajectory, four distinct phases or paradigms are identified. The first paradigm (the Lancaster House phase from 1980 to 1990) was characterised by the willing-buyer willing-seller policy. Hereafter, the government shifted to the compulsory land acquisition with fair compensation paradigm, which exhibited dominance in the land policy domain from 1990 to 2000.

The third paradigm, from 2000 to 2002, marked a radical and boisterous shift to compulsory land acquisition with no compensation whatsoever. This saw vast tracts of land



being repossessed by the Zimbabweans. Conversely, the authors note that the current land reform paradigm encourages partnerships and contractual farming between the black land owners and the formerly evicted white commercial farmers. "However, the absence of a robust major legislative framework makes it difficult to decode some policy outlines and forms of this current dispensation," they note.

The authors conclude by stating that the land issue will remain an electoral issue until it is methodically and meticulously dealt with and resolved by both the ruling party and the opposition parties. "The missing link in these purported arrangements is the absence of political buy-in and support by the government, which by and large could manifest itself in the form of a robust legislative framework to substantiate and uphold these agricultural partnerships and contractual arrangements in the Zimbabwean agricultural sector".

According to Kwame Asamoah, in recent years, the issue of poverty reduction in Ghana has become a central theme in major policy discourse. Despite the formulation and implementation of several policies to address poverty issues, poverty continues to persist and the living conditions of Ghanaians continue to deteriorate. Although capacity development is critical to poverty reduction, policy actors tend to overlook this important factor in addressing poverty in Ghana, notes the author. Using a qualitative research approach, Asamoah's article, ***Rhetoric or reality? The role of capacity development in poverty reduction in Ghana***, analyses the factors that militate against capacity development efforts towards poverty reduction, using Ghana as a case study. The data was analysed using content analysis. Asamoah found that poor leadership, lack of ownership of poverty reduction programmes, inadequate data, political corruption and inappropriate training, militate against capacity development efforts. The author recommends pragmatic measures to address these capacity development weaknesses.

Numerous police establishments around the globe, including the South African Police Service (SAPS), have augmented the quantity of female police officials in their staffing complement with the resolution of counteracting various of the traits of the police culture that accentuate their cynicism of and isolation from the public.

In ***Darker shades of blue: A ten year gender comparison of police culture attitudes in the South African Police Service***, Jean Steyn asks whether the introduction of more women police officials in the SAPS [by the organisation] assisted in counteracting the above police culture traits.

More specifically, the study asks, "Are there signs demonstrating attitudes of police culture themes of solidarity, isolation and cynicism amongst a random and representative sample of specifically categorised SAPS police officials?" If so, "Are these markers gender neutral as well as change in relation to Van Maanen's (1975) and Manning's (1989) stages of police culture socialisation: [1] *choice*- at the start of basic police training (January 2005); [2] *admittance*- at the end of 'college' training (June 2005); [3] *encounter*- at the end of 'field' training (December 2005), and [4] *metamorphosis*- nine years after concluding basic police training (June 2014)"?

Specifically, the study reflects on possible differences in the presence of, and/or changes in, these attitudes between male and female police officials. The author establishes that South African Police Service (SAPS) cadets that commenced their basic training at the six basic training institutes in South Africa (Pretoria, Chatsworth, Oudtshoorn, Graaff-Reinett, Phillippi and Bisho) in January 2005, entered the organisation with predispositions in furtherance of

police culture themes of solidarity, isolation and cynicism. “The period of ‘college/academy training’ (January 2005 – June 2006) did not significantly counteract these tendencies, neither did the subsequent ‘field training’ (July 2005 – December 2005). Nine years on, and these attitudes intensified to an overall average of 69,85%,” according to the author.

The study further suggests that for the duration of the project (10 years), female trainees and their ensuing conversion to fully-fledged police officials, had mostly stronger values exhibiting police culture solidarity, police culture isolation and police culture cynicism, compared to their male counterparts. “These findings provide some credence for a ‘nurtured nature’ understanding to the requisition, preservation and firming of police culture themes of solidarity, isolation and cynicism postures of police officials,” states the author. In conclusion, the author argues that the police culture of solidarity, isolation and cynicism is viewed as conscious/normal coping strategies utilised by both male and female police officials to minimise physical and psychological harm. “These coping police culture themes should be embraced rather than defied”.

Subsequent to its independence in 1966, the Botswana Public Service has contended with service delivery challenges and issues. Similarly to other developing and underdeveloped nations, the Botswana Government has reviewed and revised its service delivery processes and initiatives towards improving productivity throughout the public service sector. In ***Strategies for evaluating training and development initiatives in the public service***, Theophilus Tebetso Tshukudu and Danielle Nel contend that numerous strategies and initiatives to mitigate and ameliorate poor service delivery had been initiated and implemented in the preceding five decades.

One of these initiatives comprised a performance management system (PMS). However, the execution and application of this initiative presented myriad difficulties and challenges, which are highlighted in this article. The authors delineate and discuss critical factors that could be utilised to improve performance management as a tool for developing and upgrading public service delivery in the Botswana Public Service sector. These crucial performance enhancement elements include, *inter alia*, the creation of a culture that enhances high performance; developing performance leadership; and creating a learning organisation.

Taking these elements into account, this article investigates performance management within the Botswana Public Service, by providing a theoretical and conceptual review of strategies for evaluating training and development in the public service. A model, based on a doctoral research project is proposed as a mechanism to evaluate training and development in the public service.

The authors conclude by stating that leaders should influence subordinates to accept a performance culture and assist them in adopting the correct behaviour to achieve goals. “The alignment of organisational strategic goals with those of departments, teams and individuals is essential for creating a high performing organisation”.

There has been increasing recognition that gender equality, in addition to being a human right is also critical for sustainable development progress. Ensuring women’s and men’s equal participation in governance processes, and their equal benefits from public services, are preconditions for the achievement of inclusive and effective democratic governance.

In ***Gender dynamics in Public Policy Management in Uganda and South Africa: A comparative perspective of gender mainstreaming in policy-making for the water sector***,



Benon Basheka and Shikha Vyas-Doorgapersad argue that gender is a socio-economic variable that needs a special place in the policy management process within African democracies. They investigate the question of how gender dynamics is used to shape public policy management from a comparative perspective in terms of gender mainstreaming in public policy-making of the water sector policies in Uganda and South Africa. They address certain policy and management implications, aiming at bringing to the fore issues of gender as specifically applied to the subject of public policy.

The authors state the fact that women face different problems than men during the formulation of policies and are affected differently by various policies during implementation due to historically known disparities among the two social groups (men and women), and advocate a renewed approach in the inclusion of gender in matters of public policy-making in all sectors from the initiation of policies, through formulation, implementation, evaluation and finally the review.

The focus of their contribution is to measure gender-based mainstreaming in water policies in Uganda and South Africa (countries of the SADC region) by way of a desktop analysis of the countries' gender policies. The authors have examined the water sector policy in the two countries and based on the analysis, provided a classification of gender mainstreaming in policy-making processes (Gm-PMP). This Gm-PMP classification suggests that gender must be considered at all levels of the policy process, should have its foundations in the departments/sections of the organisations, and also transcend all the levels of the organisational hierarchy.

The *African Journal of Public Affairs* (AJPA) promotes scholarship in Public Administration and Public Management. It affords academics and students of the Discipline an opportunity to publish their research and to test their results by affording readers of the Journal an opportunity to debate the issues raised in their contributions. AJPA creates an international forum for debates on various issues related to the public sector and to the Discipline.

Vol. 8 No 3 is dedicated to the research undertaken under the guidance of the Department of Public Management and Governance, University of Johannesburg, South Africa. The collection of 12 articles make a valuable contribution to the literature on aspects of public administration in Sub-Saharan Africa including South Africa, Kenya, Zimbabwe, Ghana and Uganda.

The AJPA encourages scholars and practitioners to pursue endeavours of this collaborative venture within the Discipline of Public Administration and Management in Africa in order to address current issues facing Public Administration in Africa.

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