



**LEADERSHIP IMPERATIVES FOR LOCAL GOVERNMENT SERVICE DELIVERY:
CASE OF A SELECTED LOCAL MUNICIPALITY IN THE EASTERN CAPE, SOUTH
AFRICA**

by

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DECLARATION

I, Nosiselo Sweetness Ngqwala, declare that the content of this dissertation is my own original work and all sources have been accurately referenced and acknowledged. The opinions provided are not necessarily the opinions of the Cape Peninsula University of Technology. Furthermore, this thesis has not been previously submitted for academic examination towards any qualification.

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ABSTRACT

The research study explored and assessed leadership imperatives for effective service delivery at a selected local municipality as a single case study in the Eastern Cape Province, South Africa. Studies have been conducted on leadership, there are concerns regarding leadership competencies linked to service delivery. The study explores leadership imperatives as the intended outcome to improve local government service delivery. The study further explores key service delivery issues which confront the leadership at the selected municipality. A qualitative research paradigm guided the study to achieve the objectives of the research. A single case study research method was adopted and open-ended interviews were conducted with the targeted population. The target population of the study comprised the Integrated Development Plan (IDP) manager, ward councillor, traditional leadership and residents.

The findings arising from the analysis of the qualitative results could be used to address service delivery challenges confronted by the local government leadership and the communities within this region. The establishment of corrective measures could achieve improved municipal administration and mutual understanding between the municipal leadership and the communities. The recommendations support the selected municipality to achieve effective leadership for service delivery, improve public confidence in the leadership and further contribute towards the discourse in the field of public administration.

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LIST OF ABBREVIATIONS AND ACRONYMS

EXCO-Executive Committee

IDP- Integrated Development Plan

LGTAS-Local Government Turn Around Strategy

MANCO-Management Committee

MPAC-Municipal Public Accounts

SALGA-South African Local Government Association

SDBIP- Delivery and Budgeting Implementation Plan

SONA-State of the Nation Address

SPLUMA-Spatial Planning and Land Use Management

SONA-State of the Nation Address

DEFINITION OF TERMS

Local Government - Local Government could be described as public organisations authorised to manage and govern the affairs of a given territory or area of jurisdiction. It is also important to note that local government refers to a sphere of government, and not an individual municipality. All the individual municipalities in South Africa make up the collective sphere, known as local government (Koma, 2010:60).

Municipality - Refers to an organisational unit of local government, and it can be regarded as a decentralised sphere of government (Craythorne, 2006:249).

Governance - Governance is the means of achieving the most appropriate developmental policy objectives to sustainably develop a society, by mobilising, applying and co-ordinating all available domestic and international resources in the public, private and voluntary sectors in the most effective, efficient and democratic way (Sewell, 2012:176).

Local governance - Local governance requires that institutions around local governments are engaged in the design and implementation of economic and social policy with business elites, community leaders, development corporations, training and enterprise councils, as well as voluntary groups (Duryea, 2015:35).

Good governance - Good governance reflects effective management and effective stewardship of public resources in an ever-changing and competitive international environment. The manner in which departmental activities are conducted is the critical link between inputs and outputs, that is, the effective and efficient utilisation of resources. Maximisation of organisational performance in relation to good governance should focus on improving institutional mechanisms such as leadership, the setting of clear operating principles, quality control systems and accountability (Fourie, 2009:23).

Service delivery - Refers to the provision of goods or services by the government or other organisations to those who need or demand them (McLennan, 2009:21).

Integrated Development Plan (IDP) - The IDP is a strategic plan that guides and informs all planning processes, activities, decision-making, budgeting and management in the municipality. According to Section 34 of the Municipal Systems Act (32 of 2000), a municipal council must review its IDP annually.

Leadership - Northouse (2010) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Various definitions suggest several components central to the phenomenon of leadership. Some of them are (a) leadership is a process, (b) leadership involves influencing others, (c) leadership happens within the context of a group, (d) leadership involves goal attainment and (e) goals are shared by leaders and their followers. The very act of defining leadership as a process suggests that leadership is not a characteristic or trait which only certain people are endowed with at birth. Defining leadership as a process means that leadership is a transactional event that happens between leaders and their followers.

Councillor - The Local Government Municipal Systems Act (32 of 2000) defines a councillor as a member of a municipal council.

Traditional leadership - According to the Traditional Leadership and Governance Framework Act 2003, traditional leadership refers to the customary institutions or structures, or customary systems or procedures of governance which are recognised, utilised or practised by traditional communities.

Traditional leader - Any person, who in terms of customary law of the traditional community concerned, holds a traditional leadership position and is recognised in terms of the Traditional Leadership and Governance Framework Act (41 of 2003).

Accountability - Accountability can be understood as the answerability for performance and the obligation that public functionaries are required to provide as satisfactory explanations to the public regarding the exercise of power, authority and actions taken on the use of resources entrusted to them for service delivery (Kwana, 2012:155).

Effectiveness - Effectiveness is defined as the degree to which objectives are achieved and the extent to which targeted problems are solved (Duryea, 2015:59).

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

The study embarked on exploring leadership imperatives in support of effective service delivery at a selected local municipality in the Eastern Cape Province, South Africa. Leadership is a crucial component of all the activities of any organisation's mandate and operations and it is the "cement" that holds everything together. Leadership imperatives are those key fundamentals that people look for in their leaders. Although the leadership attempts to strengthen and improve service delivery, there is still a need to explore and assess the variables that are linked to leadership to improve service delivery.

Given the existing complexities and dynamics of local government, it is apparent that there is a need to enforce local government's mandate, equip and educate government officials where necessary to close service delivery gaps. The focus should be placed on leaders as they are service delivery agents. The selected local municipality was confronted with various service delivery concerns such as infrastructure backlogs, provision of basic needs of the community as well as challenging Local Economic Development (LED) initiatives. The selected local municipality had undergone a number of amendments in terms of municipal and ward demarcations, which had a profound impact on spatial and development planning in the area. The area is mainly rural, that is, the majority of the population lives in rural areas. However, the existing development initiatives are not all pro rural development.

The study attempts to explore and assess leadership imperatives with the intention of improving informed service delivery decisions in the local government. The study also explores key issues and service delivery challenges confronted by the municipal leadership at this selected local municipality.

1.2 Background of the research

The motivation of this research arose from the realisation that even though the selected local municipality worked towards the ultimate goal of strengthening and improving service delivery, there is still a need to explore the link between municipal leadership, service delivery and the residents of this selected local municipality. As explained by Moldoveanu and Sabie (2009:111), the concept of leadership has a broad proximity and it is applied at an individual, group or organisation level.

According to Sindane and Nambalirwa (2012:695), most service delivery protests have reference to poor governance and ineffective leadership. It is, therefore, crucial that there should be a continuous collaborative approach between the departments of the three spheres of government and relevant stakeholders in the attempt to eliminate factors that contribute to ineffective implementation of the local government's programmes.

Pretorius and Schurink (2009:14) are of the opinion that traditional leadership and South Africa's present democratic order should be collective. Hence, there has to be a strong relationship between local government leadership and communities. Although municipal leadership is expected to be accountable and support its communities, it is important to consider the fact that municipal developmental frameworks will differ from one municipality to another, and will also portray diverse political dynamics of a particular municipality.

Concelman (2014:3) notes that in the present era of local government administration, with the complex, uncertain and stressful state of roles and responsibilities, performance in those roles has also become more complicated, demanding and immeasurable. This is the reason leaders need to structure the groundwork to fulfil the organisation's mandate. There is a need to be prepared, as well as realise that service delivery is constantly changing depending on diverse complexities and dynamics of each community and situation. The manner in which the municipal councils lead for development is dependent on various approaches adopted to make service delivery development an attainable goal.

These approaches should encourage communities, businesses and organisations to participate in the development of the communities. An Integrated Development Plan (IDP) is another standard approach that is used towards fulfilling a municipality's developmental role.

1.3 Primary research objective

The primary objective of this study is to assess the leadership imperatives for effective service delivery at the selected local municipality.

1.3.1 Secondary research objectives

To achieve the primary objective, the following secondary objectives were to

- Explore leadership attributes for local government service delivery;
- Assess the community's perception about municipal collective leadership's responsiveness to and support of service delivery matters;
- to explore the value that municipal leadership adds to the community and service delivery;
- Examine service delivery challenges encountered by both municipal leadership and the community;
- Explore and examine how local government legislation impacts municipal leadership roles for service delivery;
- Assess whether or not leadership empowerment is necessary to support service delivery; and
- Assess collaboration among municipal leadership (municipal council, ward councillor and traditional leaders).

1.4 Limitations and delineation of the research

The study was conducted at a selected local municipality which was the focus area. The study's research survey was restricted to the IDP manager, ward councillor, traditional leadership and residents of the selected local municipality. The research explored and assessed the leadership imperatives for improved service delivery to address the challenges confronted by the municipality's leadership and its residents. It further explored the dynamics in the local government that might have had an

impact on building efficient, effective leadership in support of effective service delivery.

1.5. Research methodology and design

The study was guided by a qualitative research methodology. Merriam (2000:75) outlines that qualitative researchers are interested in understanding the meaning people have constructed about a particular subject and how they make sense of their surroundings, circumstances and experiences.

1.5.1 Research design

The study adopted a case study research design and followed a single case study design so as to explore and identify the imperatives for leadership in support of local government service delivery. Yin (2009:14) defines a case study as an approach to research that focuses on gaining an in-depth understanding of a particular subject or occurrence at a specific period. Case studies present data that is usually collected through a variety of means including, but not limited to, interviews, observations, audio and video data and document collection. The main purpose of collecting data through a number of instruments and means is both to enhance the theory forming the capabilities of the case and to confirm the statements made by either the researcher or the participants in the case itself.

1.5.2 Data collection method

Open-ended interview questions generated informed opinions about the research problem of this study. Municipal leadership, traditional leaders, a ward councillor and residents served as key informants. Open-ended questions provided in-depth information as respondents could say what was important to them and they could express their opinions in their own words. The interview questions were translated into isiXhosa which is the mother tongue of the community members.

1.5.3 Description of the study area

The selected local municipality is one of the four local municipalities within a district municipality in the Eastern Cape. The local municipality is formed by two (2) small towns which have fifty-four (54) ward councillors, eleven (11) traditional leaders and twenty-seven (27) wards. The research was conducted at a selected ward within this local municipality that falls under traditional leadership, namely the Chief and Headmen, in collaboration with the ward councillor.

The local municipality has undergone a number of amendments in terms of municipal and ward demarcations, which has had a profound impact on planning in the area. The majority of the population lives in rural areas, however, the existing development efforts are not all pro rural development. The majority of land is covered by isolated low-density traditional settlements, with the exception of some areas around the two urban centres. The demographics of this local municipality is 2 577 square kilometres include a White population of 0.1%, a Black African population of 99.4% of which about 93.1% are native Xhosa speakers and native English speakers of about 2.6% (South African Local Government Association, 2012).

1.6 Research population

According to the SALGA Draft Annual Report (2011/12), this local municipality has a total population of approximately 220 630 people on an area of 2 577 square kilometres. The racial distribution of population in percentages comprises 99.8% Black Africans and the remaining 0.2% of the population includes Coloureds, Asians and Whites. The study area has an average population density of 88 people per square kilometre which is higher than the district average of 70 people per square kilometre. The projected population growth for the selected local municipality by the year 2019 was estimated to be 2 526 355 at a population growth rate of 0.828 %. The Integrated Development Plan (IDP) manager, residents, ward councillor and traditional leadership formed the population for this study.

1.6.1 Research population target

The participants comprised of the Integrated Development Plan (IDP) manager, the ward councillor and the traditional leadership as they are the closest to the community. Residents of this local municipality were also included in the survey. The office of the IDP was selected as a key informant as it is responsible for infrastructure development and service delivery. All the participants were selected in terms of purposive and random sampling techniques.

1.7 Preliminary literature review

The reviewed literature on leadership imperatives for local government service delivery was presented through a number of sources such as public administration books, academic articles, previously conducted studies, Internet documents, local government guidelines and legislative and regulatory frameworks.

1.7.1 State of local government leadership for service delivery

Fourie (2009:13-17) is of the opinion that managing each public sector department requires all role players involved in service delivery to be dedicated and committed, and to establish strong mechanisms to ensure effectiveness based on the department's vision and mission. In this regard, there should be guiding and operational principles to ensure effective service delivery. In service delivery, leadership should be regarded as the basic operating principle and heads of departments should realise and fulfil their service delivery key roles. An indication of a department's effectiveness is the way that the department operates as a united unit under the influence of its leadership. Cooperative leadership, where departmental plans and objectives are communicated effectively and where guidance and mentorship are provided, is crucial. Lastly, leadership should establish the processes of checks and balances in a transparent manner to ensure effective service delivery.

Shabangu (2008:23) acknowledges that a democratic South Africa brought various government leadership changes that resulted in the establishment of local government leadership in rural areas in terms of the Constitution of the Republic of South Africa, 1996. The new establishment of local government leadership led to the election of local municipal councillors in diverse areas of the country, including the areas under traditional leaders' authority which formed two kinds of leadership in rural areas, namely traditional leaders and municipal councillors. However, the Constitution only outlines the powers and functions of traditional leadership, therefore, their roles and responsibilities are still a matter of concern amongst traditional leaders and municipal councillors. Functions and powers of elected councillors are outlined in Section 156 of the Constitution of the Republic of South Africa, 1996 and these overlap with the functions and powers that are exercised by traditional leaders.

What is legislated in the Constitution of the Republic of South Africa, 1996 is the role of councillors in service delivery. Section 152(b) and 153(a) of the Constitution stipulate the objectives that local government councillors should ensure the provision of services to communities in a sustainable manner, structure and manage the municipality's administration and budgeting and plan processes to address the basic needs of the community.

According to Gqamane (2013:2), an empirical survey carried out at the selected municipality revealed that certain councillors require further capacity-building programmes in areas such as local government law and new local government developmental mandates. It further revealed that a professional collaboration between certain councillors and the communities is strained and requires corrective interventions to restore mutual trust and understanding. The new challenges of leadership and service delivery, therefore, seem multifaceted. Good governance is not only shown in terms of value-driven perspectives which manifest in effective, authentic democratic government and high levels of institutionalisation, but also in the ability of public managers (leaders) to influence and contribute toward change in serving their communities.

Kroukamp (2007:1) supplements that leadership imperatives are described as the exercise of control over society and the management of an organisation's resources for social and economic development for public management and the delivery of local public services required. Therefore, there is a need for leadership empowerment, for local government to deliver effective and efficient services and for leadership to be considered a strategic option that is based on the acceptance that leadership is very important for any organisational success, service delivery and good governance.

Nekhamvhane (2014:1) is of the view that service delivery ineffectiveness is triggered by the challenge of collaboration between municipal councillors and traditional leadership. Municipal councillors are democratically elected and have legitimate powers to handle service delivery issues and public finances, while traditional leaders' responsibilities entail handling issues regarding traditions and customs. However, these roles and responsibilities are not adequately applied by traditional leaders as land in rural areas is vast. It is, therefore, imperative for both traditional leadership and municipal councillors to reach a common understanding and a harmonious solution to strengthen cooperation.

Oberholzer and Diedricks (2012:2) iterate that municipalities have the responsibility to ensure that citizens are provided with services and basic needs and should deliver these services to communities utilising their own resources, finances, equipment and workforces. To strengthen good municipal governance, the executive mayor, the council, the municipal manager and senior officials must take ownership of achieving set goals and lead by example, as leadership is considered to be a fundamental pillar around which all operations revolve.

Fox, Schwella and Wissink (2004:196) are of the opinion that leaders have diverse values and personality traits, and are competent in their specific spheres of activity. This implies that each leader's personality, norms and values may influence the manner in which a leader relates to people and implements a leadership style.

Chirwa and Nijzink (2012:235) highlight that as far as the preparation of leaders is concerned, there are two schools of thought. One school suggests that a conducive setting and interventions are all that can be done to develop leadership, and the other advises that formal training may contribute towards the development of leadership potential. It should ultimately be understood that leadership development interventions can only empower and improve the existing leadership potential and cannot instil potential. Good governance for service delivery in the institution requires committed and visionary leadership, effective strategic management, optimal resource utilisation, pragmatism and flexibility, developmental culture, productive work ethic, honesty, integrity, democratic culture, economic growth, time and also the most feasible strategies to these factors.

1.7.2 Significance and contribution of the research

Many studies have been conducted on leadership, however, gaps and concerns on leadership capabilities linked to service delivery are brought into question. This study sheds light on leadership imperatives with the intention of improving local government service delivery. It analysed and explored key issues and service delivery challenges that were faced by the municipal leadership at the selected local municipality. Findings of this study could be used in the attempt to provide solutions to service delivery challenges confronted by local government leadership, communities and the whole local government sphere. Establishment of corrective measures for improved municipal administration and leadership could be achieved and mutual understanding between municipal leadership and the communities could be reached.

The recommendations could also support the municipality in working towards effective leadership for service delivery and improving public confidence in its leadership, especially the councillors, as failure by one or more members in leadership could be seen as a weakness of the whole municipality. The study could further contribute towards discourses in the field of public management. The outcomes of the research study could be used in developing new techniques to strengthen service delivery and provide awareness of the importance of community

participation in local government processes such as in the election of the leadership. It could also encourage citizens to voice their service delivery and leadership concerns which could lead to improving the relationship between the local government and communities.

1.8 Summary of chapters

This study focused on exploring and assessing leadership imperatives for local government service delivery. A brief overview of the five chapters is provided below.

Chapter One: Introduction and background

The chapter serves as a map of the study to introduce and explore leadership imperatives by providing background to the research study, research and key objectives. The research methodology, design and its techniques are explained. A description of the selected study area, its demographics and target participants are explained. A brief summary of the reviewed literature on the local government leadership and service delivery, as well as the significance and contribution of the research study are also covered.

Chapter Two: Literature review

The chapter outlines and explores opinions, perceptions, validity and judgments of various authors and sources about leadership imperatives for service delivery. Further, explores the complexities, related concepts and phenomena for leadership as well as service.

Chapter Three: Research methodology and design

The chapter provides a description of the methodology that this research study adopted. Qualitative research methodology and design guide this study to gather information in order to achieve the research objectives.

Chapter Four: Results, analysis and findings

This chapter outlines the results and analysis of findings that arose from data collection process at a selected local municipality. Ward residents, the IDP manager, the ward councillor and the traditional leadership are the target population of this study.

Chapter Five: Conclusion and Recommendations

Recommendations are made from the findings to achieve the objectives of the research study. A summary of the outcomes of the research is provided to have an understanding of leadership imperatives for local government service delivery at this selected local municipality.

1.9 Conclusion

This chapter covered the background of the research, explaining how leadership impacts local government service delivery. The research background was presented to understand the motivation behind the study. A preliminary review of opinions, statements and views of various researchers about local government leadership and service delivery was presented. The desired objectives of the research study were emphasised. Qualitative research methodology and its data collection design and methods guided the study. A description of the study area, limitations and delineation of the research were presented as well as the recommendations of the research. The significance and contributions of the research study were outlined. Subsequently, a summary of the chapter plan was presented.

CHAPTER TWO: LITERATURE REVIEW EXPLORING LEADERSHIP IMPERATIVES IN LOCAL GOVERNMENT

2.1 Introduction

The chapter discusses, explores and assesses leadership imperatives to strengthen local government service delivery and provides reviewed literature on service delivery experiences and practices in an attempt to identify the gaps that this study sought to address. The shared governance among the municipal councils, ward councillors and traditional leaders was explored and evaluated against applicable legislative measures and statutory and regulatory frameworks that guide local government leadership, operations and service delivery.

2.2 Definition of leadership

Van Wart (2008:23) defines leadership in the context of administration as the process that provides desired results by authorised government processes in an efficient, effective and legal manner. However, in the context of this study, leadership relates to the process of how political and administrative leaders are able to influence the structures under their leadership and the communities they serve.

Craythorne (2006:311) notes that there has been a focus on reconstruction and transformation in all spheres of government and effective leadership is an important part of any organisational success. It is, therefore, of paramount importance to understand the approaches to leadership before attempting to present its imperatives and impact on service delivery. To understand leadership in the municipal context, it is important to emphasise, understand and assess various leadership approaches and styles and their impact on service delivery.

2.3 Approaches and styles to leadership

Heywood (2007:376) notes that leadership styles are seen as approaches applied by those who have the ability to influence the actions of others to collectively achieve

objectives effectively and efficiently. The following different leadership approaches and styles are discussed to highlight their relevance to the local government context.

2.3.1 The situational approach

Northouse (2016:96) states that situational theory explains that leadership is governed by a particular situation and behaviour pattern and one is expected to lead according to the situation. This implies that the traits of a leader may not be relevant or be needed in a particular situation, but rather requires the leader to react and fulfil the functions attached to and arising from the situation.

2.3.2 The behavioural approach

Naylor (1999:1) is of the opinion that the significance of the behavioural approach is to discover critical behavioural elements of leadership, in order to train and equip leaders. In other words, what is important is how the leader acts in a situation.

2.3.3 Bureaucratic leadership

Avolio, Walumba and Weber (2009:421-449) explain that bureaucracy is fashioned to meet and analyse recurrent needs by means of normal routine. Leaders are expected to lead by rules, regulations and prescribed procedures. The bureaucratic organisation is balanced, treating everybody as equals, and the appointed leader is expected to fulfil their functional appointed jurisdictional role.

2.3.4 Democratic leadership

Wolinski (2010:3) explains that democratic leadership arises from subordinates choosing their leadership, making decisions and deciding on matters through voting. The democratic leader encourages the voters to participate in decision-making. The terms 'employee-centred', 'consultative' and 'participative' are often used in this context. Democratic leadership could be called employee-orientated leadership in that it emphasises interpersonal relationships and recognises the differences amongst members of the group.

2.3.5 Autocratic (Authoritarian) leadership

According to Charry (2012:21), this form of leadership was familiar in the old South Africa. It essentially encompasses a high degree of delegation and direction from the leader with less involvement and less participation in planning and the control processes from subordinates. Autocratic leaders focus on giving orders and prescriptive commands and respond subjectively to praise and criticism.

2.3.6 Team leadership

Bass and Bass (2008:130) explains that this is a form of democratic leadership in which much effort is placed on communication and one-on-one interactions between subordinates and leaders holding higher positions in the organisation. This kind of leadership involves frequent problem-solving, group engagements and consultations.

2.3.7 Transformational leadership

According to House and Shamir (1998:56), transformational leadership differentiates itself from all of the aforementioned theories, on the basis of its alignment to greater achievements and the fact that it encompasses involvement of its followers in the processes and activities of the organisation and creates a course that will yield greater societal reward. The transformational leader encourages and promotes morality of its followers and other leaders by engaging others based on common values, beliefs and goals. This influences the leader's performance and will lead to achieving set goals. Transformational leaders strive to encourage followers to rearrange their needs by surpassing self-interests and aiming for higher order needs. Transformational leadership brings developmental approaches and changes based on values, beliefs and attitudes to strengthen leaders' practices and their capacity to lead for change.

2.3.8 Servant leadership

Greenleaf, Porter and Bigley (1996:731-732) are of the opinion that a leader is considered the people's servant. This concept of serving focuses on two aspects. On the one hand, servant leaders aim to serve the officials under their leadership, highlighting the commitment they show and the impact they have on their subordinates. This type of leader encourages and enhances the growth and development of the subordinates. On the other hand, they serve for the institution's bigger purpose and mission. Kuzmenko (2004:5) iterates that servant leadership is about valuing and developing followers, as well as developing the community through service delivery.

2.3.9 Ethical leadership

Edward (2009:50) emphasises that ethical leadership manifests in the way in which leaders conduct themselves through their actions and the relationships they build with others. It involves demonstration of appropriate conduct through personal action and interpersonal relationships. It also entails the promotion of ethical conduct through effective communication, reinforcement and decision-making. Ethical leadership in the context of the South African public sector requires that functionaries should model ethical conduct and their behaviour and practices should demonstrate accountability in their day-to day activities that advocate and enforce professional ethics in the public sector.

2.3.10 Visionary leadership

McLaughlin (2001:6) is of the opinion that visionary leadership is based on the leader's spiritual, mental, emotional and physical strength and ability to exercise and maintain momentum of these dimensions. This requires leaders to have clear visions, good core values, empowering collaborations and innovative strategies. In essence, leadership cannot fulfil the vision if one or more of these dimensions are missing. Visionary leaders bring hope and work with passion, perseverance, vision and confidence as they present a task that brings out the best in people working together towards a shared development goal. Their focus is fixed towards the future,

and is not just concentrated on the present. They are strategic thinkers, social visionaries and change agents who see the bigger picture. There is a profound connection between the leader and the whole institution's mission and vision. They look for solutions that surpass the usual confrontational approaches and address the contributing factors of problems. They find the common ground and seek mutual understanding of an issue in the attempt to address and fix the root causes of challenges.

2.4 Leadership at the selected local municipality

The leadership of this local municipality was identified as transformational and democratic – leaders who are passionate, accountable, competitive, promote diversity and advance service delivery according to the aspirations of the people. Leaders of this municipality are said to be leaders who always deliver to the public and promote transparency with regard to service delivery processes, decisions and challenges.

2.5 Background of service delivery and leadership in local government

Nealer and Naude' (2011:162) elaborate that South African local government has made great strides in moving away from a historical record of racially separated municipalities. Eight hundred (800) municipalities merged to form the current 297 municipalities which cover all provinces of the country and are focused on local government development, reaching out to previously neglected areas, economic growth and maintenance of basic municipal provisions.

Khosa (2000:2-3) articulates that as there are many factors such as infrastructure, backlogs and unsatisfactory distribution of basic public services, especially in rural areas, the government will have to consider prioritising pressing service delivery issues in a more proactive manner by focusing on the most urgent challenges and addressing them in a more coordinated and practical manner that will benefit all citizens.

Shabangu (2008:1) highlights that the new democratic South Africa brought about various government leadership changes in the local government and these were established in the South African Constitution, 1996. The focus on leadership in the local government resulted in the election of municipal councillors in various areas of the country, including areas under traditional leaders' authority which require cooperative governance by traditional leaders and ward councillors. However, the Constitution of the Republic of South Africa, 1996 only outlines the powers and functions of traditional leadership, therefore, their service delivery roles and responsibilities are still matters of ongoing concern.

It is still a concern in that, even though functions and powers of councillors are also outlined in Section 156 of the Constitution of the Republic of South Africa, 1996 they overlap with those exercised by traditional leaders. In a nutshell, only roles and responsibilities of municipal councillors are legislated in sections 152 (b) and 153(b) of the Constitution of the Republic of South Africa, 1996 which stipulate that local government, through councillors, should ensure the provision of services to communities in a sustainable manner, and should structure and manage the municipality's administration, budgeting and planning processes to give priority to the basic needs of the community.

2.6 Leadership standards and strategies for service delivery development

Madumo (2012:1) recommends that transformational and democratically elected local government leadership needs to be responsible for improved living conditions of the communities they serve. Hence, there has to be a strong relationship between local government leadership and the communities to promote sustainable local development. Leadership needs to be carefully analysed as it is a collaboration of diverse leadership, that is, an institution of traditional leadership, municipal councils and ward councillors. In working towards the common goal of service delivery development, it should be noted that traditional municipal services are entirely a component of this development and municipalities are, therefore, expected to plan, lead and manage this development.

It is also outlined in section B of the White Paper on Local Government, 1998 that municipal councils must lead for development, applying various approaches to make service delivery development an attainable goal. Firstly, communities' participation in service delivery decisions must be encouraged. The Integrated Development Plan (IDP) is another approach that is used towards fulfilling municipalities' developmental roles. Secondly, the Municipal Systems Act (32 of 2000) enables and guides municipalities to improve the living conditions of the communities they serve by ensuring access and provision of basic needs.

The Systems Act also provides structure, describes the legal nature of a municipality in the community and clarifies executive and legislative powers of municipalities. It strives to strengthen effective local government for municipal planning as well as the use of resources and performance management. It sets in place policies for service tariffs and credit control, takes into consideration the needs of the poor and encourages local communities to participate in local governance. The Municipal Structures Act (1998) also provides for the formation of various types and categories of municipalities and regulates internal systems, structures, office-bearers and ensures appropriate electoral systems.

Nkomo (1998:10) explains that in achieving these development objectives one also requires the establishment of public-private partnerships and small, medium and micro enterprises. It further requires improving the quality of service conditions and maintaining a conducive working environment. Considering the challenges that are faced by public service leaders, there is a need to empower them with skills and appropriate interventions to also address the issue of conflict of interest. As technical and functional skills are no longer enough to lead, it is, therefore, important for leaders to be strategic and lead beyond their comfort zones. Most importantly, they must be principled, fixing their sights on the organisation's future.

2.7 Statutory and regulatory framework

Since the evolution of democracy, South African local government has gone through a number of adjustments and challenges in realising the purpose of democracy and citizens' development. These include Apartheid practices, various underdevelopments in the local sphere, promoting participatory governance and uniting local government to strengthen and sustain the developmental role of service delivery. These local government developments are supported by a number of legislative frameworks to support service delivery. The following legislation gives mandate to service delivery operations of local government and its leadership.

2.7.1 Constitution of the Republic of South Africa (1996)

Local government is mandated in section 152(1) of the Constitution of the Republic of South Africa, 1996 to facilitate democratic and accountable government for the local communities, ensure that they are provided with their basic needs in a sustainable manner, promote a safe and conducive environment, provide and encourage social and economic development and promote community participation in local government development processes.

2.7.2 White Paper on Local Government (1998)

Municipal councillors' operations are regulated and directed by the structure set out in the White Paper on Local Government (1998) that encourages the local government developmental mechanism which supports sustainable means to fulfil socio-economic needs of communities, mainly focusing on underprivileged communities.

2.7.3 Local Government Municipal Systems Act (32 of 2000)

The Local Government Municipal Systems Act (2000) promotes and guides principled municipalities to progressively work towards the socio-economic development of local communities and ensure reasonable access to basic needs for all. It outlines the municipality's legal system as (1) including the local community within the municipal area, (2) collaborating with other municipalities' political and

administrative structures, (3) giving guidance on how municipal powers and functions are exercised and implemented, (4) promoting and facilitating community involvement, (5) establishing rational approaches and frameworks for municipal fundamental processes and planning, performance management, resource utilisation and organisational innovation which strengthen the concept of developmental local government, (6) forming a framework for local public management and human resource development to equip the poor and (7) ensuring service tariffs and credit control policies take peoples' needs into consideration and provide an agenda for service provisions.

2.7.4 Local Government Municipal Structures Act (117 of 1998)

The Act gives structure to local government organisations. In principle, the municipality is a combination of political and administrative structures that serve the communities under their administrative authority. From the above-mentioned legislation, it is clear that leaders are the relevant drivers of service delivery and are entrusted to work towards surpassing the injustices of the past and improve the lives of all citizens in a sustainable manner.

In 1998 the approach of a Developmental Local Government was adopted and solidified through two acts, namely the Municipal Structures Act (1998) and the Municipal Systems Act (2000). Individual municipalities were restructured in 2001 from 1 000 to 284 municipalities. The purpose of the municipal restructuring was to support and promote effective use of limited development resources such as finances. The Ward Committee system was established in 2004 to promote participative democracy as legislated in the Municipal Structures and Municipal Systems Acts. The Ward Committee System became the main structure for community participation in local government processes.

2.7.5 Local Government Municipal Financial Management Act (56 of 2003)

Municipal leadership is mandated to utilise and manage available municipal resources in an accountable, sustainable and transparent manner. Being transparent

is the best possible manner of ensuring that communities are involved in service delivery processes and decision-making.

2.8 Collective effort of municipal leadership for improved service delivery

Mokwena, Paradza and Richards (2010:10) are of the opinion that local government leadership is about promoting and encouraging communities' contributions and involvement in local government affairs. This requires eligible people who are well equipped to lead people and are prepared to scrutinise and provide better outcomes regarding issues affecting the communities they serve. Amongst the challenges that are confronted by the councillors, and is usually a cause of confusion and frustration, is the role of elected officials and people they collaborate with in support of a service delivery developmental role. As roles evolve over time, based on various factors such as tradition, personal expectations and what seems to work in a given situation, it is important to have an ideal model and implementation strategy as, in many cases, regular occupations do not normally equip elected councillors as officials responsible for policy-making.

Matshabaphala (2007:248) also explains that by giving leadership, at whatever level in the organisation, one is able to influence those in higher ranks of the organisation to change their behaviour for the better. It is important to remember that it is possible to give leadership from below. The public, at the coalface of service delivery, expects leadership in the processes of service delivery from all structures of the state. This will entail giving the type of leadership that demonstrates sensitivity to the needs of the public and immediately acting on those needs.

George (2010:94) recommends that local government should consider a bilateral system in rural areas to avoid developmental barriers. It is further recommended that the collaboration between traditional councils and local municipalities must be legislatively braced, strengthened through other cooperative measures and directed by cooperative governance principles.

Bvuma (2014:230) emphasises that in local government the municipality needs to develop its leadership structure as a system that will shape the organisation through

teamwork from both political and administrative leaders as the organisation's objectives cannot be entirely realised without this collaboration.

Oberholzer and Diedricks (2013:1) emphasise that leadership is a crucial pillar that holds everything together and all else revolves around it. Local government finances and service delivery development are meaningless without the role of good leadership which encourages good principles, puts words into action and leads by example. Clean audits and sustainable good performance are influenced by a number of factors such as sound financial management, frequent skills empowerment, good governance and the ability to apply appropriate corrective measures and compliance. In local municipalities, executive members (the mayor, the council, municipal managers and senior officials) are expected to lead by example, be accountable and ensure that clean audits are achieved. A very important factor is the local municipalities' mission to accomplish alignment between administrative and political leadership.

In many cases, ineffectiveness and lack of sustainability are triggered by tension, lack of role clarification and alignment between politicians and officials. It is, therefore, indicated that guidance and legislation are there in support of municipal development. However, lack of implementation occurs due to incapacity, lack of skills and lack of leadership accountability. Municipal leadership have made strides in addressing service delivery internal control, audit findings and internal control mechanisms, however, municipalities are still confronted by a multifaceted and huge human resources challenge. Unfortunately, many municipalities appoint inexperienced, non-skilled officials and resulting in an absence of effective performance management frameworks and coordination.

2.9 The collaboration among municipal council, ward councillors and traditional leaders

Nekhavambe (2014:1) highlights that the lack of effective service delivery is due to the prevalence of non-collaboration between municipalities and traditional leaders. It is fundamental for the benefit of service delivery and communities that the municipality, as a democratically-elected organisation, has legitimate authority to handle service delivery matters, including financial resources, and to have a good working relationship with traditional leaders as they are custodians of culture and customs and have authority over massive areas of land in rural areas.

Mhlanga (2012:39) recommends that interventions in the local government are certainly mandatory for progressive service delivery and harmonisation of roles, responsibilities, duties and sustainable collaboration among the municipality, ward councillors and traditional leaders. Therefore, the formulation of a structure that will monitor their relationship, solve issues, recommend remedial interventions or appeal to the Member of the Executive Council of Provinces, is essential.

Lutabingwa, Sabela and Mbatha (2006:85-86) assert that the existence of a policy or a constitutional environment, which recognises traditional leadership is crucial in the execution of shared governance. This implies that traditional leadership requires and deserves respect from the current elected leadership and vice versa. While legislation that recognises the important role of traditional leadership in local government development currently exists, this alone does not guarantee sufficient development in areas under traditional jurisdiction. It is, therefore, important to empower and support traditional leaders in order for them to be effectively involved in municipal developmental roles of shared governance. This would be a win-win approach for municipal leadership and rural communities.

De Visser (2010:1) emphasises that there is the daunting challenge of dealing with inappropriate interference by politicians in administrative matters as well as the tension between key political and administrative officials. This seems to stem from the issue of separation of powers between legislative and executive authority. It is, therefore, recommended that the focus should shift from the issue of separating

powers in local government to making minor institutional changes to municipal governance. It is fundamental that political and administrative structures be made aware of the impact and the results that inappropriate political leadership has on municipal service delivery.

2.10 Service delivery practices, challenges and established mechanisms

Dorasamy (2010:56) indicates that the recent incidents of discontent at the local sphere of government pose concerns about municipalities' abilities to provide good services. Poor leadership (political and managerial) is perceived to be the cause of lack of vision, integrity and indecisiveness in service delivery. In the context of public service, unethical behaviour, corruption and maladministration are not only seen as practices carried out by individuals, but as an unethical act by the entire leadership and this impacts the public's perception about the government's ability to provide effective service delivery or practise good governance.

The White Paper on Transforming Public Service (Batho Pele White Paper), 1997 is one of the recognised approaches that was established to guide public servants in creating a committed, innovative and results-driven public sector. In essence, instead of providing reasons why services cannot be delivered, it encourages public servants to arrive at ways and means of delivering services. Public leaders, mainly managers, have the responsibility of creating a conducive environment for employees and empowering them to interact with beneficiaries. This means managers should motivate employees, provide support and ensure that they have the required resources to execute their duties, especially when working under pressure.

The introduction of the Local Government Turnaround Strategy (1999) explicitly provided a strategy to restore the confidence in government at the local government sphere and build responsive, accountable, effective and efficient developmental local government. These objectives led to the formulation of five strategic Local Government Turnaround Strategy (LGTAS) goals, namely to (1) ensure local government provides the basic needs of the communities, (2) ensure a clean,

approachable, accountable local government, (3) encourage ethics, professionalism and dedication in municipalities, (4) advance national and provincial policy and (5) improve and sustain the local sphere, communities and civilisation. The introduction of the strategy was received with uncertainty – it was felt the strategy was not enough to ensure the services would be effectively delivered by municipalities. It was recommended that the legislation be enforced and that skilful and potentially effective leaders and officials be appointed.

Reitzes (2009) and Nnadozie (2013) assert that the municipal service recipients are concerned about poor quality of services delivered by municipalities. Rural communities have limited access to basic needs such as water and electricity, while some communities are concerned about inconsistent provision of services. Mbazira (2013:251) is of the opinion that municipalities are still experiencing service delivery challenges. This is confirmed by the widespread service delivery protests throughout the country that have increased over the years. Service delivery bottlenecks in municipalities are triggered by various adversities such as implementing decentralisation, mismanagement, corruption, incapacity to deliver to communities and lack of public involvement in municipal processes and decision-making.

Lewin (2014:12) emphasises that approaches for a service delivery developmental role depend on the role played by officials in local government as well as available resources. Attention should be placed on how to improve the provision of better services. This requires that a solution be found and that causes of service delivery discrepancies be addressed. Strategies should be suggested that will enable municipalities to improve service delivery. These strategies will depend on a number of factors outside of the organisation such as economic conditions as well as internal factors such as a conducive working environment, competencies, capabilities and motivation of the employees.

Koma (2010:114) states that it is crucial to note that service delivery backlogs are worsened by a number of factors such as population growth, new households and limited infrastructure facilities experienced by municipalities. The extent of service delivery challenges burdening municipalities remains a major setback. The performance of a municipality should be based on the nature of challenges

confronted by a particular municipality, including backlogs that require extraordinary measures to address capacity requirements and funding.

Tsenodi (2014:1) highlights that local government has achieved a number of positive results to rationalise structures, operations, resources and implement legislation. It is recommended that the focus should be placed on non-financial parameters such as customer satisfaction and product quality to ensure improved long-term performance. This will also help managers refocus on long-term aspects.

2.11 The impact of municipal leadership on local government service delivery

Leaders are said to have the greatest influence on the way the organisation is shaped, transformed and renewed (Bell, 2006:123). It is also argued that leadership is not about the positions that people occupy but rather, their actions. Leaders in organisations adapt naturally by portraying expertise, experience and knowledge that develop the organisation.

Coles (2006:2) explains that leadership is about sustainable development of the organisation's culture through a number of leadership functions such as inspiring, empowering and guiding the team, putting in place necessary corrective measures and reversing unwanted practices. South African local government was transformed from an Apartheid regime to a democratic institution with a developmental mandate. Subsequently, in 2000, a new municipal system was established. Though local government has made a difference, achieved a number of good service delivery results and reached marginalised areas, challenges remain daunting. Citizens have negative perceptions, lost confidence in the government as a whole and see their municipalities as masters of corruption, inaccessibility and under-performance.

The root causes of these apparent administration failures and underperformance are complex. The most unsettling issue about the elected government representatives is that they are unresponsive and inaccessible. People see the council, especially the ward councillors, as self-centred, inattentive and worried about political dynamics and administration technicalities. It is debated that councillors are often seen as failures in service delivery aspects that the municipality itself has little or no control

over (de Visser, 2010:88). In developing countries such as South Africa, corruption is found to be harmful as it diminishes the country's quality of governance. Developing countries rely on fewer resources and need to utilise them in an effective manner. The effect of corruption can also deteriorate economic stability and cause income inequality – the present situation in South Africa. In order to minimise corruption and even prevent corruption, Kroukamp (2014:13-15) is of the view that leadership should be considered as it plays an integral role in the operations of an organisation. Khanyane and Khondlo (2010) urge that any public servant or politician in any institution should present themselves in a professional manner and portray high standards of ethics that are non-negotiable.

As technical skills are no longer sufficient for leaders to lead, leaders are faced with many challenges. There is a need to advance new leadership skills and blend them with leadership ethics and professionalism. Leaders are expected to be deliberate, lead beyond expectations and focus on the organisation's vision of achieving its objectives. Most importantly, leaders should be seen as champions of service delivery and should be expected to effectively lead its processes until they are delivered to the public. Despite the negative perception of poor leadership, there are leaders who demonstrate a sense of responsibility and display positive attitudes and enthusiasm in the workplace. They put in more effort and go the extra mile to ensure that quality services are delivered to the communities. The public feels valued when served by such leaders (Kuye & Mafunisa, 2003).

There are also those who bring negative energy and attitudes to the workplace. They come across as an annoyance to both their colleagues and clients. Even though there are legislative frameworks providing mandates and guidance for public service, there are still gaps and practices that weaken the importance of people's rights, including the right to dignity. To implement change development in the public sector, political and administrative leaders need to understand that a particular leadership style is needed. Often leadership styles have attributes of a closed paradigm where leaders become inflexible and struggle to employ a different leadership style. This may mean that some public office holders are to be blamed for some of the public service delivery failures (Matshabaphala, 2007:23).

Cronje and Willem (2010) are of the view that one of the factors that contribute to ineffective leadership is the fact that some leaders do not work together with a common vision to serve the communities. This is manifested in the citizens' disappointment and the leadership's inability to deliver the expected services. There is little accountability by local government leadership. There is also a lack of community involvement in meaningful engagements to promote local economic development addressing service delivery, social issues and realistic solutions.

2.12 Conclusion

Local government has made tremendous progress, commitment and contribution to transform its systems from Apartheid inadequacies. It has created sound structures, and alleviated past inequalities and illegitimate municipal institutions into a liberated and civilised institution with a mandate of developing service delivery strategies that meet the needs of many communities, especially the marginalised groups. However, the challenges are still a matter of concern as the public's observations and judgements about local government are negative and there is a growing concern about the government's accountability and leadership effectiveness for service delivery. Many communities and residents see their democratically-elected councillors as unreachable drivers of corruption, irresponsiveness, inequality, service delivery failures and underperformance within the communities.

Reviewed literature validated the fact that leadership holds everything together and all institutional operations revolve around it. Therefore, there is a need for competent and unified municipal leadership where leaders are expected to lead by example through promoting moral actions, integrity, accountability and transparency as well as building healthy relationships with the communities they serve. Considering the communities' concerns, it is apparent that the challenge impacting leadership and service delivery seems to be increasingly complex. Leadership has a broad proximity as it is applied at a personal, team and organisational level. With different leadership approaches in place to encourage ethical conduct in improving service delivery and effective governance in the local sphere, it is still crucial to establish a number of interventions to close the gaps, strengthen service delivery and build trusted

municipalities that are value driven and manifest its effectiveness in combating all service delivery inadequacies.

Despite legislative frameworks and interventions that guide municipal leadership for effective service delivery, to promote ethical conduct in leadership and provide quality services to the people, the lack of enforcement, implementation and compliance are still matters to reflect on. The establishment of the municipal leadership in local government resulted in the formation of bilateral leadership in rural communities, which are traditional authority and ward councillors. As powers and functions of traditional leadership are outlined in the South African Constitution, 1996 their roles and responsibilities are still a matter of concern when considering cooperation with the municipal councillors for a service delivery developmental role. The debate around structures and systems is one of the aspects that shaped the current state of local government service delivery. It is advised that there should be a formulation of a structure that will monitor the relationship and put interventions in place for improved service delivery

Recognising all the systems, approaches and strategies in place to support a municipal developmental role, a need to develop new leadership skills exists to equip leaders to be in the position of addressing the prominent issue of conflict of interest. Leaders are required to lead beyond boundaries but, most importantly, they need to be resilient and focus on the organisation's vision. Leaders also need to develop leadership competencies at a personal, organisational and public level.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

The chapter outlines and explains the approach in which data was collected at a selected local municipality in order to achieve the objectives and validity of the research study. Data was collected through an interview survey which included open-ended questions with the participants, namely the IDP Manager, a ward councillor, traditional leaders and residents. The study follows the constructivism research paradigm to discover the underlying service delivery ongoing challenges, through participants' own understanding, knowledge and experiences.

3.2 Research methodology

With the data that is collected and analysed thus far, no further data collection and analysis are unnecessary. Brynard and Hanekom (2006:36) define research methodology as a map of methods guiding the data collection process through planning – structuring the steps the research needs to follow in order to comply with the demands of the truth – and maintaining objectivity and validity of the subject. Research methodology focuses on the steps, procedures and decisions the researcher has to take. The following questions, as compiled by Brynard and Hanekom (2006), were considered before conducting the research:

- As the research process progresses, does the researcher know which decisions need to be taken?
- What methods, skills, techniques and procedures will be needed for data collection and analysis?
- What factors could play a role in the design of the research?
- What influence does the particular purpose of the research project have on the selection of methods and techniques?
- Which factors play a role in the process of research and how do these factors influence the methodology of the researcher?

The study was guided by a qualitative research methodology and it adopted a single case study research design. Merriam (2009:75) defines qualitative research as the way in which researchers are concerned with the experiences and challenges faced by participants and how they view their surroundings and circumstances in which they live. This will allow the researcher to decide on the design and strategy of data collection. Qualitative research methodology refers to research that provides expressive data. Generally, participants express their own experiences in their own written or spoken words. This type of research methodology does not involve numbers or the counting of observations. Qualitative research involves realising patterns, trends or unexpected findings that may possibly change the research plans in response to the unintended findings. Techniques such as in-depth interviews of key informants, participant observations, questionnaires and case studies are utilised for qualitative research (Brynard & Hanekom, 2006:37-38).

3.2.1 Case study research design

Case study is defined by Yin (2009:14) as an approach to research that intends to get an in-depth understanding of a particular event or situation at a given time. Case studies provide information or data that is drawn from different sources, including (but not limited to) interviews, observations, audio and video data and document collection. The aim of gathering data through a variety of means is to boost the generated theory of the case or event and to provide additional proof of validation of statements made by either the participants or the researcher.

Case study is one of the flexible methods of qualitative research design and is beneficial in researching matters of institutional sustainability approaches. It combines a number of data collection approaches such as document analysis, surveys, participant or non-participant observation and participatory or action research. Case study research design can serve a variety of functions particularly for investigation. It enables the researcher to identify potential important variables, describe occurrences in an appropriate background settings and test theories. It is also useful for policy analysis (Yin, 2012).

The following are different types of cases compiled by Yin, 2012:

- Most favourable: to demonstrate an idea or theory in a positive perspective;
- Exceptional: to validate or falsify a theory by choosing the least favourable case;
- Critical case: using a case to demonstrate the boundaries of previous philosophies and approaches that might still be operating; and
- Single case study: focusing on understanding people's subjective experiences by collecting relatively unstructured data (for example, detailed interviews) and analysing that data using narrative rather than quantitative techniques (Kazdin,1982:5).

According to Kazdin (1982:5), single case study is one of the qualitative research designs in which single units are studied, similar to a within-subject design in the experimental design domain. However, a unit can be a single individual or a group of individuals. The advantages of single case study include simplicity of design, ease of use in multiple settings and the need for only a small number of participants. The case study serves as a methodological approach well suited to the investigation of individuals, single groups or multiple groups.

3.2.2 Data collection method

This study adopted open-ended interviews as a data collection technique. Interviewing is defined by DePoy and Gilson (2008:108) as the principal approach of data collection for qualitative research method where researchers gather information through direct interaction with the participants who are expected and known to be knowledgeable and experienced participants. Interviewing provides the information sought by the researcher. The researcher opted for interviews because it would be easier to engage with the participants as well as observe the participants' reactions and attitudes towards the subject of the study.

Inductive reasoning was used in data collection of the study as the researcher observed and constructed a picture of the relationship between service delivery implementation and leadership imperatives. An open-ended interview is where the interviewer does not strictly follow a formal set of questions, but rather open-ended

questions are posed which allow discussion between the interviewee and interviewer. The interviewer may use the questions to guide the conversation or discussion without asking the questions in a particular order (Dicicco-Bloom & Crabtree, 2006:315). Usually, researchers opt for open-ended interviews to have a better understanding and broader picture of the participants' perceptions and beliefs about a particular subject. This enables the researcher to follow up on arising issues during the interview that will open possible avenues for further research. Open-ended interviews are especially suitable when the researcher's focus is on exploring the dynamics of the case, or when an issue is controversial or personal.

With the open-ended interviews, the researcher had pre-arranged questions within an interview time frame, and the interview was directed rather than dictated by the schedule. Participants responded closely to how the interview guide was structured and they could raise and share issues and concerns that the researcher was unaware of. In this type of interaction, participants are seen as knowledgeable and have an understanding and experience of the subject and should, therefore, be permitted sufficient time to narrate their story (Smith, Harré and van Langenhoven, 1995:9-26). Due to an understanding that people have a very busy schedule, telephone interviews were also set up as an alternative plan in case some of the participants were unavailable for face-to-face interviews.

3.2.3 Interview guide

The interview guide is a list of questions posed to participants during the interview. The order of the questions and the level of degree to which one diverges from the set of defined questions will vary based on the type of interview one chooses to conduct. There are three standard types of interviews one can choose to conduct, namely structured, unstructured or semi-structured interviews (Parker & Adelson, 2013). Interview questions clearly guided the process, and were disseminated to the Integrated Development Plan (IDP) manager, ward councillor, traditional leadership and residents (Appendices B, C, D and E).

3.2.4 Description of the study area

The study was conducted at a selected local municipality in in the Eastern Cape, South Africa. Data was collected at a selected ward which comprises nine (9) villages. This ward is mainly administered by traditional leadership and is one of the previously disadvantaged, underprivileged communities. The majority of residents are uneducated and unemployed and are reliant on basic services provided by the government.

3.2.5 Research sample methods

Sampling is an approach adopted to extract a small group (sample) with the expectation to determine the elements and features of a large group (population). If the sample is appropriately selected, it will show the same characteristics as a large population.

Unrau, Gabor and Grinnell (2007:279) are of the view that a sample is made up of elements or subsets of a population. A sample comprises elements or subsets of the population that form part of the data collection of the study. It is usually the target population connected to the case of the study. Sampling is applied with the intention of understanding large populations from which samples are drawn. Alternatively, a sample is a small representation of the large population (Barker, 2003:380). The study followed purposive and random sampling.

3.2.6 Purposive sampling

As the researcher judged the experiences and personal views of the participants, a purposive (or judgemental) sampling technique was adopted for this study. According to Palys (2008:697), purposive sampling signifies that one sees sampling as a sequence of planned choices about with whom, where and how one does one's research. This statement suggests that the manner in which the researcher samples, be aligned to the objectives of the study. The IDP Manager, ward councillor and traditional leaders were purposively selected for data collection.

3.2.7 Random sampling

Random sampling is a probability sampling technique where the researcher divides the population into different smaller groups and randomly selects the subjects proportionally from the selected smaller groups (Parsons, 2014). The residents were randomly selected for this survey. The population was estimated at approximately 4000. The random sample comprised 359 residents who were gathered from the nine (9) villages and ninety (90) residents from these villages were interviewed. Separate interviews were conducted with the Integrated Development Plan (IDP) manager, the ward councillor and the traditional leadership (Headmen and the Chief). Consultations with the residents were facilitated by liaising with ward committee members and interview appointments were scheduled with all the participants.

3.2.8 Ethical consideration

Research should be based on reciprocated trust, understanding, acceptance, teamwork, loyalty and well-accepted agreements and expectations between all involved parties in a research project (Sarantakos, 2000:20-21). Ethical consideration was obtained from the Cape Peninsula University of Technology in the Faculty of Business and Management Sciences. Permission to conduct research was obtained from the selected local municipality see (Appendix A). Participants were guaranteed that the information they provided would be kept confidential and that their identities would be protected.

3.2.9 Voluntary participation

Rubin and Babbie (2005:71) are of the view that participation should at all times ensure a person's willingness to be part of the research project. All participants were requested to voluntarily participate and contribute to the data collection process of the study.

3.2.10 Informed consent

Participants have the right to be fully informed of the details of the research and what is expected from them. These include estimated duration of the research, methods and procedures that will be used during the process, advantages and disadvantages of the research, potential hazards they may be exposed to and credibility of the researcher. Participants were informed of the objectives of research and were given a choice to respond to questions that they were comfortable with. They were also informed that they would be recorded as the researcher had to carefully and fairly analyse provided information, and pay attention to details and the research objectives. The interview questions were presented in isiXhosa. This assisted in obtaining honest detailed responses from the participants and responses were again translated by the researcher into English for reporting purposes.

3.3 Conclusion

The research design, methods and data collection process have been outlined. Qualitative research methodology assisted in achieving the objectives that the study sought. Open-ended interviews shaped and provided an understanding of what the study intended to achieve. A description of the study area also provided the reflection of conditions, practices and challenges that may have affected or influenced service delivery in the community. Sampling was explained and reasons were offered as to why it was preferable to use purposive and stratified sampling as the ideal data collection methods for the study. Voluntary participation was encouraged with the assurance of anonymity and confidentiality.

CHAPTER FOUR: RESULTS, ANALYSIS AND FINDINGS

4.1 Introduction

The results collected from the survey and the analysis thereof is presented in this chapter. The chapter concludes with the findings arising from the analysis of the results. As inductive reasoning was used for conducted interviews, the research observed participants expressed themselves when responding to the interview questions. The participants had a lot to say about service delivery and leadership and how they were looking forward for solutions to the challenges.

4.2. Analysis and Results

Analysis of the data collected from the interviews conducted with the Integrated Development manager, ward councillor, traditional leadership and residents are presented. The information received from participants served the purpose and fulfilled objectives of this study.

4.2.1 Integrated Development Plan Manager

The Integrated Development Plan manager's philosophy is that leadership of this local municipality is transformational and democratic – they are passionate, accountable, competitive, promote diversity and advance service delivery according to the aspirations of the people. Leaders of this selected local municipality were described to be leaders who always provided services to residents and promoted transparency regarding service delivery processes, and decisions and challenges that affected the local municipality. The IDP manager further stated that the local municipality was portrayed as a municipality that possesses high standards of ethics and professionalism which are evident in Ethics Committee meetings, and they efficiently enact the Code of Conduct as stipulated in the Local Government Municipal Systems Act 32 (2000). Regular workshops and induction programmes are held by the municipality to ensure efficient and effective administrative operations within the municipality.

The IDP manager mentioned that when the ward councillors were introduced at this selected local municipality, there was reluctance from the traditional authority to welcome this form of transformation because of the manner in which the ward councillors had previously conducted themselves. This relationship had been difficult. It had, however, improved as traditional leadership was invited to serve on the Municipal Council. The collaboration was further improved by involving traditional leaders in the IDP outreach programmes where the Mayor and Executive Committee Members conduct consultations with communities in the attempt to raise service delivery levels and concerns around development.

Since services are delivered according to the municipality's IDP, the community relies on the ward councillors to be their 'voice' and to facilitate access to all their basic needs. It was further revealed that there was still a need to guide and educate the residents of this local municipality with regards to local government operations, collaboration and service delivery. The relationship with other stakeholders and national departments should also be explained. The IDP Manager suggested that the relevant stakeholders and departments need to implement plans according to service priorities listed in the municipality's IDP. The effectiveness of service delivery at this local municipality is measured through the implementation of the Service Delivery and Budgeting Implementation Plan (SDBIP) and a monthly reporting process, which is presented to the Municipal Council.

The selected local municipality monitors the implementation of legislation that provides a clear mandate to operations and service delivery through a municipal calendar (a year planner) that is approved by the Municipal Council. The year planner runs from January to December and is aligned to the IDP and budget process plan which concludes with the presentation of the draft IDP to the community for input or comments. This calendar has fixed dates for Management Committee meetings (MANCO) that take place every first day of the month. After a week, the Standing Committee meeting takes place and is normally chaired by political leaders of six (6) municipal portfolios, namely Infrastructure, Finance, Local Economic Development, Cooperate Services, Special Programmes and Communication, and Citizen and Community Services. All these portfolios report on the work that the municipality has undertaken on a monthly basis. After these

engagements, the reports are presented to the Executive Committee (EXCO) which is traditionally chaired by the Mayor. The reports are then subsequently submitted to the Municipal Council to determine if it requires further consideration, adoption or noting. The Municipal Public Accounts Committee (MPAC) is responsible for monitoring programmes to verify if the reports are aligned with what has been reported to the municipality's management previously. The selected local municipality has made strides in addressing service delivery backlogs, however, it is not immune to most service delivery challenges facing local government. There were villages that were previously unreachable by transport which are now reachable through this local municipality's road construction service. There was, however, still the challenge of access to roads in some rural areas. It was reported that there had also been electricity challenges that led to community protests. Notably, this service was not accredited to this selected local municipality's mandate, as it had been the sole responsibility of another company.

This local municipality emphasised that the national government makes announcements without providing formal support and tangible plans for municipalities to implement certain government initiatives, for example, an announcement was made during the State of the Nation Address (SONA) that every household in rural areas would be provisioned with electricity. The authorised company mentioned above, nevertheless, continued with this function in communities under this local municipality's jurisdiction. However, there was very little improvement and there was no construction of power stations. This resulted in the communities having the impression that it was the municipality's mandate and responsibility. The selected local municipality applied for funding from the Department of Energy and Mineral Resources to implement the project on behalf of the department. With the limited budget provided, the selected local municipality introduced interim solar systems while waiting on the completion of electricity sub-stations.

It was emphasised that there were legislation gaps and concerns within the municipal space with the municipal Spatial Planning and Land Use Management Act (SPLUMA). The municipality should plan not only for urban centres, but also for rural areas that are under traditional leadership because this poses land ownership or

governance challenges in rural areas. There were cases where the municipality could not initiate certain developments in areas that were under traditional jurisdiction. It was also reported that there were still gaps that needed special attention in the municipality to improve community participation in the development of the IDP, for example, other departments' and stakeholders' reports or inputs are tabled at provincial level. It was suggested that relationships would be strengthened if they consider involving communities for input and comments at municipal level.

This challenge makes it difficult for the municipality to attend to the communities' service delivery complaints and concerns that were not formally mandated, channelled and reported. It was emphasised that, though the Intergovernmental Relations Framework Act (2005) is in place to ensure cooperation with other departments, it is mostly implemented at a district level. Considering this, it was suggested that Local Intergovernmental Relations Structures needed to be established as the Office of the Premier is the only platform in place that ensures that other departments are accountable. This local municipality monitors projects through the Project Steering Committee which consists of the community members, the project manager and the ward councillors who are also involved in the implementation of the project. The project manager monitors the project regularly and submits the reports to the infrastructure manager for approval and to assess if the service provided corresponds with the given standards of the project.

There are also customer satisfaction rating kiosks at the offices of this local municipality for people to rate the quality of services rendered by the officials and the municipality as a whole. The municipality also conducts an annual customer satisfaction survey where the constituents raise their concerns and complaints. The communities are reached through local radio stations, local newspapers and at a ward level through Ward Committees and announcements at church gatherings and schools to keep them informed of infrastructure development, service delivery processes and decisions. There are also newsletters that are issued quarterly and there is free Wi-Fi connectivity in municipal facilities such as the libraries, parks and community halls. The selected local municipality measures the community's satisfaction by giving the community a platform through Ward Committee meetings

to raise their concerns and challenges about the services rendered and about implemented projects in the community.

This local municipality is planning to add the duties of the MPAC to facilitate a session on the alignment of the annual report and the community's satisfaction. It was emphasised that the community has lost confidence in Government. In most cases, the causes include lack of proper communication, no transparency and no proper understanding of the service delivery process. This local municipality empowers its employees to improve performance, employee engagement and commitment towards meeting the municipality's objectives through skills audits that determine which skills are needed by the individual leaders and employees.

4.2.2 Ward councillor

The Ward councillor is of the view that public leaders should be transparent, be accountable and lead by example. The public leaders have the greatest influence on the way the municipality is shaped, transformed and renewed for service delivery. It was confirmed that the Ward councillors are familiar with and well-informed of all the legislation frameworks that give mandate to local government operations, service delivery and leadership.

Although municipal leadership is expected to be democratic and serve the community effectively, the Ward councillor was of the view that it is important to consider the fact that the municipal development mechanisms and approaches will differ from one municipality to another, taking into account the diverse political dynamics of each municipality. It was emphasised that Ward councillors were elected to serve the people, deliver services and disregard dynamics that would potentially impact on transformation, development and effectiveness. It was further reported that wards manage resources in an accountable, sustainable and transparent manner in compliance with the municipality's IDP and always inform the community about the changes made to the implementation of the programmes. It was also confirmed that this selected local municipality has achieved a number of positive results in terms of the mandates of local government to rationalise functions, structures, legislation and available resources. There were, however, still challenges

with non-financial measures such as product quality, service providers and customer satisfaction to ensure better long-term performance by this local municipality. It was emphasised that traditional leadership was neither well represented nor engaged in service delivery matters and there is a need for empowerment. There should be an establishment of a service delivery development framework that would administer proper cooperation between ward councillor and traditional leaders to eliminate tension between the two authorities.

It was further reported that this local municipality still had a backlog with regards to infrastructure – where projects were not implemented as planned and services were not delivered according to the project's performance standards. It was noted that certain processes and corrective measures need to be followed, that it takes time to terminate the contract with the service provider and that budget constraints also contribute to non-completion of projects. It was indicated that the community is kept informed about the municipality's infrastructure development, service delivery processes and meetings through a number of channels such as posters, hailing and announcements at schools and church gatherings. It was also confirmed that Ward councillors are provided with the necessary interventions to strengthen service delivery and the developmental role of the local municipality.

4.2.3 Traditional leadership

Traditional leadership expressed concerns about being consulted by the respective Ward councillor when there were projects and programmes that needed to be implemented in the community. A concern was expressed about the Ward councillors' transparency regarding service delivery processes and it was reported that traditional leaders were excluded from decision-making processes and were invited only as members of the community to the meetings. It was emphasised that the role of traditional leadership was undermined and side-lined, especially in matters that involve finances. This affected service delivery progress and the relationship between councillor and traditional leaders. It created the impression that traditional leaders do not add value to the community or to service delivery. One of the traditional leaders pointed out the water pipes that were installed without ever being informed of the implementation of the project. The matter was escalated to the

Chief who was also not aware of such a project implemented in the village. There was an emphasis on the need for a monitoring structure in the community to ensure the inclusion of traditional leaders in service delivery decisions and processes.

It was further noted that the inclusion of traditional leadership in the municipal leadership was not backed by action and there was no form of accountability by the ward councillor to ensure collaboration with traditional leadership. One of other major challenges faced by the traditional leadership is that community members come to them seeking assistance with the provision of basic needs such as clean drinking water and electricity, yet, they have no role in these matters or control over them.

4.2.4 Residents

The respondents emphasised that a public leader should be someone who reaches out, understands the community's service delivery needs and adheres to municipal processes in an efficient, effective and legal manner. It was confirmed that the Ward councillor holds public consultations in each of the villages and these engagements were helpful in addressing service delivery matters. It was stated that there was, however, still lack of attendance and participation by traditional leaders in these engagements.

Most residents seem to have little understanding and information about the ward councillor's role based on the information presented and provided to them. Most respondents confirmed that they were provided with the basic needs except for some residents residing at a newly-developed village and residents of another village experiencing infrastructure and service challenges. There were also complaints about water provisions and bad roads that affected transportation when there were heavy rains in some villages. The respondents reported that public meetings were properly announced and they were informed about some of the service delivery programmes. There were, however, concerns that certain processes such as criteria to appoint service providers and project implementation plans were not properly communicated to the community. This resulted in the residents losing confidence in the entire municipal leadership. The residents also confirmed that public consultations were frequently conducted. There was, however, division and tension

during these meetings that were caused by lack of cooperation among traditional leaders, Ward Committee members, the ward councillor and the community. It was emphasised that the community was not given a proper platform to voice concerns and complaints where discretion was guaranteed. Most residents reported that there was no sense of control and lack of integrity amongst the leaders and Ward Committee members which resulted in the community consulting the traditional leaders with their complaints. Residents of one village reported that they were not given a chance to exercise their voting rights and there was no form of explanation of how the Ward councillor was appointed.

The respondents emphasised that there were leadership challenges in community engagements, where some of the residents felt that the Ward councillor lacks control in chairing the meetings. The respondents further agreed that they were informed about service delivery processes and decisions to a certain extent, but in some instances they were only informed about the services and projects when activities were not planned or implemented properly. It was suggested that they be regularly consulted during the implementation of the projects.

The respondents were of the view that the previous municipal leadership served well and those who did not previously serve the community well were eliminated in the new term. The participants expressed that there was a need for services such as street lights, projects that would improve local economic development, public facilities such as old age homes, and clinics closer to certain villages as there is one clinic that is far away from most villages. Road infrastructure also needs to be addressed as some of the villages are not easily reachable, especially when there are heavy rains. There was also a concern about safety in the community, especially for the elderly who stay alone or who have grandchildren in their homes.

4.3 Summary of results and findings

The selected local municipality has achieved a number of positive results in terms of local government mandates to rationalise roles, structures, legislation and available resources. It is, however, not immune to most service delivery challenges that are facing local government. There are still challenges such as service quality, service

providers and recipients' satisfaction that need to be addressed before being able to improve long-term performance by this selected local municipality. It was also realised that there are still legislation gaps between the national and local government spheres.

Leadership of this selected local municipality is familiar with and well-informed of the legislation that gives mandate to local government operations, service delivery and leadership. It was further confirmed that leadership of this local municipality is empowered to effectively perform service delivery roles and responsibilities. It was emphasised that although municipal leadership is expected to effectively serve the communities, it is important to consider that municipal developmental mechanisms and approaches will differ from one municipality to another, and also take into account the diverse political dynamics of each municipality. It was stressed that traditional leadership needs to be empowered with regard to service delivery processes and programmes, especially land issues and the strengthening of teamwork.

The researcher also observed that most residents had either no understanding or insufficient information of municipal service delivery processes and the local municipality's mandate. Most respondents understand the role of the ward councillor as far as service delivery is concerned. There were, however, concerns about the division and tension that are potentially caused by lack of transparency, lack of accountability, ineffective monitoring systems and non-constitutionalised functions of traditional leaders. There were also ethical and professionalism concerns at ward level, which would require the establishment of a new monitoring structure or the strengthening of the existing municipal monitoring structure. It was also suggested that there should be an establishment of a service delivery development framework that would administer proper cooperation between ward councillors and traditional leaders.

Most respondents emphasised the importance of transparency, especially with regard to the allocation and utilisation of resources, including financial resources. There is also a need for proper communication regarding decisions that affect the community, development and service delivery. It was observed that the traditional

leadership lost interest in service delivery matters and municipal development because of how they were treated. There was also a lack of confidence by the traditional leadership to fully raise their concerns and complaints in meetings arising from the fear of being seen as being opposed to the ward councillor and developmental issues.

4.4 Conclusion

Arrangements and appointments to engage with relevant participants were successfully made and scheduled. Most of the interviews were conducted as planned, with the exception of the Chief due to a busy schedule, hence the researcher arranged a telephone interview. The results, analysis and findings of the collected data were presented. The interview with the IDP Manager was conducted at the selected local municipality offices. Secondly, an interview was conducted at the town hall with the Ward councillor. Thirdly, interviews with the traditional leadership (headmen) were conducted at their homes and done telephonically with the Chief. Lastly, residents were gathered at a local primary school for interviews. The researcher also provided a summary of the results and findings from the interviews with the above-mentioned participants in attempting to achieve the objectives of the research study.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter outlines the conclusions and recommendations arising from the findings of this research study and presents recommendations on leadership imperatives for service delivery at the selected local municipality in the Eastern Cape, South Africa. Service delivery is a process that requires cooperation, patience, hard work and understanding by the constituents, as well as the leadership. In view of the background, leadership is a critical success factor within the organisation's mandate and operations. Through findings that arose from various sources, conclusions and recommendations are provided.

5.2 Conclusions

The exploration and assessment of leadership imperatives for effective service delivery at the selected municipality provided conclusions based on the objectives that this study sought to fulfil. Considering the perceptions that were drawn from the findings of the survey, leaders should be approachable, accountable, flexible, transparent, principled and reliable. Although some of the leaders at this local selected local municipality are demonstrating some of these qualities, there are, however, defined gaps and ongoing challenges of reliability, transparency and accountability that surpass the overall leadership effort to improve service delivery at this selected local municipality. The residents are affected by the division between traditional leadership and Ward councillors which resulted in ineffective delivery of services, as well as lack of responsiveness at ward level. The municipal leadership adds value to the community in a manner that the residents are informed as far as basic needs are concerned. There are, however, still imbalances with regards to leadership service delivery roles and functions. There are also a number of service delivery challenges that are faced by the leadership and community. Among these challenges are the impact of local government legislation gaps, resource deficits, service quality, involvement and empowerment of

traditional leadership in service delivery development and lack of cooperation. The communities' concerns included limited provision of service delivery information, lack of transparency, accountability and ethical leadership. Although local government legislation that guides service delivery and leadership is in place, there are still concerns that need special attention such as the establishment of a monitoring structure at ward level to ensure the inclusion of traditional leadership in service delivery decisions, especially in financial decisions and implementation of programmes. There are interventions in place to empower leadership at the selected municipality, it is clear that reflection and revamps are still needed in order to strengthen the working relationship between ward councillors and traditional leadership for service delivery development. The collaboration amongst the municipal council, ward councillors and traditional leadership is somehow strained due to a number of factors that need to be revisited.

5.3 Recommendations

From the above conclusions and various sources, the research study proposes the following recommendations:

- National Government should establish reasonable backup systems and provide resources for the implementation of programmes that are announced or initiated at national level and will potentially be implemented at municipal level.
- National Government should establish a Local Intergovernmental Relations Structure.
- There should be a formal inclusion of Headmen in municipal decision-making processes as they are the heads of the villages.
- There should be an alignment of words, actions and resources by the municipalities.
- There should be interventions to close a number of gaps to improve leadership collaboration and to empower Headmen for service delivery developmental roles as they are at the coalface of rural communities.
- There should be an incorporation of transformational, servant and visionary leadership to improve the quality of service delivery at this selected local municipality.

- There should be municipal legislation amendments to the Spatial Planning and Land Use Management (SPLUMA) Act where the municipality should plan not only for urban centres, but also for rural areas that are under traditional leadership because this creates land challenges in rural areas.
- There should be a clarification of roles, functions and involvement of traditional leadership in service delivery operations.
- The Ward councillor should facilitate initiatives that empower and educate community members about municipal and service delivery processes, and connections with other stakeholders and national departments.
- There should be an independent monitoring system or structure during the municipal elections to ensure fairness.
- Criteria or standards should be set to appoint members of the ward committee as there were challenges of poor work ethic and unprofessionalism.
- The current ward committee should be empowered in the areas of work ethic and professionalism.

5.4 Conclusion

Leadership often determines the reputation of an organisation and is always linked to the nature of its operations and systems. Leaders are expected to effectively maintain skill sets required to hold the organisation's culture together and to guide the team for improved performance. Some leadership characteristics could be instilled through interventions such as training, but a natural passion to lead others is always ideal. Most organisations use various leadership styles and approaches which differ from one municipality to another.

Leaders are often tasked with guiding the implementation of an organisation's plans and processes in a broad direction without having the necessary technical expertise of the task. Their role is to instil enthusiasm in the team and empower them with confidence to struggle through challenges until the task is accomplished. Leaders are defined by their uniting and charismatic attitude and, in order for a leader to be successful, they must

help unite or overcome differences that threaten to break apart an organisation. Engaging this natural cohesion helps employees work harder than they have before.

A delineation of service delivery operations and leadership at this selected local municipality was explored and assessed. The findings of this research study reflected a number of service delivery achievements, gaps, deficits and challenges facing this selected local municipality. It was also realised that service delivery challenges were not entirely caused by the absence of guidance and legislation that give mandate to the operations and leadership of this selected local municipality, but also by the absence of mechanisms that will assist development, the absence of visionary, principled leaders and the absence of monitoring structures.

Serving people and sustaining resources is a parameter of the local government's mandate. The need to assess the experiences and perceptions of the citizens, especially whether or not they are adequately served, if they perceive improvement in their day-to-day lives and have an understanding of their service delivery rights, is crucial. It was realised that the residents were served with restricted information and had a caged understanding of municipal service delivery and their linkage to the entire government spectrum. Lastly, the recommendations of this research study could assist in establishing new and improved forms of collaboration, provide a slight "make-over" to the current operations and structures, tighten service delivery screws and close gaps that were undetectable at this selected local municipality.

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APPENDICES

APPENDIX A: CONSENT LETTER



UMZIMVUBU
LOCAL MUNICIPALITY

Person dealing with the matter: Mrs. N Kubone

30 June 2016

Our Ref No. 3/2/2/3

Cape Peninsula University of Technology
P.O. Box 1906
Bellville
7535

Dear Dr NS Matsiliza

PERMISSION TO CONDUCT RESEARCH


We hereby grant Nosiselo Ngqwala permission to conduct research towards her Masters of Technology: Public Management qualification.

The topic will be "**Leadership imperatives for local government service delivery: A selected case of Umzimvubu Local Municipality in the Eastern Cape, South Africa**". She is requested to also send the municipality a clear plan on how she will conduct the research in order to notify the relevant personnel accordingly.

Nosiselo Ngqwala will thereafter provide Umzimvubu Local Municipality with a copy of the final research paper.

I hope that you will find the above in order.

Yours Faithfully


MR G.P.T. NOTA
MUNICIPAL MANAGER

813 Main Street, Mount Frere
P/Bag 9020, Mt Frere, 5090
T. 039 255 8500| F. 039 255 1893

UPHULISO KUMNTU WONKE



APPENDIX B- INTERVIEW QUESTIONS FOR IDP OFFICE

LEADERSHIP IMPERATIVES FOR LOCAL GOVERNMENT SERVICE DELIVERY: A CASE OF A SELECTED LOCAL MUNICIPALITY IN THE EASTERN CAPE, SOUTH AFRICA.

Dear Participant

The purpose of this interview is to obtain information for the study on the 'Leadership imperatives service delivery at a selected local municipality'. I will appreciate your voluntary participation on the study. Please provide your response to the questions below and feel free to provide your honest opinion and observation in responding to the questions. Also note that your identity will be protected and this interview is only provided for research purposes.

Kind Regards

Ms N Ngqwala (Researcher)

Section A: Biographical details

PERSONAL DETAILS

Gender (*please tick appropriate box*)

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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Race (*please tick appropriate box*)

Black		Coloured		Indian		White	
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Age (please tick appropriate box)

20 – 29	<input checked="" type="checkbox"/>	30 - 39	<input type="checkbox"/>
40 – 49	<input type="checkbox"/>	50 - 59	<input type="checkbox"/>

60 and above	<input type="checkbox"/>
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1. Leaders are said to be the greatest influence on the way the organization is shaped, transformed and renewed. What attributes and values you consider imperative for transformational and democratically elected leadership to strength service delivery?

Please answer below:

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2. Within the context of public service, leadership needs to possess high standards of ethics and professionalism, two convergent qualities that could be considered non-negotiable requirements in any politician or public official. How would you describe the alignment between political and administrative leadership that has been achieved by this Local Municipality with reference to the above statement?

Please answer below:

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3. How does this local municipality ensure and monitor the implementation of legislation that give mandate to operations and service delivery of the local government and its leadership?

Please answer below:

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4. How does the municipal leadership manage available resources in an accountable, sustainable and transparent manner?

Please answer below:

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5. Local Municipalities are facing various service delivery challenges therefore it is highly recommended that the performance of municipalities should be based within the context of unique challenges faced by weaker and more vulnerable municipalities characterized by complex rural development challenges, including enormous infrastructure backlogs that require extraordinary measures to address funding and delivery capacity requirements. How would you relate this local municipality to the above statement?

Please answer below:

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6. Services are delivered by the local municipality to the community in cooperation with ward councillors and traditional leadership in rural areas, how would you describe the collaboration with these authorities?

Please answer below:

.....
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7. Are there any legislation concerns that you would say contradict with the inclusion of traditional leadership or gaps that need to be addressed for municipal development role and service delivery?

Please answer below:

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8. Integrated Development Plan (IDP) is one of the approaches used by local municipalities to enhance service delivery and infrastructure development; would you say services are delivered to the community according to the municipality's IDP?

Please answer below:

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9. How does this local municipality measure its IDP's effectiveness?

Please answer below:

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10. What aspects in the municipality's IDP that still need special attention and how would you suggest they be addressed?

Please answer below:

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11. A number of positive results have been achieved by this local municipality in terms of the mandates of local government to rationalize functions, structures, legislation and resources. How would you deliberate on the use of non-financial measures such as product quality and customer satisfaction to ensure better long-term performance by local government as these measures will assist local government leadership in refocusing on the long-term aspects of their actions?

Please answer below:

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12. Municipal office holders have leadership needs as well, they need to develop their leadership competencies at personal, organizational and public levels. What is your take on self-management, with its attendant imperatives of emotional intelligence?.

Please answer below:

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13. What communication channels and platforms that are utilized by the municipality to reach the community and to keep them informed about infrastructure development, service delivery processes and decision making?

Please answer below:

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14. How does the municipality measure community's satisfaction with regards to services delivered?

Please answer below:

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.....

15. What is your insight on community's cooperation when infrastructure development and service delivery challenges arise?

Please answer below:

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16. Employee empowerment is one of the means for every organisation to encourage good performance, employee engagement and commitment towards meeting mutual organisation's objectives. What interventions would you suggest that could be put in place to empower municipal leadership for improved service delivery developmental role?

Please answer below:

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Thank you for your contribution and time by completing this research interview.

APPENDIX C- INTERVIEW QUESTIONS FOR WARD COUNCILLOR

LEADERSHIP IMPERATIVES FOR LOCAL GOVERNMENT SERVICE DELIVERY: A CASE OF A SELECTED LOCAL MUNICIPALITY IN THE EASTERN CAPE, SOUTH AFRICA.

Dear Participant

The purpose of this interview is to obtain information for the study on the 'Leadership imperatives for service delivery at a selected local municipality'. I will appreciate your voluntary participation on the study. Please provide your response to the questions below and feel free to provide your honest opinion and observation in responding to the questions. Also note that your identity will be protected and this interview is only provided for research purposes.

Kind Regards

Ms N Ngqwala (Researcher)

Section A: Biographical details

PERSONAL DETAILS

Gender (*please tick appropriate box*)

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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Race (*please tick appropriate box*)

Black		Coloured		Indian		White	
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Age *(please tick appropriate box)*

20 – 29	<input checked="" type="checkbox"/>	30 - 39	<input type="checkbox"/>
40 – 49	<input type="checkbox"/>	50 - 59	<input type="checkbox"/>

60 and above	<input type="checkbox"/>
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- Leaders are said to be the greatest influence on the way the organization is shaped, transformed and renewed. What attributes and values you consider imperative for transformational and democratically elected leadership to strength service delivery?

Please answer below:

.....

- As the Ward Councillor would you say you are familiar with all the legislations that give mandate to operations and service delivery of the local government and its leadership?

Please answer below:

.....

3. Within the context of public service, leadership needs to possess high standards of ethics and professionalism, two convergent qualities that could be considered non-negotiable requirements in any politician or public official. How would you describe the alignment between political and administrative leadership that has been achieved by this local municipality with reference to the above statement?

Please answer below:

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4. Although municipal leadership is expected to democratically and effectively serve its communities, it is of paramount importance to consider the fact that municipal developmental mechanisms and approaches will diverge from one municipality to the other, also taking into account the diverse political dynamics of each municipality. As the ward councillor, how would you relate your role on the above statement?

Please answer below:

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5. How does the ward councillor manage available resources in an accountable, sustainable and transparent manner?

Please answer below:

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6. Local municipalities are facing various service delivery challenges therefore it is highly recommended that the performance of municipalities should be based within the context of unique challenges faced by weaker and more vulnerable municipalities characterized by complex rural development challenges, including enormous infrastructure backlogs that require extraordinary measures to address budget constraints and delivery capacity requirements. How would you relate this local municipality to the above statement?

Please answer below:

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7. Services are delivered by the local municipality to the community in cooperation with ward councilors and traditional leadership in rural areas, how would you describe the collaboration with these authorities as a ward councillor?

Please answer below:

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.....

8. Are there any legislation concerns that you would say contradict with the inclusion of traditional leadership or gaps that need to be addressed for municipal development role and service delivery?

Please answer below:

.....
.....

9. Integrated Development Plan (IDP) is one of the approaches used by local municipalities to enhance service delivery and infrastructure development; would you say services are delivered to the community according to the municipality's IDP?

Please answer below:

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10. As a ward councillor how do you measure community's satisfaction with regards to services delivered to them?

Please answer below:

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11. Are there any aspects in the Municipality's IDP that still need special attention, if yes, what are the aspects and how would you suggest they be addressed?

Please answer below:

.....
.....

12. A number of positive results have been achieved by this local municipality in terms of the mandates of local government to rationalize functions, structures, legislation and resources. How would you deliberate on the use of non-financial measures such as product quality and customer satisfaction to ensure better long-term performance by local government as these measures will assist local government leadership in refocusing on the long-term aspects of their actions?

Please answer below:

.....
.....

13. Municipal leadership has needs as well to develop their leadership competencies at personal, organizational and public levels. What is your take on self-management, with its attendant imperatives of emotional intelligence?

Please answer below:

.....
.....

14. What communication channels and platforms that are utilized by the ward councillor to reach the community and to keep them informed about municipalities infrastructure development, service delivery processes and decision making?

Please answer below:

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15. What is your insight on community's cooperation when infrastructure development and service delivery challenges arise?

Please answer below:

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.....

16. Employee empowerment is one of the means for every organisation to encourage good performance, employee engagement and commitment towards meeting mutual organisation's objectives. What interventions would you suggest that could be put in place to empower ward councillors for improved service delivery developmental role?

Please answer below:

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Thank you for your contribution and time by completing this research interview.

APPENDIX D: INTERVIEW QUESTIONS FOR TRADITIONAL LEADERSHIP

LEADERSHIP IMPERATIVES FOR LOCAL GOVERNMENT SERVICE DELIVERY: A CASE OF A SELECTED LOCAL MUNICIPALITY IN THE EASTERN CAPE, SOUTH AFRICA.

Dear Participant

The purpose of this interview is to obtain information for the study on the 'Leadership imperatives for service delivery at a selected local municipality'. I will appreciate your voluntary participation on the study. Please provide your response to the questions below and feel free to provide your honest opinion and observation in responding to the questions. Also note that your identity will be protected and this interview is only provided for research purposes.

Kind Regards

Ms N.S. Ngqwala (Researcher)

Section A: Biographical details

PERSONAL DETAILS

Gender (*please tick appropriate box*)

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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Race (please tick appropriate box)

Black	<input type="checkbox"/>	Coloured	<input type="checkbox"/>	Indian	<input type="checkbox"/>	White	<input type="checkbox"/>
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Age (please tick appropriate box)

20 – 29	<input type="checkbox"/>	30 - 39	<input checked="" type="checkbox"/>
40 – 49	<input type="checkbox"/>	50 - 59	<input type="checkbox"/>
60 and above	<input type="checkbox"/>		

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1. As the Head man of the area would you say you are familiar with service delivery processes and legislations mandated to local government?

Please answer below:

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2. What is your take on the roles and responsibilities of the traditional leaders for municipal service delivery development role?

Please answer below:

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3. How would you describe working relationship and communication with municipal council in reaching out to the community service delivery needs?

Please answer below:

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4. Would you consider the inclusion traditional leaders in service delivery processes appropriate with its roles and responsibility?

Please answer below:

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5. What challenges have been encountered by the traditional house with how services are delivered to the community?

Please answer below:

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6. What is your take on community's cooperation when service delivery challenges arise?

Please answer below:

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7. Are there any legislation concerns that you think contradict with the inclusion of the traditional leadership in municipal development role and service delivery?

Please answer below:

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8. Employee empowerment is one of the means for every organisation to encourage good performance employee engagement and commitment towards meeting mutual organisation's objectives. What interventions would you suggest that can be put in place to empower ward traditional leaders for development role in the communities?

Please answer below:

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9. Since services are delivered by the local municipality to the community in cooperation with the ward councillors and consultation with traditional leadership in rural areas, how would you describe the collaboration among these authorities?

Please answer below:

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10. Would you say this local municipality supports and value the role of traditional leaders in service delivery?

Please answer below:

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Thank you for your contribution and time by completing this research interview.

APPENDIX E- INTERVIEW QUESTIONS FOR RESIDENTS

LEADERSHIP IMPERATIVES FOR LOCAL GOVERNMENT SERVICE DELIVERY: A CASE OF A SELECTED CASE LOCAL MUNICIPALITY IN THE EASTERN CAPE, SOUTH AFRICA.

Dear Participant

The purpose of this interview is to obtain information for the study on the 'Leadership imperatives for service delivery at a selected local municipality'. I will appreciate your voluntary participation on the study. Please provide your response to the questions below and feel free to provide your honest opinion and observation in responding to the questions. Also note that your identity will be protected and this interview is only provided for research purposes.

Kind Regards

Ms N Ngqwala (Researcher)

Section A: Biographical details

PERSONAL DETAILS

Gender (*please tick appropriate box*)

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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Race (please tick appropriate box)

Black	<input type="checkbox"/>	Coloured	<input type="checkbox"/>	Indian	<input type="checkbox"/>	White	<input type="checkbox"/>
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Age (please tick appropriate box)

20 – 29	<input type="checkbox"/>	<input checked="" type="checkbox"/>	30 - 39	<input type="checkbox"/>
40 – 49	<input type="checkbox"/>	<input checked="" type="checkbox"/>	50 - 59	<input type="checkbox"/>
60 and above	<input type="checkbox"/>	<input type="checkbox"/>		

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1. What is your understanding about the role of a Ward Councillor in your area?

Please comment below:

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2. What would you say about the basic needs, such as clean drinking water, sanitation, housing, infrastructure and electricity provided to the community by the municipality?

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3. What attributes would you say are important for public leadership/ municipal leadership?

Please comment below:

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4. How often public consultations are conducted in your area, would you say they are helpful in terms of addressing service delivery concerns?

Please comment below:

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5. What is your take on public consultations, identify challenges advantages if there are any?

Please comment below:

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6. Would you say that the ward councillor and Chief/ Headman keep the community informed about all service delivery processes and decisions?

Please comment below why you say so:

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7. What is your take on the previous and current municipal leadership with regards to rendering of service?

Please comment below:

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8. Are there any service delivery improvements required in your area and what services can be improved or added?

Please comment below.

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Thank you for your contribution and time by completing this research.