

CURRICULUM VITAE - H.J. KROUKAMP

A. PERSONAL INFORMATION

Name: Kroukamp, Hendrik Jacobus

ID Number: 591209 5072 089

Nationality: South African

Marital status: Married: one daughter (20 years)
one son (18 years)

Hobbies: Waveski; Tennis; Reading

Highest academic qualification: D.Phil (Public Administration)

Membership of professional associations: Member of the SA Association for Public Administration and Management

Member of the Association of Southern African Schools and Departments of Public Administration and Management

Individual member of the African Association of Public Administration and Management

Observer member of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe

Member of the International Association of Schools and Institutes of Administration

Member of the South African Academy of Science and Arts

B. CAREER MAPPING

1. Formal education:

1977	Matric	President High School, Vrijzee
1982	B.A.-degree	US (Majors Public Administration/ Political Science)
1983	B.A.(Hons.)	US (Public Administration)
1986	M.A. (Public Administration)	UPE (Title: The administrative arrangements for the conservation of the Rock Lobster source on the West Coast of the Republic of South Africa)
1993	Project Management	World Bank
1996	D.Phil (Public Administration)	UPE (Title: The financial process for municipal service delivery in South Africa: A selected investigation in 1995)

2. Employment history:

1980-1983	Student-assistant, Department Public Administration, US
1984-1985	National Service
1986-1987; 1990-1993	Part-time lecturer in Public Finance – PET

February 1987-March 1988	Head of Administration – Bureau of Information – Port Elizabeth
March 1988-June 1988	Lecturer in Public Administration at the Military Academy– Saldanha
July 1988-September 1996	Lecturer in Public Administration – UPE
October 1996-March 1999	Senior lecturer in Public Administration – UPE
April 1999 - December 2004	Full professor and Chairperson of the Department Public Management – UFS
March 2000, November 2000, December 2001, February 2002, February 2003, November 2003, February 2005.	Acting Dean – Faculty Economic and Management Sciences – UFS
January 2005 – January 2010	Programme Director: Public Sector Management
2006 / 2007 / May 2008	Secundus Dean: Faculty Econ and Management Sciences
May 2008 – July 2009	Acting Dean: Faculty Econ and Management Sciences
September 2009 –	Secundus Dean: Faculty Econ and Management Sciences (full-time)/ Professor in Public Management
October 2010 – March 2012	Acting Dean: Faculty of Econ and Management Sciences
March 2012 – to present	Dean: Faculty of Econ and Management Sciences

3. **Current nature of work:**

Areas of specialization		Governance structures Financial Administration and Management Human Resource Management Project Management
External examiner		UNISA and University of Pretoria: D-Thesis University of Stellenbosch: M.A.dissertations University of Durban-Westville (currently KZNU): M.A. dissertations and D-Thesis Vista: Third year and Hons. level P.E. Technikon: Third year, Higher Diploma level and B.Tech-degrees (currently NMMU)
Promotor/ Study leader	NATIONAL	M and D.Phil-degrees: UPE M and Ph.D-degrees: UFS
National Research Foundation	NATIONAL	C-rated researcher
Journal Referee		Southern Africa Institute of Management Scientists, Pretoria National Research Foundation of SA, Pretoria Acta Academica, Bloemfontein Administratio Publica, Stellenbosch Journal of Public Administration, Pretoria South African Journal of Economic and Management Sciences, Pretoria Politeia, Pretoria
	INTER – NATIONAL	Public Administration and Development, London International Review of Administrative Sciences, Brussels Chinese Public Administration Review, Beijing Journal of Governance and Public Policy, New Delhi Review of Public Personnel Administration, New York

Editorial Board / Publication Committee	NATIONAL	Journal of Public Administration Administratio Publica
	INTER-NATIONAL	International Review of Administrative Sciences Chinese Public Administration Review Journal of Governance and Public Policy, India
Consultant		Member of the Liverpool Institute of Public Administration and Management (LIPAM) consultancy team on SA Public Sector Transformation
Representative	NATIONAL	UPE: Working Group on Privatisation UPE: Member of the P.E. Regional Chamber of Commerce and Industry UFS: Senate member UFS: Executive Committee of Senate member UFS: University Management Committee member UFS: Chairperson: Department of Public Management UFS: Programme Director: Public Management UFS: Member of the Faculty Executive Committee UFS: Chairperson of the Faculty Research Committee UFS: Faculty representative on the University Research Committee UFS: University Research Committee representative on University Community Service Committee UFS: Member of the Executive Committee of Senate UFS: Member of the Executive Management Committee National Department of Provincial and Local Government: Academic Advisory Committee on Knowledge Sharing Facilities ASSADPAM: Member of Board of Management (<i>ex officio</i>)
Representative	INTER-NATIONAL	Member of the USAID/SAFPUM Core Group on Centres of Excellence IASIA: Board of Management: Africa Representative IASIA: Task Force on Standards of Excellence for Public Administration Training and Education

C. PUBLICATIONS AND PUBLIC PRESENTATIONS

1. REPORTS PUBLISHED

Kroukamp, H.J. and De Villiers, P.F.A., Guidelines for franchise qualifications for inhabitants of local authorities, Presidents' Council of the Republic of South Africa, February 1993.

Kroukamp, H.J., The financing of local authorities in a changing South Africa, Presidents' Council of the Republic of South Africa, March 1993.

Kroukamp, H.J. & De Lange, D.J., Survey results of principles and practise of Property Taxation levied and collected in rural areas of South Africa, Department of Constitutional Development, Pretoria, 15 and 16 April 1998.

2. **PROJECT INVOLVEMENT**

MRC (Medical and Research Council of South Africa) – Project on “The process of transformation of local government with special reference to Port Elizabeth”. Role: Project Co-ordinator, June 1997.
UPE (University of Port Elizabeth) – KSU (Kansas State University) International Accreditation Agreement for academic programmes on Masters level. Role: Initiated agreement, 1997.
SANPAD (South Africa-Netherlands Research Programme on Alternatives in Development) – Project proposal accepted on the title “Decentralisation and democratisation: The South African post-apartheid experience in local governance”. Role: Project Leader, 1999.
HADEC (Housing and Development Education Centre) – Project for Housing officials of National Government. Role: Presenter 1999 –
CDS (Centre for Development Studies) – “Non-payment of services in local government”. Role: Strategic planning, 2000.
COLMET (Collaborative Public Management and Development Education and Training) – Project funded by the Flemish Government on “Capacity building for the Free State Provincial Officials”. Role: Project presenter, 2000 –
UFS (University of the Free State) – KSU (Kansas State University) International Accreditation Agreement for academic programmes on Masters level as well as the exchange of Faculty Members and Learners. Role: Initiated agreement, 1999.
FRELOGA (Free State Local Government Association) – “Local government training for councillors”. Role: Preparation of tender together with prof J Bekker, as well as presenter, Awarded 2001.
CDS (Centre for Development Studies) – “Indigenous policy for local authorities in South Africa”. Role: Strategic planning, 2002.
NCP (Northern Cape Province) – “Performance Management for the Housing Department in the Northern Cape”. Role: Project Leader, 2002.
LGU (Local Governance Unit) – Project funded by the Flemish Government on “Capacity building on local government for the Free State and Northern Cape”. Role: Project presenter, 2003 –
PALAMA (Public Administration Leadership and Management Academy) formerly SAMDI – Role: Project presenter for AMDP/EMDP, 2005 –

3. **ARTICLES IN ACCREDITED JOURNALS**

1994: Challenges facing the restructuring of local government in a changing South Africa. *Administratio Publica*, 5(2): 46 - 59.
1995: The culture of non-payment of services as a constraint in financial policy management for local authorities in South Africa. *Journal of Public Administration*, 30(3): 189 - 202.
1996: Die munisipale finansiële proses in Suid-Afrika: 'n empiriese ondersoek in 1995 [The municipal financial process in South Africa: an empirical investigation in 1995]. *Journal of Public Administration*, 31(3): 189 - 207.
1998: Reform and transformation in the post-apartheid South Africa: damnation or salvation? *Politeia - Journal for Political Science and Public Administration*, 17(2): 52 - 72.
1998: Transforming training in the public sector in South Africa: policy alternatives. *Acta Academica*, 30(2): 79 - 100.
1999: Batho Pele: putting the citizen first in transforming public service delivery in a changing South Africa. *International Review of Administrative Sciences*, 65(3): 327 - 338.
1999: Accelerating the transformation of public service delivery in South Africa: challenges in the new millennium. *Journal of Public Administration*, 34(4): 297 - 312.
2000: The impact of and response to globalisation in the South African public sector: challenges in the new millennium. *Administratio Publica*, 10(1): 47 - 65.
2000. Decentralisation and recentralisation: international lessons for South Africa. *Acta Academica*, 32(3): 85 - 106.
2000: Successes and failures of globalisation effects in the South African public sector. *Journal of Public Administration*, 35(4): 261 - 278.
2001: Strengthening public administration and management through service delivery renewal in South African local government. *Politeia - Journal for Political Science and Public Administration*, 20(2): 22 - 37.
2002: Citizen participation in governance: fact or fallacy? *Administratio Publica*, 11(1): 39 - 62.

2002. Skills training: a prerequisite for the changing position and status of public servants in South Africa. *Journal of Public Administration*, 37(4): 453 - 472.
- 2003: Knowledge management and innovation: a case for online teaching at the University of the Free State. *Journal of Public Administration*, 38(3.1): 253 - 265.
- 2004: Partnering with the private sector: the solution for improving service delivery? *Administratio Publica*, 12(1): 17 - 38.
- 2004: Network management to strengthen local management and governance in a NEPAD environment. *Journal of Public Administration*, 39(1): 185 - 199.
- 2004: Life-long learning: a tool to combat poverty and inequality in South Africa. *Politeia - Journal for Political Science and Public Administration*, 23(2): 23 - 35.
- 2005: Managerial skills and institutional capacity for municipal service delivery. *Journal of Public Administration*, 40(2): 121 - 135 (co-authored with L Marais).
- 2005: Partnerships in local government to improve service delivery in South Africa. 6th Annual Conference of the South African Association of Public Administration and Management (SAAPAM). *Journal of Public Administration Conference Proceedings*, October: 71 - 82.
- 2005: E-governance in South Africa: are we coping? *Acta Academica*, 37(2): 52 - 69.
- 2006: Corruption in South Africa with particular reference to public sector institutions: the evil of all evils. *Journal of Public Administration*, 41(2.1): 206 - 217.
- 2006: Policy implementation for improved local government service delivery. 1st Joint Conference of the South African Association of Public Administration and Management (SAAPAM) and the Association of Southern African Schools and Departments of Public Administration and Management (ASSADPAM). *Journal of Public Administration Conference Proceedings*, September: 144 - 153.
- 2006: Local economic development: contributor towards poverty alleviation? *Journal for New Generation Sciences*, 4 (2): 22 - 33.
2007. Die huidige stand van beleidsbestuur in die Suid-Afrikaanse openbare sektor / The current state of policy management in the South African public sector. *Tydskrif vir Geesteswetenskappe / Journal of Humanities*, 47 (2): 207 - 220.
- 2007: Leadership in local governance: a prerequisite for good governance and effective service delivery. *Journal of Public Administration*, 42(5): 59 - 70.
- 2007: Public sector training in South Africa: vehicle towards good governance: fact or fallacy? *Journal of Public Administration*, 42(5): 71 - 81.
- 2008: South African local government performance: satisfactory to be globally competitive? *Journal for New Generation Sciences*, 6(1): 16 - 31.
- 2008: The implementation of performance budgeting in the Department of Public Works, Roads and Transport in the Free State Province: an empirical study. *Journal of Public Administration*, 43(3.1): 26 - 31 (co-authored with R Borman).
- 2008: The single public service in South Africa: recentralisation reinstalled? *Journal of Public Administration*, 43(3.1): 145 - 155.
- 2008: Trust building as a leadership pillar in the South African local government. *Journal of Public Administration*, 43(4.1): 646 - 656.
- 2009: Research in public administration and management: the tool to objectivity in knowledge management. *Administratio Publica*, 17(1): 84 - 95.
- 2009: Local government leadership in a single public service environment: contradiction or necessity? *Journal of Public Administration*, 44(3.2): 85 - 95.
- 2009: The application of labour related disciplinary and grievance procedures: a case study in the Mthethu district of the Free State province. *Journal of Public Administration*, 44(3.2): 171 - 181 (co-authored with S Nkayitshana).
- 2010: Innoverende openbare sektoronderrig en opleiding in 'n ontwikkelende Suid-Afrika: die impak van en response op globalisering / Innovative public sector education and training in a developing South Africa: The impact of and responses to globalisation. *Tydskrif vir Geesteswetenskappe / Journal of Humanities*, 50(2): 157 - 168.
- 2010: Towards excellence in public administration education and training: an African and South African experience. *Uprava*, 8(4): 83 - 100.
- 2011: South Africa's response to the global financial crisis: implications for public administration. *Journal of Public Administration*, 46(1.1): 801 - 813.
- 2011: Efficient and responsive public services: are departments of Public Administration and Management at universities playing their rightful role? *Administratio Publica*, 19(1): 20 - 32.

2011: Excellence in public administration teaching and learning for student success: a SA experience. African Journal of Public Policy. Volume and page numbers not yet available.

2011: Bridging the public sector skills divide through research and innovation: the role of institutions of higher learning in South Africa. Acta Academica. Nov Suppl 2: 26 – 38.

2011: Autonomous local government on the mend: the end of the single public service idea in South Africa? Journal for New Generation Sciences, 9(2): 32 – 43.

4. **PUBLICATIONS**

Contribution towards Brynard, P. & Erasmus, K. (ed), Public Management and Administration: Case-Study Resource Book, Pretoria, J.L. van Schaik, 1995.

International article in Zuid-Afrika, ISSN 0444-5428, regarding “A new era for South African Local Government”, December 1998.

Chapter in a joint publication by IASIA/ UN/ NISPAcee, funded by the United Nations and edited by A. Rosenbaum and L. Gajdosova on “Public Administration Education and Training in a Framework of Modernization and Dezentralization”, NISPAcee, 2003 (Peer reviewed).

Public-private partnerships: problem solver for improved service delivery, *Management Today*, Vol. 20, No 8, September 2004, pp. 28 – 29.

Guidelines governing public-private partnerships, *Management Today*, Vol. 20, No. 9, October 2004, pp. 38 – 39.

Chapter in a joint publication by IIAS/National Computerization Agency and edited by P.S. Kim and W Jho on “Building E-governance: Challenges and Opportunities for Democracy, Administration and Law”, Korea, 2005 (Peer reviewed).

Chapter in joint publication by IASIA and UN under editorship of John-Mary Kauzya and Allan Rosenbaum on “Strengthening public sector capacity”. December 2006 (Peer reviewed).

Chapter in Palgrave Publishers Ltd under the editorship of M J de Vries and P S Reddy on “Improving local government”. Published in April 2008 (Peer reviewed).

5. **MODULES PUBLISHED**

Meiring, M.H., De Villiers, P.F.A., Parsons, C.R. & Kroukamp, H.J., The Local Community, Port Elizabeth, Certificate in Public Affairs, November 1993.

Meiring, M.H., De Villiers, P.F.A., Parsons, C.R. & Kroukamp, H.J., Introduction to Municipal Administration, Training Program for CPA-officials, October 1993.

Meiring, M.H., De Villiers, P.F.A., Parsons, C.R. & Kroukamp, H.J., Municipal Government and Administration, Training Program for CPA-officials, January 1994.

Meiring, M.H., De Villiers, P.F.A., Parsons, C.R. & Kroukamp, H.J., Advanced Municipal Government and Administration, Training Program for CPA-officials, January 1994.

Kroukamp, H.J. & Meiring, M.H., The Process of Transformation of Local Government with special reference to Port Elizabeth, Report for the Medical Research Council of SA regarding Household Environmental Health Study in Port Elizabeth, June 1997.

Kroukamp, H.J., How government operates, Module in Management Leadership, UFS, June 1999.

Kroukamp, H.J., Contemporary challenges for human resources management within the public sector, Module in Management Leadership, UFS, July 1999.

Kroukamp, H.J., Control and public accountability, Module in Management Leadership, UFS, August 1999.

Kroukamp, H.J., HRM in Project Management, Training Course for MEC's and Senior Managers in the Free State Province, COLMET programme, July 2001; September 2001; April 2002.

Kroukamp, H. J. HRM in Project Management, Training Course for Local Governance in the Free State, Northern Cape, Limpopo Province: February 2003; June 2003; October 2003; November 2003; January 2004; February 2004; March 2004; July 2004; September 2004; November 2004; February 2005; March 2005; June 2005; August 2005; September 2005; October 2005.

6. **PAPERS DELIVERED**

INTERNATIONAL

Challenges facing the restructuring of local government in a changing South Africa, Paper delivered at the Annual IASIA Conference in Hong Kong, 11-16 July 1994.

The culture of non-payment of services as a constraint in financial policy management for local authorities in South Africa, Paper delivered at the Annual IASIA Conference in Dubai, 8-12 July 1995.

Human Resource Reform and Development; Its application to affirmative action programmes in the public sector in South Africa, Paper delivered at the International Conference on Management in Africa, Pretoria, 8-11 October 1995.

An Empirical Study of the Financial Process for Local Authorities in South Africa: Policy Alternatives, Paper delivered at the Annual IASIA Conference in Durban, 30 June - 5 July 1996.

Empowered to Serve: Realities of Citizen Participation in Public Administration and Management in South Africa, Paper delivered at the Third International IAS Conference in Beijing, China, 8-11 October 1996.

Transforming Training in the Public Sector in South Africa: Policy Alternatives, Paper delivered at the Annual IASIA Conference in Quebec City, Canada, 8-11 July 1997.

Reform and Transformation in the Post-Apartheid South Africa: Damnation or Salvation? Paper delivered at the 1997 IAS Round Table International Conference, Quebec City, Canada, 14-17 July 1997.

Preconditions for Sustainable Reform and Development in the Public Sector in South Africa, Paper delivered at the Annual ASPA (American Society for Public Administration) Conference, Seattle, USA, 9-13 May 1998.

Batho Pele: Putting the Citizen First in Transforming Public Service Delivery in a Changing South Africa, Paper delivered at the Annual IAS Conference in Paris, France, 7-11 September 1998.

Human Resource Management and the Application of Affirmative Action Programmes in the Public Service in South Africa: An Evaluation, Paper delivered at the Annual IASIA Conference in Paris, France, 14-18 September 1998.

An Empirical Study of the Levying and Collection of Local Property Taxation in the Rural Areas of South Africa, Paper delivered at the Annual IASIA Conference in Paris, France, 14-18 September 1998.

Decentralisation or recentralisation: International lessons for South Africa, Paper delivered at the Annual IASIA Conference in Birmingham, United Kingdom, 19-22 July 1999.

Strengthening Public Administration and Management through Service Delivery Renewal in South African Local Government, Paper delivered at the 61st ASPA Conference in San Diego, USA, 1-4 April 2000.

The Impact and Response to Globalisation in the South African Public Sector: Challenges in the New

Millennium, Paper delivered at the First Regional International Conference of IIAS, Bologna & San Marino, 19 – 22 June 2000.

Globalisation, transformation and reform: A hatrnick casting South African city managers, Paper delivered at the Annual IASIA Conference in Athens, Greece, 7-11 July 2001.

Skills training: A prerequisite for the changing position and status of civil servants in South Africa, Paper delivered at the Annual IIAS Conference in Athens, Greece, 9-13 July 2001.

Citizen participation in governance: Fact or fallacy? Paper delivered at the Annual IIAS Conference in Athens, Greece, 9-13 July 2001.

On-line curriculum and course content development in Public Management and Administration, Attendance and participation of the Knowledge Exchange Learning Partnership Seminar, Gaborone, Botswana, 3 – 5 October 2001.

Delivering effective education and training for public administration reform: An African and South African perspective, Paper delivered at the International Conference on Public Administration Education and Training in a framework of modernization and decentralization: Comparative perspectives and challenges for Slovakia, Bratislava, Slovakia, 6 – 7 December 2001.

Partnering with the private sector: the solution for improving service delivery, Paper delivered at the Annual IASIA Conference in Istanbul, Turkey, 17 – 20 June 2002.

Capacity building in government to enhance the general welfare: A University of the Free State perspective, Paper delivered at the First International Conference on Higher Education and Economic Regeneration in Cape Town, 30 October to 1 November 2002.

Public administration education and training in South Africa: new needs and implementing new approaches, Paper delivered at the International Conference on Improving the quality of public administration education and training: new needs, new approaches, Rio de Janeiro, Brazil, 9 – 11 February 2003.

Program and policy evaluation, Attendance and participation in the International Workshop on Program and Policy Evaluation organized by Fundacao Getulio Vargas (Brazil), Inter-American Network for Public Administration Education (INPAE) and the National Association of Schools of Public Affairs and Administration (NASPAA), Rio de Janeiro, 11 – 12 February 2003.

Partnerships in local governance to combat poverty and inequality in South Africa, Paper presented at the international IASIA conference held in Miami, Florida, USA, 14 – 18 September 2003.

Public administration education and training in South Africa: New needs and approaches to combat inequality and exclusion, Paper presented at the international IASIA conference held in Miami, Florida, USA, 14 – 18 September 2003.

Leadership in local governance: A prerequisite for effective service delivery, Paper presented at the international IASIA conference in Seoul, Korea, 12 – 16 July 2004.

E-governance in South Africa: Can we cope? Paper presented at the international IIAS conference in Seoul, Korea, 14 – 18 July 2004.

The implications of e-governance on building leadership, Paper presented at the joint panel discussion of the IIAS and IASIA conferences in Seoul, Korea, 12 – 18 July 2004.

Corruption in the public sector in South Africa: the evil of all evils, Paper presented at the international IASIA conference held in Como, Italy, 11 – 15 July 2005.

Public sector education and training in South Africa: Assessing needs and ensuring quality, Paper

presented at the international IASIA conference held in Como, Italy, 11 – 15 July 2005.

The role of local government in eradicating poverty: or prolonging it? Paper presented at the 10th International Winelands Conference held in Stellenbosch, South Africa, 5 – 7 April 2006.

European Research and Project Management in Life Sciences, Attended workshop presented by the European Union, Durban, South Africa, 7 – 10 June 2006.

Local economic development in South Africa: Contributor towards poverty alleviation? Paper presented at the international IASIA conference held in Warsaw, Poland, 5 – 8 July 2006.

Public sector education and training in a developing South Africa: the impact and responses to global competitiveness. Paper presented at the joint international IAS/IASIA conference held in Abu Dhabi, United Arab Emirates, 9 – 14 July 2007.

South African local government performance: satisfactory to be globally competitive? Paper presented at the joint international IAS/IASIA conference held in Abu Dhabi, United Arab Emirates, 9 – 14 July 2007.

Innovative public sector education and training in a developing South Africa: the impact and responses to globalisation. Paper presented at the GBATA conference held in Madrid, Spain, 7 – 12 July 2008.

Public Administration and management theory training vis-à-vis policy implementation efforts for enhanced service delivery. Paper presented at the annual IASIA conference held in Kampala, Uganda, 14 – 18 July 2008.

Trust in leadership: a prerequisite for organizational effectiveness in the South African local government. Paper presented at the annual IASIA conference held in Kampala, Uganda, 14 – 18 July 2008.

Closing the skills gap through research: the role of institutions of higher learning. Paper presented at the annual IASIA conference held in Rio de Janeiro, Brazil, 3 – 8 August 2009.

The role of leadership on local government level in a single public service environment in South Africa: contradiction or necessity? Paper presented at the annual IASIA conference held in Rio de Janeiro, Brazil, 3 – 8 August 2009.

Leadership and policy implementation in the public sector: any relevant connection? Paper presented at the International Public Administration Conference held in Pretoria, RSA, 5 – 6 November 2009.

Bridging the public sector skills divide through research and innovation: the role of institutions of higher learning. Paper presented at the 3rd Inorms Conference held in Cape Town, RSA, 11 – 15 April 2010.

Autonomous local government on the mend: the end of the single public service idea in South Africa? Paper presented at the 28th IAS/IASIA Conference held in Bali, Indonesia, 12 – 17 July 2010.

Excellence in public administration education and training: an African and South African experience. Keynote address at the International Seminar on Governmental Response to the Global Financial Crisis held in Beijing, China, 8 – 9 November 2010.

South Africa's response to the global financial crisis: implications for public administration. Paper delivered at the 4th International SPMA conference in Pretoria, RSA, 17 – 18 February 2011.

The global financial crisis: the root problem, or not, of poor local government service delivery in South Africa? Paper presented at the annual IASIA Conference held in Rome, Italy, 13 – 18 June 2011.

Effective leadership: the solution to end corruption in the South African public sector? Paper presented at the 13th International Winelands Conference held in Stellenbosch, South Africa, 2 – 4 April 2012.

South African local government in the quandary: how to overcome ever-increasing challenges for

excellence in service delivery. Paper presented at the annual IASIA Conference held in Bangkok, Thailand, 16 – 21 July 2012.

Excellence in public administration teaching and learning: lessons from the South. Paper presented at the annual EGPA Conference held in Bergen, Norway, 5 – 8 September 2012.

NATIONAL

Public Administration Research at UPE, Workshop regarding research in Public Administration, HSRC, Pretoria, 8-9/4/92.

Tertiary Education in a changing S.A., Workshop, UPE, 10-11/4/92.

Strategic planning for new Public Administration Initiative (NPAI), USAID/ TEPS Workshop, Midrand, 29/10 - 1/11/92.

The one city concept, Harvard University/NPAI Workshop, Port Elizabeth, 17-22/1/93.

Financing of local government in a new constitutional dispensation, Oral evidence before the Presidents' Council of the R.S.A., Cape Town, 24 March 1993.

Training and development for local government: UPE's initiative, IDASA Conference, Port Alfred, 18-19/6/93.

South African cities beyond apartheid, Harvard University/NPAI Workshop, Wilderness, 16-21/1/94.

The Interim Constitution and Local Government, Paper delivered on behalf of the Transitional Executive Council of the R.S.A., Patensie, 21/2/94; Uitenhage, 11/3/94 and Kareedouw, 17/3/94.

How the election and South Africa's transitional government will work, Paper delivered on behalf of the Transitional Executive Council of the R.S.A., Uitenhage, 26/2/94; 16/3/94; 19/3/94; 28/3/94 and Kareedouw, 10/3/94.

The new Constitution and the role of the Armed Forces, Paper delivered on behalf of the Transitional Executive Council of the R.S.A., Uitenhage, 3/3/94.

The new Constitution and the role of the private sector, Paper delivered on behalf of the Transitional Executive Council of the R.S.A., Midland Chamber of Industries, Port Elizabeth, 21/3/94.

Development, not just training for Affirmative Action, Paper delivered at a Conference on Political Transformation and Public Administration, University of Western Cape, 6-9 September 1994.

Evaluation of "A framework for a programme of Affirmative Action", Department of Water Affairs and Forestry, 4 October 1994.

World Bank Pedagogical Workshop: Project Management in local government, 7-12 October 1994, Stellenbosch.

Guidance Programme for Municipal Councillors, Papers delivered on behalf of the Training Board for Local Government, R.S.A., Port Elizabeth, 17-18 October 1994; Despatch, 23 November 1994; Kirkwood, December 1, 1994, Grahamstown, 11 May 1995.

Government and its structures: Role of Local Government, Paper delivered for the Institute for Multi-Party Democracy, Holiday Inn, Summerstrand, 4 March 1995.

Community values and the culture of non-payment of services, Paper delivered at the Short Course for Senior Officials, UPE, 26-27 October 1995.

Teaching Leadership and Public Administration, Harvard University (United States) Workshop, Cape Town, 21-26 January 1996.

Transforming Training in the Public Sector, Paper delivered at the National Business Initiative Workshop, Midrand, 27-28 March 1996.

Leadership for Effective Governance, Facilitator at the South African Public Management Workshop, Gordons Bay, 12-18 January 1997.

Realities of Citizen Participation in government and administration in South Africa, Paper delivered at the Short Course for Senior Officials, UPE, 3-4 November 1997.

Managing Service Delivery in a Transforming Public Service, Facilitator at the South African Public Management Workshop, Gordons Bay, 11-16 January 1998.

Work Ethics: Attitudes for Implementation, Facilitator at the South African Public Management Workshop, Gordons Bay, 10-15 January 1999.

The Public Sector in Different Societies: Approaches in Free Enterprise and Socialistic States, HADEC, Bloemfontein, 26 May 1999; 30 November 1999; 16 August 2000; 13 June 2001.

Paradigm Shift in Public Strategic Planning: From Control and Implementation to Facilitation, HADEC, Bloemfontein, 26 May 1999; 30 November 1999; 16 August 2000; 13 June 2001.

Organisation and Management Curriculum Development and Capacity Building Workshop, Johannesburg, 11-12 August 1999.

Human Resource Management and Leadership Skills, Paper delivered at the Capacity Building Programme for Senior and Middle Management of the National and Provincial Departments of Social Welfare, 24 August 1999.

Policy Implementation, Paper delivered at the Capacity Building Programme for Senior and Middle Management of the National and Provincial Departments of Social Welfare, Bloemfontein, 24 August 1999, 14 October 1999, Kimberley, 5 November 1999.

Accelerating the Transformation of Public Service Delivery in South Africa: Challenges in the New Millennium, Paper delivered at the Inaugural Conference of the South African Association of Public Administration and Management, Pretoria, University of Pretoria, 22 November 1999.

Non-payment for services, HADEC, Bloemfontein, 29 November 1999, 14 August 2000; 11 June 2001.

Challenges facing Public Servicing in South Africa, Facilitator at the South African Public Management Workshop, Cape Town, 15 – 21 January 2000.

Globalisation: An Option for Enhancing Excellence in the South African Public Sector, Paper presented at the inaugural Spring School in Public Management at the University of the Free State, Bloemfontein, 4 – 7 September 2000.

Surf or Sink: The Impact of Globalisation Waves on the South African Public Sector, Inaugural Lecture presented at the University of the Free State, Bloemfontein, 26 October 2000.

Think Globally, Act Locally: Challenges facing Public Managers in the 21st Century, Paper presented at the First Annual SAAPAM Conference at the CSIR Conference Centre, Pretoria, 22 – 24 November 2000.

Institutional options for a local government knowledge sharing facility, Workshop attended organised by the Department of Provincial and Local Government, Pretoria, 3 October 2001.

Innovative Public Servicing, Organiser of and Facilitator at the South African Public Management Workshop, Cape Town, 21 – 27 January 2001.

Public-Private Partnerships: Involving others to safeguard the public interest?, Paper presented at the Second Annual SAAPAM Conference at the Sammy Marks Conference Centre, Pretoria, 7 – 8 November 2001.

Network management to strengthen local management and governance in a NEPAD environment, Paper to be presented at the Third Annual SAAPAM Conference at the Sanlam Auditorium, University of Pretoria, Pretoria, 27 – 29 November 2002.

Africanising Public Administration: Issues of leadership and governance, Paper discussant at 10th anniversary Colloquium of SPAM, University of Pretoria, Pretoria, 20 – 21 October 2003.

Benchmarking South African public administration and management theory against global trends, Paper presented at the annual ASSADPAM conference at the Tswane University of Technology, 13 – 14 May 2004.

Research in public administration and management: The tool to objectivity in knowledge management, Paper presented at the annual ASSADPAM conference at the North West University, Potchefstroom, 2 – 3 June 2005.

Making government stronger: Building partnerships and networks, Paper presented at the annual SAAPAM conference at UNISA, Pretoria, 20 – 21 October 2005.

Policy implementation for improved local government service delivery, Paper presented at the first joint SAAPAM / ASSADPAM conference at the Durban University of Technology, Durban, 20 – 22 September 2006.

Building the academic-practioner interface in South African Public Administration, The CAPAM-4TH Public Management Conversation, Cape Town, 18 – 19 April 2007.

Trust as a leadership pillar in the South African local government, Local Government Conference, Pretoria, 17 – 18 April 2008.

The single public service in South Africa: recentralisation reinstalled? Paper delivered at the annual SAAPAM conference held in Bloemfontein, South Africa, 30 – 31 October 2008.

The implementation of performance budgeting in the Department of Public Works, Roads and Transport in the Free State Province: an empirical study, Paper delivered at the annual SAAPAM conference held in Bloemfontein, South Africa, 30 – 31 October 2008 (co-author R J Borman).

Universities' role in bridging the public sector skills divide: possibility or dream? Paper to be presented at the annual ASSADPAM conference held in Stellenbosch, South Africa, 10 – 11 September 2009.

Local government leadership in a single public service environment: contradiction or necessity? Paper to be presented at the annual SAAPAM conference held in Port Elizabeth, South Africa, 7 – 9 October 2009.

The application of labour related disciplinary and grievance procedures: a case study in the Motheo district, Free State, Paper to be presented at the annual SAAPAM conference held in Port Elizabeth, South Africa, 7 – 9 October 2009 (co-author S Nkayitshana).

Efficient and responsive public services: are universities playing their rightful role? Paper to be presented at the annual ASSADPAM conference held in Pretoria, South Africa, 27 – 29 September 2010.

Excellence in public administration teaching and learning for student success: A South African experience, Paper presented at the annual ASSADPAM conference held in Cape Town, South Africa, 5 – 7 September 2011.

Leadership: the means to ensure efficiency and effectiveness in monitoring and evaluation in the public sector. Paper presented at the annual ASSADPAM conference held in Durban, South Africa, 31 October – 1 November 2012.

D. ACADEMIC AWARDS

1978: University of Stellenbosch – Head-boy Award
1986: HSRC Study Award
1995: CLEA Travel Bursary, Dubai
1996: HSRC Overseas International Conference Award, China
1998: Anglo American Chairman's Fund Award, France
1998: HSRC Overseas International Conference Award, France
1998: ZASM Travel Bursary, Netherlands
1999 – 2001: HADEC Best Lecturer Award
1999: CLEA Travel Bursary, England
2000: NRF Overseas International Conference Award, Italy
2001: UFS Top Research Award, Faculty of Economic and Management Sciences
2001: CLEA Travel Bursary, Greece
2002: NRF Overseas International Conference Award, Turkey
2004: NRF Overseas International Conference Award, Korea
2006: NRF Overseas International Conference Award, Poland
2007: Award for contribution to scientific success of the joint IIAS/IASIA conference, Abu Dhabi, UAE
2007: NRF Rated Researcher
2008: Faculty Economic and Management Sciences Senior Research Award
2010: Award for outstanding leadership, Joint IIAS/IASIA conference, Bali, Indonesia
2012: Faculty Economic and Management Sciences Senior Research Award
2013: NRF Rated Researcher

E. RESEARCH IN PROGRESS

Book on "Public Service Management" and a chapter on 'Decentralization in Angola' for an international peer-reviewed book titled 'Changing perspectives on decentralization: lessons from the African Experience' to be published at the end of **2012**. The book is edited by De Vries, MJ, Reddy, PS and Haque, S and will be published by Palgrave Publishers Ltd.

F. RESEARCH LEAVE SEPTEMBER - DECEMBER 1998

Research in the Netherlands concerning the subject field, Public Administration with specific reference to the concept decentralisation and related issues.

G. LECTURING ABROAD

Guest lecturer at the Vrije University in Amsterdam; Technical University Delft in Delft; University of Ghent, Belgium from September to December 1998.

Presented a series of lectures on the development of Public Administration and Management and where it stands in the democratic context; current "attacks" on the subject; and the future of the subject at the Kansas State University, United States of America, 5 to 7 April 2000.

During November 2004 a series of lectures on policy issues related to the South African public sector were presented at the School of Management, Radboud University, Nijmegen in the Netherlands.

Guest lecturer: Radboud University, Nijmegen, Netherlands, 2007 to present.

H. SKILLS

The following general and managerial skills were mastered through the involvement with the above-mentioned occupations:

- Conceptualisation

Skills to conceptualise the mission and vision of an institution in a limited time-span and to apply guidelines and the implementation thereof in a practical manner.

- Organisational

Gifted to consolidate existing procedures and principles in relation to strategic planning and existing practices and to lead working/task groups towards productivity and economical time management. Delegation skills to ensure effective work division. Identification of ineffective workprogrammes; implementation and evaluation of more effective work procedures. Skills to create job descriptions to ensure that colleagues acknowledge their responsibilities thereto to accomplish set objectives.

- Chairpersonship

Eminent ability to chair meetings. The gift to manage and facilitate diverse groups, as well as balanced skills to stimulate contributions by members, and despite diverse opinions, facilitate efficient and effective outcomes and integrated opinions.

- Leadership

Effective interweaving between honest, forthright opinions; the courage to adhere to opinions believed to be of value irrespective of opposition and subsequent unpopularity on the one hand; and sensitivity to the uniqueness and needs of colleagues as well as leaders on the other hand. Capacity-building of colleagues.

- Computer literacy

Fully competent with MS-Word; MS-PowerPoint; Internet Explorer; Lotus; MS-Excel; WebCT; Blackboard.

- Financial

Sound financial management skills. The analysis of existing budgets and the revision thereof to implement savings in order to show a profit. Cognitive alertness for mathematical detail and accuracy.

- Analytical and language proficiency

Conscientiousness and accuracy in both Afrikaans and English in respect of documentation and research reports. Perfectionistic viewpoints in respect of documentation representing the image of an institution and above average pride in terms of correspondence and output representing professionalism.

- Creative thoughts

Flexibility in respect of development and growth of educational and research areas. Innovative proposals. Development and practical implementation of new courses and programmes relevant to developmental economic, political and social environment.

- Interpersonal skills

Interactional and communicational skills with people of various levels, status and hierarchy. Spirited energy that motivates others. Skills in respect of flexibility to identify potential in colleagues and leaders and to bring to the fore the best in people by sincere involvement and development of individuals' potential. The skill to lead by example in terms of placing high demands on self, thereby encouraging enthusiastic participation to ensure high productivity. Conflict management skills to create a positive work environment.

- Effective time management

Optimal time utilisation in terms of productivity.

- Networking

Skills to ensure and broaden networks with national and international leading authoritative figures. International contacts to establish communication and organising of mutual involvement of work programmes between universities as well as with the private and public sectors.

I. CONTACT DETAILS

Tel: 051-401-3454 (W)

051-436-8414 (H)

083 6308 047 (Cell)

Fax: 051-444-5465

E-mail: kroukhj@ufs.ac.za

J. REFEREES

Prof K Tummala
Director: Graduate Program in Public Administration
Kansas State University
ASPA Exco Member
USA
Tel: 091 – 785-532-0452 (W)
Fax: 091 – 785-532-2339
E-mail: tummala@ksu.edu

Prof J C O Bekker
Professor: Public Management
UFS
Bloemfontein
Tel: 051-4012682 (W)
051-4442218 (H)
Fax: 051-401-3947
E-mail: bekkerjc@ufs.ac.za

Prof M de Vries
Professor and HOD: Public Administration
Radboud University
Nijmegen
Netherlands
Tel: 31-24-3615691 (W)
E-mail: m.devries@fm.ru.nl

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