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EDITORIAL 4

### IT GOVERNANCE: AN ARCHITECTURAL FRAMEWORK BASED ON CONSOLIDATED BEST PRACTICES

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#### Thami Batyashe, Tiko Iyamu

Due to the continual increase of the significance of information technology (IT), the need to provide governance in the deployment, use and management of the artefacts is simultaneously essential. However, even though different frameworks have been employed, the implementation of IT governance has never been easy for many organisations. This is attributed to many factors, such as people, process and technological artefacts. IT governance frameworks differ in one area or another, making their selection challenging for organisations. As a result, some organisations have more than one IT governance framework. This, on one hand, sometimes results in duplication of the frameworks' functionalities, thereby adding to the environment complexity. On another hand, some IT governance frameworks are short of functions in regard to the organisation's objectives. These challenges are attributed to the lack of an architectural framework, of consolidated best practices.

# A REFLECTION OF EXPERIENCES ENCOUNTERED BY LABOUR UNIONS OPERATING AT THE HIGHER EDUCATION INSTITUTIONS

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### Shadrack Themba Mzangwa

In this article, the author seeks to explore what the unions' members experience pertaining the recognition and operation of the public sector labour unions at the higher education institutions. A focus on this paper is made mainly on the recognition of the labour unions which operate in two of the South African higher education institutions. The objective of the study was to determine what experiences and challenges do unions' members (both ordinary and officials of the unions) undergo and observe from their presence in operating at the higher education institutions.

# GOVERNANCE OF THE PUBLIC HEALTH SECTOR DURING APARTHEID: THE CASE OF SOUTH AFRICA

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#### Melody Brauns, Anne Stanton

The healthcare system that the African National Congress (ANC) government inherited in 1994 can hardly be described as functional. Indeed the new government had inherited a combination of deliberate official policy, discriminatory legislation and at times blatant neglect. This paper presents an overview of the evolution of the healthcare system in South Africa. The structures set up under apartheid had implications for provision of public healthcare to South Africans and reveals how governance structures, systems and processes set up during apartheid had implications for the provision of public healthcare to South Africans.

# THE RESTRUCTURING AND PRIVATISATION TRAJECTORY IN SOUTH AFRICA: TRACING THE HISTORICAL PUBLIC POLICY ORIGINS, PURPOSE, METHODS AND GUIDELINES IN THE PRE-1994 EPOCH

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### Nyawo Gumede, Kwame Asmah-Andoh, Md Humayun Kabir

Many perspectives have been propounded and written about the restructuring and privatisation reform. However, this paper endeavours to give a South African approach to the reform profoundly delving into its historical approach on the original definition, methods, factors, criteria and goals of the reform. This paper seeks to demonstrate that this reform has its origins in the apartheid government policy which was intended at strengthening and revitalising the apartheid political economy in the 1980s. This paper posits that the privatisation and restructuring reform originated from the then South African government policy initiatives in the 1980s.



### SWITCH-OUT AND SWITCH-IN: WHAT MOTIVATES THE DECISION MAKERS IN ITALIAN OCCUPATIONAL PENSION FUNDS?

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#### Andrea Lippi

To switch presumes two kinds of transactions carried out by the same person: on the one hand, the decision to exit an investment line (switch-out) and, on the other hand, the decision to enter into a new investment line (switch-in). What motivates the decision makers? This paper, considering a sample of Italian occupational pension funds, investigates the impact of short-term and long-term performance on the switch decision process and whether the same performance can lead investors to make opposite switch decisions. Some irrational behaviors are identified.

### INTERNAL AUDIT DISCLOSURES IN ANNUAL REPORTS OF METROPOLITAN MUNICIPALITIES IN SOUTH AFRICA

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#### Christo Ackermann, Ben Marx, Houdini Fourie

This paper reports on the extent of internal audit disclosure in the eight metropolitan municipalities in South Africa for the 2012/2013 financial year. The results of this paper could be used to assist with establishing policy guidelines for internal audit disclosure.

# EXPLORING KEY CONSIDERATIONS WHEN DETERMINING BONA FIDE INADVERTENT ERRORS RESULTING IN UNDERSTATEMENTS

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#### Chrizanne de Villiers

The study compares the provisions of other tax jurisdictions with regards to errors made resulting in tax understatements in order to find possible guidelines on the application of *bona fide* inadvertent errors as contained in Section 222 of the TA Act. The findings of the research study revealed that the term '*bona fide* inadvertent error' contained in Section 222 of the TA Act should be defined urgently and that guidelines must be provided by SARS on the application of the new amendment. SARS should also clarify the application of a *bona fide* inadvertent error in light of the behaviours contained in Section 223 of the TA Act to avoid any confusion.

### A MODEL OF THE FACTORS AFFECTING INTERNATIONAL POSTGRADUATE STUDENTS' PURSUIT OF DEGREES: A CASE STUDY

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#### Desmond Wesley Govender, Sujit Kumar Basak

The aim of this paper is to present a model of the factors affecting international students' pursuit of their academic degrees in tertiary institutions. This was achieved by identifying factors that commonly affect international postgraduate students. This was a questionnaire based case study with a sample of 24 post-graduate international students from one university in KwaZulu-Natal. Results from the model show that financial stress, accommodation challenges, cultural shock, loneliness/homesick, communication skills and evaluation of their (previous) university experience affect students in their pursuit of their academic degrees in higher education.

### ROBUSTIFYING THE MULTIVARIATE CHAIN-LADDER METHOD: A COMPARISON OF TWO METHODS

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### Martine Van Wouwe, Nattakorn Phewchean

The expected result of a non-life insurance company is usually determined for its activity in different business lines as a whole. This implies that the claims reserving problem for a portfolio of several (perhaps correlated) subportfolios is to be solved. In this article we focus on higher dimensions. Being subjected to multiple constraints (no graphical plots available), the goal of our research is to find solutions to detect and smooth the influence of outlying data on the outstanding claims reserve in higher dimensional data sets. The methodologies are illustrated and computed for real examples from the insurance practice.