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Leadership and service delivery in Diepsloot

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LEADERSHIP AND SERVICE DELIVERY IN DIEPSLOOT

by

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A research report submitted to the Faculty of Management, University of the Witwatersrand, Johannesburg, in partial fulfilment of the degree of Masters in Management (P&DM)

Johannesburg, 2014

DECLARATION

I, Mndze Siphumeze, declare that this research report is my own unaided work. It is being submitted for the degree of Masters in Management (P&DM) in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

_____

Signature: Mndze S.

_____day of _____ year _____

ABSTRACT

Leadership is defined in distinctive ways. There is no single definition of leadership but rather various streams of leadership that aim at describing and creating an understanding of leadership. These strands of thought look at leadership from different perspectives, ranging from personality traits, charisma, the aspects of a situation and its significance in raising leaders, birth-related issues which contend that some people are born great and thus they lead, and an ability to learn leadership.

Many leadership theories share a common thread which advocates for the impact of a leader on the lives of people. These leadership strands of thought contend that a leader has to shift people from one position to a better position. In that context, a leader must better the lives of people s/he leads. Furthermore, it is expected that leaders should satisfy people through timely delivery of services to communities.

Political leadership is seen as having a role in facilitating the delivery of services such as water, housing, sanitation, sewerage and electricity, as the said leadership occupies strategic and powerful positions in government office through election. Many people may have been elected on the promise that they will deliver the aforesaid services to the people. The challenge is, when political leaders get elected into government positions, they often then ignore their promises they made to the people. This is one of the reasons for the service delivery protests that emerged in Diepsloot Ward 95 in Gauteng Province.

This report reveals that political leadership can play a role in facilitating service delivery. However, there are also governance issues that have to be taken into account in relation to service delivery such as the rule of law, accountability, transparency, the fight against corruption, and issues

around efficiency and effectiveness. On the other hand, it is argued that ethical and capacitated political leadership is crucial in ensuring service delivery and such leadership can work towards good governance as it may enhance the rule of law, accountability, transparency, a corruption-free society and ensure efficiency and effectiveness.

The 10 respondents which were the residents of Diepsloot demonstrated, to a large extent, key factors of political leadership and its role in facilitating service delivery. Certain political leadership challenges were demonstrated and they include, among others, capacity of political leaders to play a role in service delivery, flexibility, and an ability to delegate.

It is also revealed that there are political leadership strategies that can help political leaders to facilitate service delivery in communities. These strategies should be enabled by ethical and competent political leadership with attributes that have to do with, among others, pursuit of public interest with accountability and the leadership that takes election into government as a call to serve communities.

This work is dedicated to The Almighty

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I would like to express my humble and sincere gratitude to the Almighty who always guides, comforts and restores my soul with tremendous and marvellous patience. He takes me away from the unpredictable turbulent waters of this world and makes me enjoy the still waters of peace and harmony. He stands with me through thick and thin and I am deeply gratefully, privileged, humbled and proud to be a member of His family. With Him, I withstand the tests of space and time!

Special thanks to Dr Matshabaphala for his leadership, intellectual acumen and inspirational guidance during the course of this work. Sir, your leadership is rare and you should be preserved as a national asset and that of Africa!

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ACRONYMS

ANC	:	African National Congress
AMA	:	American Medical Association
BCM	:	Buffalo City Municipality
BNG	:	Breaking New Ground
CAR	:	Central African Republic
CCT	:	City of Cape Town
CoJ	:	City of Johannesburg
CoS	:	Chief of Staff
COSATU	:	Congress of South African Trade Unions
DA	:	Democratic Alliance
DHA	:	Department of Home Affairs
DHS	:	Department of Human Services
DoH	:	Department of Health
DM	:	Daily Maverick
DRC	:	Democratic Republic of Congo
HIV/AIDS	:	Human Immuno-Deficiency Syndrome/Human Immuno Virus
HSDG	:	Human Settlement Development Grant
IDP	:	Integrated Development Plan
IDs	:	Identity Documents

IDS	:	Institute of Developmental Studies
IEC	:	Independent Election Commission
IMRs	:	Identity Management Regimes
JDA	:	Johannesburg Development Agency
MDGs	:	Millennium Development Goals
MEC	:	Member of Executive Council
MEPSI	:	Middle East Public Sector Institute
NDHS	:	National Department of Human Settlements
NGOs	:	Non-Governmental Organizations
NHBRC	:	National Home Builders and Registration Council
NHLS	:	National Health Laboratory Service
NMM	:	Nelson Mandela Metropolitan Municipality
NP	:	National Party
RDP	:	Reconstruction and Development Programme
S.A	:	South Africa
SACP	:	South African Communist Party
SADC	:	Southern African Development Community
SAHRC	:	South African Human Rights Commission
SANCO	:	South African National Civic Organization
SARS	:	South African Revenue Service
SoNA	:	State of the Nation Address

SSA	:	Sub-Saharan Africa
TA	:	Tripartite Alliance
TAC	:	Treatment Action Campaign
UK	:	United Kingdom
UN	:	United Nations
USA	:	United States of America
WB	:	World Bank
WCAG	:	Web Content Accessibility Guidelines
WEF	:	World Economic Forum
WFB	:	World Fact Book

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The introduction and implementation of apartheid legislations and policies in S.A resulted in inequitable access to basic services such as housing, water, sanitation, electricity and sewerage (Chikulo, 2003). Chikulo reveals that the duality with regard to access to the aforesaid services among South African communities was done on the basis of colour, with white dominated areas enjoying access to basic services while the black dominated areas lacked such access. This dichotomous access led to a good quality of life in white areas whereas black areas experienced a poor quality of life (Van der Berg, 1997).

Uneven access to basic services was revealed by differences in residential patterns. These differences came in the form of formal and informal residential areas. The formal residential areas were dominated by white people and had access to water, sanitation and sewerage (Beall, Crankshaw & Parnell, 2000). May and Govender (1998) reveal that informal residential areas, largely occupied by black people, lacked access to services. In addition, the informal areas which lacked services manifested themselves in the form of mud structures, corrugated iron, plastic and cardboard shelters (Thinda, 2009).

It appears therefore that the political leadership of apartheid S.A was, to a great extent, favoured white people with regard to service delivery. Such leadership initiated racially segregated service delivery which was enforced through legislation by the governing NP (O'Meara, 1996). Decisions around service delivery were taken with the needs of white people at the forefront and did not improve the lives of the whole population of the country. Despite the reforms of the 1980s by the

apartheid government and its political leadership that aimed at delivering services to black people, this was not done in a comprehensive manner that envisaged integration of both white and black societies (Beall et al., 2000). The leadership maintained the service delivery *status quo* in the sense that fewer services were delivered to black areas.

The word political means - of or relating to state, government, body politic, public administration, and policy - making (English Dictionary, 2013). In this context, political leadership can be described as people who hold and influence decision-making in government and these are normally people who hold such offices through election, inheritance, a *coup d'état*, appointment, electoral fraud, divine right or other means (Gaines, 2012). For instance, the councillors who have been appointed by people to serve in the Municipal Council, through political persuasions that aimed at making people vote for them during the municipal elections, are viewed as part of political leadership.

The Diepsloot township, which is located north of Johannesburg in Gauteng Province, S.A, is one of the areas that demonstrate apartheid service delivery patterns within both formal and informal residential areas. The township is located in region A of the CoJ (JDA, no year). In 2001 the township had a population estimate of 49 735 people with a combination of formal and informal settlements and is demarcated into two (2) wards, ward 95 and ward 113 (CoJ, 2013). In Diepsloot there are many people who live below the poverty line without access to socio-economic opportunities and formal housing (Bénit, 2002).

It is worth noting that lack of access to housing, water, sanitation, electricity and sewerage was among service delivery complaints that informed service delivery protests in S.A especially in the period 2010 and 2011 (Sinwell, Kirshner, Khumalo, Manda, Pfaffe, Phokela & Runciman, 2009). The protests were, to a large extent, aimed at political leadership

by blaming those who hold government office by election - that is, councillors and mayors - over failed service delivery. This depicts an existing service delivery problem which manifests itself in the form of backlogs in housing, water, sanitation, electricity and sewerage and this problem is aligned by protesters to political leadership.

With respect to housing, the huge backlog resulted in indigent people being subjected to social problems such as rape, assault and robbery by criminals, and external challenges such as heat, heavy rains, thunder and lightning or storms and hail in summer and life-threatening cold weather during winter (Huchzermeye, 2001). Cold weather furthermore leads to health and safety issues when people use unsafe lighting and heating and may even cause fires (Huchzermeyer & Karam, 2006).

The lack of access to services such as water, sanitation and sewerage led to a poor quality of life and exposure to illnesses as a result of consumption of polluted water, and through residing in contaminated environments which lacked sanitation and sewerage (Banda,Sarkar, Gopal, Govindarajan, Harijan, Jeyakumar & Balraj, 2007).

In analysing political leadership, Turska - Kawa (2013, p.1) said:

> “Among the many issues that political science deals with, the problem of leadership clearly stands out. Leadership is an essential feature of all government and governance: weak leadership contributes to government failures, and strong leadership is indispensable if the government is to succeed. Wise leadership secures prosperity in the long run; foolhardy leadership may bring about a catastrophe. The lack of leadership routinizes governance. Its political and creative aspects fade away: it becomes no different from administration, focusing solely on pattern maintenance and repetition of the same. On the other hand, over - assertive leadership

pays little attention to institutional constraints. Political leadership and followership account for significant differences across and within individual nation - states in responding to both newer global problems and traditional governance issues".

Taking into account what is raised above, it is significant that institutions are led in a manner that augments their ability and shifts them towards delivery of services to people, especially the poorest of the poor (Krueger, 1991). The question is: what role can political leadership play in facilitating service delivery especially to destitute people who are exposed to lethal social and natural elements, as explained previously.

1.2 BACKGROUND TO THE STUDY

The need for improved service delivery, especially in the context of housing, water, sanitation, electricity and sewerage, has been identified with critical areas that need urgent attention by the South African government. These include informal settlements and rural areas in many municipalities such as BCM, NMM, CCT and the CoJ. Diepsloot, which is the focus of this research, has been identified as a priority in the delivery of basic services.

Even though financial resources have been allocated for Diepsloot's development and for the delivery of services, and expenditure has been reported on, there is little improvement to be seen on the ground and people continue to live in poor with inadequate service delivery (NDHS, 2012).

The frameworks for service delivery have been developed and implemented. This includes, among others, the HSDG framework which is a housing and services - orientated delivery framework for the funding of projects that intend to deliver housing and services. It aligns with the IDP

which aims to show how service delivery will be undertaken in an integrated manner.

There are also legislative and policy enactments for service delivery. The Constitution contains a clause that guarantees access to second-generation rights, which is access to adequate housing. The BNG policy, the Human Settlement Code of 2009, and the Housing Act No. 107 of 1996 provide guidance. The Water Services Act No. 108 of 1997 enshrines the right to have access to basic water supply and sanitation. There is also the Electricity Regulation Act No. 4 of 2006 which endeavours to ensure aspects such as, *inter alia*, electricity supply, electricity distribution and related matters. All these laws and policies are critical in planning and facilitating service delivery.

The critical stakeholders for service delivery have been identified. In doing this, the beneficiaries for service delivery initiatives have been identified, examined and grouped together in the form of beneficiary lists. The Gauteng Provincial Department of Human Settlement and Local Government has been taken as one of the important stakeholders, the CoJ has been seen as an important player, and the NHBRC, Committees and the Municipal Council have also been identified as key role - players.

Notwithstanding the above attempts being made, there is still limited service delivery in Diepsloot, especially for the indigent people who reside in informal settlements.

In considering that political leadership has to respond to global problems and traditional governance issues (Turska – Kawa, *op. cit*), it can be said that such leadership is crucial for development. This research endeavours to examine the role political leadership can play in facilitating service delivery, utilising Diepsloot as a case study and residents of ward 95 as units of analysis.

1.3 PROBLEM STATEMENT

Residents of Diepsloot were promised better service delivery by political leaders during the municipal elections which aimed at electing political leaders to serve in the Municipal Council of the CoJ as political leadership that supports the needs of the people in their communities. The elections were held on 1 March 2006 and all political parties other than the SACP who are members of the TA which is comprised of ANC, COSATU and the said SACP, fielded their candidates in the election.

In 2009, Diepsloot residents who had poor access to basic services such as housing, water, sanitation, sewerage and electricity burnt down the offices of the political leadership they had entrusted with service delivery for their communities. This is seen in the ANC offices which were razed by fire started by the service delivery protesters. Sinwell *et al*. (2009, p.1) states that, “the communities involved in service delivery protests share many of the same problems and frustrations. Poverty and unemployment levels are high, compounded by a lack of basic services including water, sewerage systems, street lighting, paved roads as well as adequate and appropriate housing”.

Moreover, Sinwell *et al*. (2009) noted that the communities tried to engage the political leadership or local authorities over issues of failed service delivery but the leadership did not respond to the service delivery complaints and concerns of the residents.

1.4 PURPOSE STATEMENT

The purpose of this research report is to:

- Provide an understanding of the role of political leadership within the context of service delivery in Diesploot;
- Present the findings on the political leadership patterns or trends of service delivery in Diesploot;
- Interpret and analyse the findings on political leadership and service delivery in Diepsloot; and
- Recommend political leadership strategies for consideration in the delivery of services in Diepsloot.

The **research questions** were the following:

- What are the factors political leading to leadership problems being experienced in the delivery of services in Diepsloot?
- What are the political leadership patterns or trends of service delivery in Diepsloot? and
- What are the political leadership strategies for consideration in the delivery of services in Diepsloot?

1.5 RESEARCH OBJECTIVES

The aim of the research is to:

- Understand political leadership's factors that led to leadership challenges and the leadership role in facilitating service delivery in Diepsloot;
- Indicate the political leadership trends in relation to service delivery in Diepsloot;

- Provide interpretation and analysis of findings with regard to political leadership and service delivery in Diepsloot; and
- Present recommendations in relation to political leadership strategies to be considered for the delivery of services in Diepsloot.

1.6 SIGNIFICANCE OF THE STUDY

One interesting aspect of this research was its attempt to find out if there is a role that political leadership can play in facilitating service delivery and the importance of that role in catalysing delivery of basic services to indigent people. In doing so, it tries to establish if there was a necessity for political leadership or if there are certain factors related to leadership that could help to initiate service delivery especially in the context of capacitated institutions that are entrusted with the delivery of services in Diepsloot.

1.7 KNOWLEDGE GAP

It is worth noting that political leadership is not solely responsible for service delivery but it plays a particular role in facilitating access to basic services. Thus, political leadership may not be seen as a universal panacea to service delivery challenges, since service delivery encompasses a variety of stakeholders in a society, including administrators, professionals and other relevant staff members in government departments who are entrusted with decisions for service delivery. The residents of Diepsloot only focused their complaints on the political leadership, in the form of targeting ward or municipal councillors, thinking that they were the sole stakeholders with a service delivery responsibility.

1.8 CHAPTER OUTLINE

Chapter One: is the introductory Chapter that looks at the facts and issues that drive the initiative to embark on the research. This chapter states the research problem, problem statement, purpose of the research, research objectives and significance of the study.

Chapter Two: is based on the literature review, theoretical and conceptual framework that moulded and guided the research.

Chapter Three: explains the methodology that was used in undertaking the research.

Chapter Four: presents research findings with the intention of highlighting leadership factors in relation to service delivery.

Chapter Five: looks at the analysis and interpretation of findings.

Chapter Six: places emphasis on conclusions and recommendations.

1.9 CONCLUSION

This chapter provided the context of the research report and why the research was undertaken. It explained where the research questions arose from and it provided background. It also looked at the background of the study, the problem statement, purpose statement, research questions, research objectives, the knowledge gap and the significance of the study. It shows how the research report is structured through the chapter outline which indicates different chapters of the report.

CHAPTER TWO

THEORETICAL AND CONCEPTUAL FRAMEWORK

2.1 INTRODUCTION

The purpose of this literature review is to explore literature that relates to leadership and service delivery, with the aim of identifying political leadership problems experienced with regard to service delivery aspects in Diepsloot. It aims to assist in examining the political leadership factors leading to the leadership problems being experienced in the delivery of services in Diepsloot, identifying the political leadership patterns or trends in service delivery, and trying to find the leadership strategies for consideration in the delivery of services.

The literature has been collected and presented in a critical manner in order to examine leadership issues in relation to service delivery and to establish whether political leadership can play a role in facilitating access to service delivery.

The literature comprises concepts on leadership and service delivery. It also considers aspects of governance, as this is of high significance in service delivery, raising issues of the rule of law, responsiveness, accountability, consensus, and participation. The issue of governance has been explored and linkages to aspects of service delivery have been presented so as to assist in identifying the kind of leadership that can help in facilitating access to services.

In terms of time, most of the literature examined covers the period 2000 to 2013. Such literature is dominant in this review as it addresses new and emerging trends on leadership, service delivery and governance matters. Some literature from the period 1990 to 1999 also provides key concepts that serve as a framework for the interpretation of data.

The literature review covers international and local literature. On the global level, the literature looks at leading thinkers who explored leadership as a concept. The definitions and descriptions of leadership have been elucidated covering the notions of the international thinkers. Furthermore, the international literature explains a range of approaches or theories that explain and increase the understanding of leadership. The global trends regarding leadership and service delivery are also covered.

Similar to the international literature, the literature on the African continent critically looks at leadership and service delivery aspects. In doing this, the leadership challenges related to service delivery are explained. However, the centres of excellence have also been explored so as to provide building blocks for lessons to be learned in other areas of leadership especially in the context of service delivery.

In examining leadership in the context of service delivery, the literature presents the critical elements of governance, which are accountability and responsiveness as closely associated with leadership and service delivery. The literature suggests that leaders should be accountable to the public and must respond to their day-to-day needs and aspirations.

This chapter will reflect these aspects, as raised above, so as to provide a concrete framework for the interpretation of data. The key concepts that will be utilised for the interpretation of data will be indicated. These include concepts on leadership, service delivery and some aspects of governance such as accountability, participation and responsiveness.

2.2 DESCRIPTION OF THE CONCEPT OF LEADERSHIP

At the outset, there is no single description of leadership. Different experts on leadership define the concept is various ways. Some of the experts describe leadership as a process of social influence in which one person can solicit the assistance and support of others in the initiative that intends to accomplish a certain task (Marsiglia, 2008). That means the leader assembles people so as to provide assistance and support for the attainment of a particular objective or mission. In this context, the leader does not coerce people to take an action but rather enlists their aid and support for the attainment of a specific task.

On the other hand, some practitioners of leadership describe it as a process of organizing a group of people to achieve a common goal (Francis, no year). In relation to this aspect, a leader is taken as a person who is able to assemble people for the attainment of a common goal. The issue of a common goal is critical as people have to rally around the attainment of that goal. This requires a goal which is shared among people under a certain leadership and the leader that organises people should share that specific goal.

Moreover, leadership is also described as an act of guiding people to accomplish desired outcomes (Bolden, Gosling, Marturano & Dennison, 2003). It is said to normally occur in a scenario where a person endeavours to guide, through influence, the beliefs, opinions and the behaviour of an individual or group (Winston, 2006).

The leadership perspectives mentioned above indicate aspects of influence, inspiration, assembling a group of people, and guidance as critical in describing leadership. These perspectives go further by looking at the qualities that a leader should possess. Table 1 below presents such

personal qualities, which are viewed as being critical in describing leadership.

Table 1: Leadership Qualities

The Concept of a Leader	Quality
L	Lead, Love, Learn
E	Enthusiastic, Energetic,
A	Assertive, Achiever,
D	Dedicated, Desirous,
E	Efficient, Effective,
R	Responsible, Respectful

Source: Francis, S. (no year). *Leadership.* Retrieved March 18, 2013, from http://www.scribd.com/doc/47296047/Leadership

The above qualities provide the basis for describing leadership to enhance its understanding. A leader must demonstrate the aforementioned qualities, and be seen to be a loving person; willing to learn; embark on a continuous learning process; be serious; and demonstrate energy through hard work. A leader must not complain when there are tasks to be executed. S/he must be responsible for her/his actions and respect people. The ideas of followers and others must be respected. In addition to what is raised in Table 1 above, a leader must be an understanding person. S/he must listen to people and understand their positions, their emotions and frustrations and respond appropriately (Covey, 2012).

Taking into consideration the above, it can be said that leadership is not about exerting dominance among people. It is rather about making them willing to participate in the initiatives that intend to attain something. Thus, effective leadership means effective and productive performance of a group of people.

Different streams of thoughts were developed in attempting to explain leadership. The intention was to augment the understanding of leadership

as a concept. Such strands of thought are known as theories of leadership and are explained below.

2.3 THEORIES OF LEADERSHIP

Various perspectives were utilised in explaining leadership, ranging from personal traits and behavioural aspects to environment issues. The following are the theories of leadership reflecting diversified perspectives.

2.3.1 Charismatic Theory of Leadership

This theory suggests that a person becomes a leader because s/he is charismatic (Boas, House & Arthur, 1993). The proponents of this theory describe charisma as an inspirational quality possessed by some people that make other people feel better in their presence (Popper, 2000). A leader with charisma inspires people by obtaining emotional commitment from them and by arousing strong feelings of loyalty and enthusiasm (Boas et al., 1993). In many circumstances, this makes a leader and her/his followers overcome stumbling blocks that might not seem possible to overcome (Tucker, 1968).

In explaining leadership, Charismatic Theory notes that leaders with charisma are people with a strong sense of conviction in their beliefs, high levels of self-confidence, and a strong need for power and they are likely to be exemplary in their conduct (Popper, 2000). Furthermore, these leaders communicate high expectations to followers and express confidence in them, and arouse motives for the group's mission (Yukl, 1999).

The proponents of this theory reveal inspiration as being very important in understanding and explaining leadership. Inspiration helps in making charismatic leaders able to effect change (Bord, 1975). In addition, the

self-confidence, personal sacrifices and power of a charismatic leader can lead to an energetic and driving leader (Yammarino & Waldman, 1999). Some advocates of this theory argue that the leader's confidence can spread to the followers and this can contribute to the best results or attainment of goals (Gardner & Avolio, 1998).

The aspect of being a good example is also raised in this theory. This helps in showing that a leader is supposed to be a trustworthy person. Adversely, this theory places emphasis only on charisma in its effort to understand and explain leadership. It is silent when it comes to some factors that can help in understanding and explaining leadership such as the ability to mould a person into a leader through training on leadership aspects. For instance, some aspects of leadership can be learned, and it is important to consider that factor in the explanation of leadership.

The obedience of followers towards their leader as shown in this theory, which is a possible impact of a charismatic leader, can lead to dominance by the said leader at the expense of the group (Roth, 1975). This can occur in the form of having 'yes-men' around the leader without any constructive criticism being offered, which may be necessary in order to devise new methods and strategies that can help to attain the stated goals.

2.3.2 The Great Man Theory of Leadership and Traits Theories of Leadership

The Great Man Theory was extensively explored in the period from 1900 to the 1940s (Carneiro, 1981). This theory and the Trait Theory of Leadership formed the basis for most of the leadership research until the mid-1940s (Organ, 1996). Early work on this theory suggested that some people are born to lead while others are born to be led (Leonid, 2010). This occurred since this theory argued that some traits that make up a

leader are inherited (Bass & Bass, 2008). It also asserts that leaders will arise when the situation demands (Northouse, 2012). Later developments on trait theories with regard to leadership suggest that some leadership traits can be learned.

The philosophical writings of Plato were critical in exploring the characteristics of a leader (Derue, Nahrgang, Wellman & Humphrey, 2011). These contributed tremendously in explaining leadership from the perspective of a person's characteristics. The assumption underlying Plato's writings was that leadership is rooted in the characteristics that certain individuals possess.

In its efforts to explain leadership with a strong emphasis on individual traits, the Trait Theory of Leadership indicated the following aspects as very important personal characteristics in terms of leadership. These are viewed as among the core features, and include, "Achievement drive, Leadership motivation, Honesty and integrity, Self-confidence, Cognitive ability, Communication, Persuasion, Knowledge of business, and Emotional maturity and additional features entail charisma, creativity and flexibility" (Marsiglia, 2008, p.32).

The above individual traits are deemed crucial in detecting whether a person is a leader or not. That means that if an individual possesses these, then s/he is a leader. On the other hand, the lack of personal traits as raised in this theory implies that a person is not a leader.

One of the advantages of this theory is the fact that it serves as a yardstick against which the leadership traits of an individual can be assessed (Ciulla, 1999). This is the case since it outlines individual characteristics that are significant in determining a leader. Given the fact that the Trait Theory elucidates the individual characteristics that a leader should

possess, it provides a framework for leaders to assess their strengths and weaknesses in relation to the traits that are raised in the Theory.

It can be noted that the Traits Theory of Leadership places emphasis only on individual characteristics with a total neglect of environmental aspects or factors that can produce a leader in its endeavour to explain leadership. This serves as a gap in this theory.

2.3.3 Situational Theory of Leadership

There was a rise of alternative streams of thoughts that intended to explain leadership (Peretomode, 2012). This was informed by the thinking that in some cases, individual traits do not inevitably give birth to a leader. Situations were taken as very critical in moulding a person so as to create a leader. Such thinkers suggested that persons who are leaders in one situation may not necessarily be leaders in other situations (Cherry, 2013). Consequently, leadership was no longer characterized as being based on the individual trait since situational theories postulated that individuals can be effective in certain situations, but not others (Waller, Smith & Warnock, 1989).

In terms of advantages, this theory shows that an ideal leader studies the situation, draws conclusions and adopts a certain leadership style which is most appropriate to the prevailing situation. Thus, an ideal leader is the one with an ability to adjust her/his style of functioning as per the requirement of a particular situation within which s/he operates. In addition, this theory implies that a leader has to adopt a flexible approach and exercise versatility in her/his style of functioning. This is the essence of this theory of leadership.

Despite the attempt to explain leadership by reflecting on situations, the Situational Theory of Leadership is not without limitations. This theory

places emphasis on the situation in its effort to explain leadership (Craeff, 1983). In doing that, it does not take into account critical personal attributes that are significant such as the ability of a person to listen to others and to be empathetic towards people as critical in understanding leadership. These are among key personal attributes that can give birth to a leader. Thus, they can help in explaining leadership.

2.3.4 Path Goal Theory of Leadership

This theory was derived by Robert J. House and is based on the ideas of Expectancy Theory which argues that a person cognitively determines her/his motivation based on the amount of effort needed, the rewards or returns of the effort and the significance the individual gives to the rewards (House, 1996). The Expectancy Theory states that the individuals act as they do because they expect their behaviour to produce satisfactory results (Evans, 2002).

The Path Goal Theory explains that the leader facilitates task accomplishment by minimization of stumbling blocks to the goals and by rewarding followers for completing their tasks (Schriesheim & Von Glinow, 1977). Indvik (1986) states that in undertaking an initiative that intends to facilitate tasks accomplishment, the leader assists followers to assess needs and explore alternatives, and helps them to make beneficial decisions and rewards the persons or followers for task attainment. The leader also provides additional opportunities for attainment of goals (Bass, 1990).

This theory is the first attempt to emphasize the significance of motivational factors from the followers or subordinate perspective (Knight, Shteynberg & Hanges, 2011). This occurs since the theory embraces rewards to be provided to followers who perform tasks with exception. Put

differently, the theory argues for accolades for the best performance and accomplishment of tasks.

The clear definition of roles for a leader is also an advantage of the Path Goal Theory (Szilagy & Sims, 1974). The role of the leader in relation to his/her followers is defined. Similarly, the clarification of tasks by the leader for the followers is also an advantage of the Path Goal Theory. If the tasks are clarified adequately, it becomes clear for the followers to understand them and execute the clarified tasks and this can lead to success.

One of the disadvantages of this theory is the fact that it places a great deal of responsibility on the leader and less on the subordinates (Marsiglia, *op. cit*). This may make subordinates more reliant on the leader and inhibit their independent growth. This is the case since the leader clarifies the tasks and gives those tasks to the followers for execution. The leader goes further to clarify the criteria on which the task success and subordinates accomplishments will be judged.

2.3.5 Transactional Theory of Leadership

This theory places emphasis on management tasks and trade-offs to meet the goals (Hay, no year). Transactional leadership happens when the leader embarks on an initiative to contact others for an exchange of valued things (Barbuto, 2005). Thus, Transactional Leadership becomes comparable to a bargain or contract for mutual benefit that assists the individual differences of both the leader and follower (Bryant, 2003). The characteristics are contingency rewards and management by exception (Sanders, Hopkins & Geroy, 2003).

This theory shows the significance of rewards or incentives which should be undertaken by a leader in order to inspire followers to accomplish

certain tasks or to embark on a certain mission. Thus the theory shows that a leader is a person who is able to incentivise people to achieve high performance and reward them.

The weakness of this theory is the fact that it explains leadership as only being possible when there is a system of rewards and incentives. It does not exhibit the importance of ethical values that a leader must possess so as to ensure that people are influenced and led based on ethical conduct. This is necessary in developing selflessness among both the leaders and followers. There must be certain situations where followers must not expect rewards and incentives.

2.3.6 Transformational Theory of Leadership

This theory of leadership emphasises the motivation of followers by the leader (Bono, 2004). The leader motivates followers to get some things done (Conger, 1999). A transformational leader is a leader that motivates followers to perform at their full potential over time (Judge & Piccolo, 2004), influences a change in perceptions and provides a sense of direction (Howell & Avolio, 1993). This type of leader utilizes, as described by the Transformational Theory of Leadership, charisma, individualized consideration and individual stimulation to produce greater effort, effectiveness and satisfaction in followers (Odom & Green, 2003).

Moreover, it is worth noting that Transformational Leadership occurs when an individual engages others to a high level of ethical decision-making (Marsiglia, *op. cit*). Instead of placing emphasis on differences between the leader and followers, Transformational Leadership focuses on collective purpose and mutual growth and development (Feinberg, 2005).

The fact that Transformational Leaders stand for a collective and mutual good helps a transformational leader encourage followers to work beyond

their own interests (Bono, *op. cit*). This is the case since the workers become motivated to work for the attainment of a common good that will lead to mutual benefits. The collective interests and the needs are given priority status.

In terms of strengths, this theory looks at the type of character required to be a transformational leader. It describes such leaders as heroic, vigorous, decisive, and even charismatic since the transformational leader so skilfully motivates followers (Marsiglia, *op. cit*). A leader that possesses the aforesaid attributes with exceptional people skills brings a huge advantage to any endeavour that s/he undertakes.

One of the weaknesses of this theory is the fact that it relies on the charismatic qualities of a leader. This implies that it borrows significantly from the ideas of charismatic leadership (Eagly, Johannesen-Schmidt & Van Engen, 2003). In these theories, the fundamental postulation is that followers require intrinsic motivation to get the job done.

The theory of Transformational Leadership also depicts a transformational leader as a person who does not share power and who vehemently rejects any challenge or question (Feinberg, *op. cit*). This type of leader wants to alter those in charge as s/he wants to instil new motives in order to make them better followers.

2.3.7 Behavioural Theories of Leadership

The behavioural leadership styles were extensively discovered and explored during the epoch from 1940 to 1980 (Conger & Kanungu, 1987). This was the case as the research and social scientists moved away from the traits theories in trying to understand and explain leadership and placed emphasis on behaviours - that is, the leader's style of leadership (DeYoung, 2005). This theory emphasizes that a leader's role is centred

on the expectations of a group. It stipulates that leadership style, like other behaviours, can be learned, regulated and developed (Spillane, Halverson & Diamond, 2004). In this context, it is argued that the effectiveness of a leadership style is reliant on a certain situation. As the scenario changes, the effective leader also alters his or her behaviour so as to align with a situation and in so doing, the leader adapts to a certain leadership style which is appropriate for the situation (Lakshman, 2006).

The idea of the behavioural theories is that a leader must take into account certain situations in line with the expectations of the group or followers and act accordingly in that situation in a leadership - oriented manner. The leader must live up to the expectations of the group in order to lead that group with effectiveness.

One of the advantages of this theory is its acknowledgement of the importance of a situation in understanding and explaining leadership. If a leader takes into account the type of a situation s/he is operating within, and if s/he understands the situation in question and responds appropriately to the expectations of the people, such leadership can be effective.

The high level of reliance on the situation of this theory when explaining leadership serves as a constraining factor for this theory in the sense that it neglects the generic individual traits and genetics having an influence on human behaviour. In this manner, behavioural theories do not comprehensively define human behaviour given the limited focus on a situation, as previously explained.

2.3.8 Human Relations Theory

This theory emanates from the research works of Elton Mayo and Fritz Roethlisberger after conducting several studies from 1924 to 1932

(George, 2000). In explaining leadership, this theory places emphasis on the significance of relations among people (Rose, 2005). The success of any leadership style has to do with interpersonal relationships. In explaining human relations in the context of leadership, the Human Relations Theory utilizes the relations among the workers in line with their productivity (Marsiglia, *op. cit*). It was established that the better the quality of the relations the higher the rates of productivity (Dirks & Ferrin, 2002). Thus, it was considered that the relations that the leader has with his followers are important in understanding and explaining leadership. Put differently, the attitudes the followers have towards each other and their leader and the feeling of togetherness are critical in understanding leadership.

In the context of the above information, it can be said that the more positive the attitudes are towards members of groups and their leaders, the greater the effectiveness of leadership. On the other hand, if the attitudes and feelings towards the leader are negative, reduced effectiveness of leadership will result. Therefore, leaders have to consider the human relations element when leading people so as to ensure effectiveness of their leadership.

This theory shows the importance of quality human relations among people as being critical in understanding leadership. A person who relates well with people is viewed as a leader.

Nevertheless, this theory only focuses on human relations in explaining leadership. It does not take into account other factors that are critical in explaining the leadership concept. It presents a person with quality human relations as a leader. This may not always be the case, since some individual aspects that are critical in explaining and understanding leadership such as personal traits, as indicated above, also have to be considered. Some people may be good in human relations while lacking

essential competencies that can make them leaders such as direction and vision.

2.3.9 McGregor Theory

This theory emanated largely from the work of Douglas McGregor in 1960 and it explained leadership within the context of two (2) categories such as Theory X and Theory Y (Kopelman, Prottas & Davis, 2008). In elaborating on these theories, McGregor (1960) drew on workers in an organization and their attitudes towards work and he classifies workers into those who like work and those who do not like work (Marquis & Huston, 2009). McGregor states that the manager has to coerce those workers who do not like work while those who are seen to like work are always expected to perform their duties and responsibilities without any coercion (Cole, 2004).

In considering what is raised in this theory, it can be said that a leader has to take into account the behaviours of different group members and respond to such behaviours so as to lead them effectively. Those people who do not want to embark on any initiative, as indicated in Theory X, must be motivated by the leader. The rewards for those who are able and willing to take the initiative on their own, as shown in Theory Y, must be kept motivated.

In terms of leadership, this theory can assist the leader to accurately understand different behaviours of people or followers. This enables the leader to respond accordingly to diverse followers and inspire those who are demotivated so that they embark on the initiative that intends to attain a particular objective. This can serve as a positive approach which can be adopted by a leader in attempting to retain followers.

The assumption made by this theory that there are people who dislike work can be misleading as this may not always be the case. With regard

to leadership, the assumption that certain people are lazy can make the leader take an uninformed position and assume that such people will never contribute to any initiative. This can lead to alienation of some segments of people in the society as the leader may work with only those who are close and avoid any attempt to incorporate many people in the initiative.

2.4 THEORIES RELEVANT TO THE STUDY

2.4.1 Transformational Theory

The critical concepts on which the analysis of data will be based are derived from the leadership theories such as the Transformational Leadership Theory. This theory raises fundamental aspects that can assist in identifying the role of leadership in service delivery. The central notions that relate to the role of a leader with regard to service delivery, as raised in this theory, are worthwhile and relevant in guiding the analysis of data. The noted aspects indicate that a leader must be able to set direction, and pursue a collective purpose for mutual growth and development. Other key concepts include satisfaction of people by leadership, a good sense of pride as they become part of the initiatives undertaken collectively with a leader, and a sense of accomplishment. These notions will be critical in establishing whether leaders are able to attain this in relation to the people they lead in Diepsloot.

Furthermore, this research will borrow central notions from other leadership theories such as Situational Theories of Leadership, which raises the idea of a situation as critical in detecting the role and rise of a leader. Accurately, this theory will assist with how political leaders can play their role in a situation of poor service delivery in Diepsloot. Other relevant theories will be Trait Leadership Theory which has to do with the necessary personal traits that are critical in detecting a person who is

supposed to lead. The Contingency Leadership Theory and Path Goal Theory of Leadership with its focus on the role of a leader in facilitating task accomplishment will be utilised in the analysis of data.

It is believed that leadership plays a critical role in the delivery of services (Berry, 2007). This is the case since leaders are, in many instances, entrusted with the necessary response to the needs and aspirations of people (Price Waterhouse Coopers, 2006). They are expected to consider and address the challenges people face with the thinking that they should have people's interests at heart. The following part of this literature review will look at service delivery.

2.5 SERVICE DELIVERY DEFINITIONS AND TRENDS

This part of the literature review examines the concept of service delivery, from the perspective of the public sector. It also borrows principles from the private sector which could promote greater effectiveness and efficiency in public sector service delivery.

Specifically, public service delivery involves services provided by governments such as national, provincial and municipal or local governments (Zubane, 2011). Examples of these services are housing, water, sanitation, electricity and sewerage. Public service delivery is the implementation of, among others, the aforesaid services and the effort of ensuring that they reach the people and communities they are intended to (McGarvey, Goetz, Gaventa, Cornwall, Crook, Ehrichs & Stoker, 2001).

Some service delivery experts describe it from the perspective of capability (Martin, 2004). In doing this, it is said that service delivery has to do with the capability of an organization to deliver on the promises made to the clients (Brown, Ryan & Parker, 2000). Similarly, it is seen as the capability

of being able to meet any key performance indicator or service level agreement (Wholey & Hatry, 1992).

Service delivery can also be described from the people's perspective. That means that service delivery is seen as being about people first, and procedures and processes come second (Saïdou, 2007). In this context, people are viewed as being essential in undertaking service delivery work that will ensure delivery of quality services to clients. These people comprise organizational staff members who are entrusted with service delivery. They engage customers in order to meet their demands or needs and ensure that they feel appreciated.

Some proponents of service delivery approach it from the client's perspective (Bitner, Faranda, Hubbert & Zeithml, 1997), and indicate that service delivery is all about clients. Firstly, the clients need to appreciate what is delivered to them by the organizations or institutions entrusted with service delivery (Ackroyd, Hughes & Soothill, 1989). The issue of what is valued by the customer is very critical in this regard. Services have to mirror what clients perceive as their own interests. This implies that service delivery has to be a reflection of the clients' interests, desires, aspirations, needs and wants. It can be said that keeping clients happy should be the ultimate goal of service delivery.

Taking into account the above, it can be argued that service delivery is about delivering services as effectively and efficiently as possible to the satisfaction and delight of customers. In addition, it is about maintaining the expectations of the customer relating to the service up until service delivery and ensuring complete client satisfaction.

2.5.1 Service Delivery Trends around the World

Given the high level of accessible and advanced technological developments, service delivery excellence is becoming imperative to customers (Roy & Langford, 2008). Organizations have responded to emerging global trends by taking advantage of advanced technologies in order to deliver their services in a fast, easy and accessible manner (Meuter, Ostrom, Roundtree & Bitner, 2000).

The citizens of many countries around the world now expect the same level of service from their governments as they experience in the private sector which has demonstrated delivery of quality services to clients so as to gain competitive advantage (Osborne, 1993). In many cases, government has been perceived as very slow, bureaucratic and rarely innovative (Fountain, 2001). However, it has been noted that many governments have embraced the technological advancements by utilizing the Internet to make information more accessible (West, 2000).

It is important to note that governments have, to a great extent, adopted tools from the private sector to enhance their service delivery capacity (Al-Awadhi & Morris, 2008). These governments have been innovative in delivering their services to the citizens and the trust of citizens in government has increased (Roy & Langford, *op. cit*).

2.5.2 Strategies Employed By Governments to Improve Service Delivery

In identifying international trends in service delivery, strategies that have been employed by governments in augmenting their capacity to deliver services to the people have been explored and this was done by examining various governments (Grindle, 2004). The following are the key issues that were examined by Roy and Langford and other governance

and service delivery practitioners and they are considered essential in improving service delivery.

Client Segmentation Strategies

Governments embarked on an initiative that aimed at identifying diverse needs of the people and the leaders in the public service and the intended outcome was to devise service offerings that aim at responding to those needs (Rondinelli, McCullough & Johnson, 1989). These were based on the demographic categories and services were tailored to these groups. This has been done in the U.K, Australia, U.S.A, and Ireland (Roy & Langford, *op. cit)*.

Service Policies in relation to Choice and Access

This involved development of citizen-based approaches through the use of technology to improve delivery, access and reach of government services (Briceno-Garmendia & Estache, 2004). This initiative includes flexibility of choice in delivering services to the people (Clarke, Newman, Smith, Vidler & Westmarland, 2007).

Standards of accessibility

The issues on standards of accessibility have to do with utilizing advanced technological instruments such as the Internet to facilitate access to service delivery within declared standards (Roy & Langford, *op. cit*). Policies and standards have been developed by government to ensure that access is achieved by all eligible beneficiaries through use of electronic channels (Ghobadian, Speller, Jones, 1994). For instance, the international WCAG which promotes usability by people with disabilities is increasingly being used world-wide. In Europe, the European Commission's "i2010: A European Information Society for Growth and

Employment" comprises strategies to enable citizens to benefit from the information society – that is, eligible people are encouraged and capacitated to use online information to access services offered by the state (Roy & Langford, *op. cit*).

Role of Service Delivery Professionals

This aspect takes into account the professionalization of service delivery (Fitzgerald, Lilley, Ferlie, Addicott, McGivern, Buchanan & Rashid, 2006). It was identified that there was a move towards professionalising the roles of the organisations and agents that are responsible for service delivery (Larner & Craig, 2005).

At the centre of professionalization is the development of service delivery professionals with specific career tracks that have been created (Hall, Holt & Purchase, 2003). Some countries have included training and development in their overall service improvement strategies. Australia and Canada, for instance, have developed colleges for the on-going development of public service professionals (Roy & Langford, *op. cit*).

Information Sharing

This looks at sharing service delivery related information in the public sector so as to increase access to public sector services (Ford & Zussman, 1997). Governments have embarked on sharing information with the support of legislative frameworks and this is seen as vital for the development of responsible service delivery (Allen, Juillet, Paquet & Roy, 2001). Countries such as Belgium, the Netherlands and Australia have devised policies that encourage the provision of personal data (Roy & Langford, *op. cit)*. The aim is to promote sharing of information by different government departments and this has assisted in enhancing service

delivery by reducing people's waiting and travel times (Ford & Zussman, *op. cit*).

Identity Management Regimes

This looks at privacy legislation and policies that have to do with identity management for citizens in the context of service delivery (Roy & Langford, *op. cit)*. Numerous methods are utilised across the world to manage individual benefits and services registration and authentication processes (Allen *et al*., 2001). The integrity of the benefits and services delivered is maintained to ensure that the right benefits have been provided to the right person at the right time for the intended purpose, so that fraud and abuse of the system are avoided (Roy & Langford, *op. cit)*. However, it must be noted that these methods still need strong private legislation (Ford & Zussman, *op. cit*). The identity cards are critical in the IMRs and all states need to ensure that identity cards are not duplicated by non-citizens and those who are not eligible (Roy & Langford, *op. cit)*.

Inter-Governmental Collaboration

This has to do with the initiatives taken by governments to support and strengthen collaboration and partnership to enhance service delivery (McGuire & Silvia, 2010). This occurs among different departments and among the spheres or levels of governments and the private sector is also brought in so as to mobilise and amass necessary resources that are vital in augmenting service delivery (Roy & Langford, *op. cit)*. These collaborative approaches are seen as significant in reducing costs, improving effectiveness, and creating new value for citizens (Stalebrink, 2008).

Engagement of Citizens in Policy and Programme Development

This aspect places emphasis on the government engaging citizens via policy and programme development to enhance service delivery outcomes (Brown, & Keast, 2003). The public sector seems to be swiftly learning from the private sector that competitive gains can be realised when there is productive engagement with the citizens, thus, governments are starting to seek citizen inputs and feedback into policy and programme development (Roy & Langford, *op. cit*). Some do that through online interactive portals and other accessible means. For instance, in Australia the government has set principles for online engagement to support a consistent experience for everyone dealing with Australian government electronically (Cavaye, 2004).

Accountability Mechanisms

This part looks at accountability aspects put in place by governments to elevate service delivery to the cabinet or executive level (Ahmad, 2005). For instance, "Australia's DHS was created in 2004 to provide direct ministerial oversight and greater accountability to the government's citizen-centred service delivery network (Cavaye, *op. cit*). Having a minister directly responsible for service has helped ensure service delivery considerations are incorporated into policy development, and has enabled more effective relationships between service delivery organisations and client departments" (Roy & Langford, 2008, p.11).

Taking into consideration the above information, it can be noted that progress in improving service delivery has been made by many governments. However, there is still room for improvement as some of the governments continue to lag behind in making the necessary improvements a reality. This is normally the case in many states which are afflicted by poverty and lack adequate service delivery related

innovations and technologies (Schuppan, 2009). The states of SSA are a case in point.

2.6 GOVERNANCE ASPECTS IN RELATION TO SERVICE DELIVERY

It is worth noting that governance is critical in service delivery. This is the case since all institutions have to be governed in a manner that allows them to deliver services. If institutions are governed improperly, they will be compromised in playing their essential role in providing services to the people. For instance, the WB, as quoted by Santiso (2001) notes that if institutions are governed well there will be prosperity.

Some experts of governance describe it as an act of governing (UN, 2013). In doing that, these experts say governance relates to the decisions that define expectations, grant power, and verify performance (Graham, Plumptre & Amos, 2003). On the other hand, some advocates of governance argue that it has to do with decision-making or leadership processes.

It has been observed that governance can be good or bad (Weiss, 2000). Good governance consists of aspects such as consensus building, participation, following the rule of law, achieving effectiveness and efficiency, accountability, transparency, responsiveness, equity and inclusiveness (UN, 2013). These aspects have to be ensured in devising and implementing service delivery strategies, programmes and related projects. For instance, participation, transparency, accountability and consensus, to mention just few of the above aspects, have to be ensured.

By implication, the notion of good governance means that the leaders have to be accountable to the people with regard to the delivery of services. Thus, the question as to who the leaders are accountable to in executing their mandate of service delivery has to be addressed.

2.7 LEADERSHIP AND SERVICE DELIVERY

Initially, leadership plays a vital role in ensuring that government's promises to society are translated into tangible programmes (Roy & Langford, *op. cit*). Thus, leadership is central in implementing government programmes that cut across all levels or spheres of government (Denhardt & Denhardt, 2000). The levels or spheres of government work as the important channel through which the overall state machinery attempts to deliver services to prospective beneficiaries (Roy & Langford, *op. cit*).

Taking into consideration the points raised above, it is expected that leaders will respond to service delivery challenges. They have to know the needs of the people and respond adequately to such needs. It is no longer the private sector alone that has to respond to its clients' needs and aspirations, governments have to ensure that programmes mirror the needs and aspirations of the people. Thus, service delivery strategies are anticipated to synergise with people's needs, especially the poorest of the poor. This should be implemented so as to address challenges faced by indigent people, including, but not limited to, the poor access to basic services.

2.8 LEADERSHIP AND PUBLIC VALUE IN THE DELIVERY OF SERVICES

Leaders are expected to consult people to find out what they value (MEPSI, 2010). Put simply, the prospective beneficiaries of public services have to be provided with the opportunity to articulate what they need and value. This is crucial in providing services that can meet the needs of the people. It has been noted that some governments have provided services that were not urgently needed by the people. For instance, in some rural areas of African states, people needed access to basic services such as water (Ikejiaku, 2011). However, government embarked on the upgrading

and development of roads. This was important but an urgent necessity for the people as water was seen by the people themselves as being more desperately needed.

2.9 STABILITY AND CONSISTENCY OF LEADERSHIP AND SERVICE DELIVERY

The stability of leadership and its consistency are vital in service delivery matters (Pretorius, 2007). This is important since stability and consistency help leaders to focus on service delivery and deal with aspects that may become obstacles to the successful delivery of services. For instance, in municipalities or local government, some key developmental related decisions need leadership and leaders who take those decisions have to make up a quorum (Herbert, 2002). Instabilities and disagreements among leaders are divisive and serve only to delay many developmental decisions, leading to poor service delivery to communities (Pretorius, *op. cit*).

2.10 EFFICIENCY, EFFECTIVENESS AND EQUITY IN THE CONTEXT OF LEADERSHIP AND SERVICE DELIVERY

The aspects of efficiency, effectiveness and equity are critical in delivering services to communities, and leaders must ensure that service delivery is undertaken with this in mind.

Efficiency looks at resources in relation to the production of goods and services (Frei & Harker, 1996). Thus, efficiency can be described as the utilization of resources in order to maximize the production of goods and services. In absolute terms, an economy is argued to be efficient if no-one can be made better off without making someone else worse off, no additional output can be acquired without adding the number of outputs, and production carries on at the lowest possible cost per unit (Roy & Langford, *op. cit*).

It is thus important for leaders to ensure that resources are deployed properly to maximise the delivery of services to prospective beneficiaries. They must ensure that no beneficiary is made better off while the other is made worse off. The costs of service delivery must also be kept as low as possible.

Effectiveness places emphasis on the so called desired result. When something is regarded as effective it means that it has an intended or expected outcome (IDS, 2010). Precisely, effectiveness also has to do with the degree to which objectives are attained and the extent to which targeted problems are resolved. Leaders must ensure that all service delivery strategies and programmes lead to the attainment of desired results, and ensure that service delivery related problems that are faced by communities are addressed.

In addition, leaders must ensure allocative efficiency. This has to do with allocation of resources to the right things (Brueckner, 1982). Scarce resources must be allocated to desperately needed service delivery areas in a prudent manner so as to ensure that it does not retard access to services by other areas.

2.11 AFRICA: LEADERSHIP AND SERVICE DELIVERY

The African states face leadership challenges especially when it comes to service delivery (WB, 2012). It has been noted that there is a need to strengthen leadership so as to enable it to play a critical and constructive role in service delivery (Bräutigam & Knack, 2004). The leadership and service delivery challenges are more evident in the areas of local government where there is arguably a shortage of capacitated leadership that can facilitate delivery of basic services (WB, 2011).

The lack of service delivery is manifested by the presence of desperate people who leave below the poverty line (WB, *op. cit*). Poor and disadvantaged people are found in many countries of SSA such as the DRC which is among the poorest countries in the world as of 2010; "Liberia which has about 85% of the population living below the poverty line (less than US$1 a day); Zimbabwe which has the lowest life expectancy in the world; Burundi with approximately 80% of its people living in poverty; and the CAR", to mention just a few instances (WFB, 2013, p.5).

However, it is worth noting that there are also centres of excellence with regard to leadership and service delivery in some states of Africa. For instance, some countries have demonstrated strong and capable leadership that led to access to services despite challenges of lacking the necessary equipment for the delivery of services. This has been manifested, for example, in the Province of Limpopo by Mbiwini High School which is located in the northern part of the Province (Matshabaphala, no year). According to Matshabaphala, the leadership of the school was able to deliver quality educational service with underdeveloped infrastructure common to a rural area.

Despite the notable improvements that have been noted above, there are still challenges in many African states that require strong leadership to facilitate delivery of services to many people who live in poverty.

Taking into account the points previously raised with regard to leadership and service delivery challenges in Africa, it has been noted that service delivery problems have led to high rates of illiteracy, diseases such as HIV/AIDS, malaria and child mortality (WB, 2011). These challenges are also prevalent in many municipal areas. The WB noted that many African countries will be unable to attain the MDGs especially in the face of

leadership challenges that the continent encounters in relation to service delivery.

2.12 SADC: LEADERSHIP AND SERVICE DELIVERY

It has been noted that the leadership challenges in SADC manifest themselves in corruption and a lack of good governance (Carr, 2009). This is observed in countries such as Zimbabwe and Swaziland with poor governance and a high level of corruption, and in Madagascar with a leadership crisis (WFB, 2013). The leadership problems in the said countries have led to lack of access to service delivery and such problems have resulted in high numbers of people who live in poverty.

Some leadership experts express leadership problems from the perspective of instabilities. Consequently, it can be said that the instabilities in SADC that are seen in the form of unstable governments and political leadership also demonstrate leadership challenge as leaders have to place emphasis on resolving conflicts at the expense of a focus on delivery of basic services (SADC, no year). Attempts by leaders to deal with instabilities shifted extensive resources to programmes that aimed at ensuring safety and security in the region (Mutenheri, 2010). For instance, after the *coup d'etat* in 2009 in Madagascar where the president was removed from power, it was noted that the development of the country relied on external assistance as the leadership could not initiate development on its own (WB, 2011). The issue of legitimacy was raised as a concern by the international community (Witt, 2012). There were threat of sanctions and this impacted on the delivery of basic services as the country lacked assistance. Social distress was seen to increase (Mutenheri, *op. cit*).

In addition, leadership experts raised the issue of capacity as being central as this enables the leader to drive people towards prosperity. In that

context, it has been realised that the leaders in the region are not entirely capacitated to utilise new technologies for service delivery (WEF, 2012). This has contributed to poor delivery of basic services (Carlsson, 1998). For instance, leaders have not positioned their countries to take advantage of the new technological developments to fast-track the delivery of housing, water, electricity and sanitation (Roy & Langford, *op. cit*).

Moreover, there are leadership challenges with regard to levels of citizen participation. For instance, the leaders within SADC are faced with poor levels of participation by the residents of the region (Oakly & Clegg, 1998). Many leaders do not see the significance of the participation of their people in decision-making (McEwan, 2003). In some cases, participation is viewed as having many negative impacts such as delaying decisions that have to be taken as it calls for consensus among all parties involved (Oakly & Clegg, *op. cit*). This alienates the residents from the planning and implementation of service delivery programmes.

The issue of power is also a leadership challenge. The power dynamics serve as a stumbling block in attempting to attain inclusive decision-making where poor people who need access to services are excluded (Botes & Van Rensburg, 2000). Powerful leaders take decisions without considering the impact of such decisions on the prospective users of the services. Participation is reduced to powerful stakeholders at the expense of the service users. For instance, in SA, the payment of road tolls on the route between Pretoria and Johannesburg has been decided on by political leaders at the expense of the users of the service. Consequently, protests have been initiated against the proposed tolls. This is the exercise of power at the expense of the service users. Similar situations have occurred in a number of the SADC countries.

2.13 SOUTH AFRICA: LEADERSHIP AND SERVICE DELIVERY

Firstly, it is necessary to indicate that SA has been exposed, through apartheid policies and legislation, to leadership that catered for certain segments of people in the South African society such as white communities (Laurel, London & Grouchy, 1999). Services were provided to the white areas extensively and fewer services were made available to the majority of the black communities. This influenced to a certain extent the leadership challenges with regard to service delivery issues that leaders face in the country. Thus, the leaders in SA face more challenges in many black-dominated poverty stricken areas, both rural and urban. Some of those challenges manifest themselves through service delivery protests triggered by the failure of the leadership to provide services to the poorest of the poor (Sinwell, *et al.*, 2009).

After the democratic dispensation of 1994 there was a series of policy and legislative changes with the aim of ensuring that all citizens of the country enjoy equal and equitable access to services (SAHRC, 2006). This shift in policies and legislation is evidenced by the introduction of the RDP and the Constitution which enshrines the right of people to have access to services. The RDP, "was an integrated, coherent socio-economic policy framework that sought to mobilise all the people and the country's resources towards the final eradication of apartheid and the building of a democratic, non-racial and non-sexist SA with the local government playing a pivotal role in the betterment of the lives of the historically disadvantaged people" (Malley, 1999, p.15).

These changes created an expectation among the poorest of the poor that their leaders would deliver to them the services which were, among others, at the centre of the apartheid struggle that had caused the loss of many lives by both leaders and followers (Pycroft, 2000). Such changes, which were among many policy and legislative changes in the country, did

not fully trickle down to adequate provision of services to people so as to ensure universal access (Malley, *op. cit*). Hence, the indigent people without access to services started blaming leadership for the lack of service delivery in their communities.

In light of the above information, it can be said that, like many SADC countries, SA faces leadership challenges especially with regard to matters of service delivery. Leadership problems reveal themselves in many areas within the country and range from the national sphere to provincial and local spheres. Some additional leadership challenges come in the form of corruption, and lack of basic competencies to lead especially in local government (Havenga, Mehana & Visagie, 2011). In elaborating further on the leadership challenges, Havenga, et al. (2011, p.3) observes that, “The lack of a value-based cadre of leaders is reversing the gains that have been achieved in the last 15 years of the ANC rule”. This reveals, to a great extent, the leadership challenges that are faced by SA.

However, it must be noted that there are areas of excellence in the country and these can be built upon so as to address the many leadership challenges that the country faces. These areas include the DHA. This institution which is entrusted, *inter alia*, with the provision of IDs has been criticised for poor service delivery (DHA, 2013). It took some time for the clients of this institution to receive IDs. But at the present time, there have been significant improvements made which can be attributed to leadership change and its commitment and dedication to service.

The other institution which shows hope for leadership in line with service delivery is the SARS which is entrusted with tax collection (SARS, 2013). This institution arguably provides an efficient and effective service to the clients. There are also punitive measures for those who do not pay tax and this institution is effective in implementing them.

The above institutions which are led in a manner that helps them to deliver services can provide good lessons to be utilised to address leadership and service delivery challenges in other parts of SA. This does not mean that such institutions are led in a perfect manner that has ensured 100% delivery of services. There are inevitably areas that need improvement and leaders have to ensure that such areas are attended to so as to maximise their potential to deliver services to the clients. Despite successes in triggering innovation by the use of new technologies in delivering services, the leaders must promote greater innovation so as to ensure that delivery takes place at their ultimate capacity.

There are areas where leadership challenges were manifested in SA as revealed in places such as Thandakukhanya township, Balfour and Siyathemba townships which are located in Piet Retief in Mpumalanga Province, and Thokoza and Diepsloot which are located in Gauteng Province. In these areas leaders were blamed for lack of access to basic services by the residents (Sinwell, *et al*., 2009). In voicing their concerns to their leaders regarding service delivery, the communities embarked on violent protests which attracted local and international attention. The local councillors or leaders who also participate in the municipal council were blamed for the lack of access to basic services such as housing, water, sanitation and electricity. Complaints by protesting residents were based on the manner in which service delivery was done. Residents thereby indicated that they were not consulted by their leaders with regard to processes of service delivery.

2.14 GAUTENG PROVINCE: LEADERSHIP AND SERVICE DELIVERY

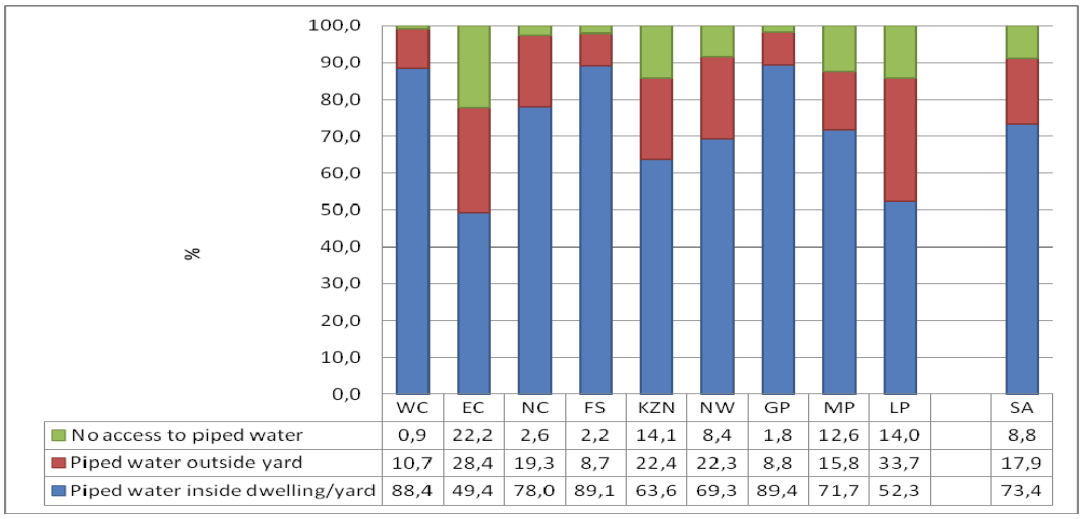
Firstly, Gauteng which is known as the most affluent province of SA is the smallest of the nine provinces, occupying only 1.4% of the land area (Havenga, et al., 2011, p.4). The Province is highly urbanized and is home

to three Metropolitan Municipalities: Tshwane Metropolitan Municipality, Ekurhuleni Metropolitan Municipality, and CoJ Metropolitan Municipality.

Gauteng has been dominated by the ANC since 1994. In the municipal election of 2011 the ANC won almost all municipalities with only one exception (IEC, 2011). The Independent Election Commission states that Midvaal Municipality was won by the DA.

With regard to leadership and service delivery, Gauteng Province has some problems but there is a high number of people with access to basic services (Statistics South Africa, 2011). This is manifested by a high number of households with access to housing, water, sanitation, electricity and sewerage. Diagram I below reveals the rate of access to basic services by the people of Gauteng Province.

Diagram 1: Access to Basic Services in Gauteng



	WC	EC	NC	FS	KZN	NW	GP	MP	LP		SA
No access to piped water	0,9	22,2	2,6	2,2	14,1	8,4	1,8	12,6	14,0		8,8
Piped water outside yard	10,7	28,4	19,3	8,7	22,4	22,3	8,8	15,8	33,7		17,9
Piped water inside dwelling/yard	88,4	49,4	78,0	89,1	63,6	69,3	89,4	71,7	52,3		73,4

Source: Statistics South Africa, (2011) *Percentage of Households with access to piped water by province*. Retrieved April 14, 2013, from http://www.stats sa.gov.za/ Publication s/P03014/P030142011.pdf

The graph illustrates that Gauteng Province has a high rate of people with access to piped water. The total percentage is 89.4% which is above that

of the Western Cape at 88.4%. The Province also has a high number of people with access to electricity, sanitation and formal housing.

Despite increased access to basic services in Gauteng, there are still areas that experience service delivery challenges. For instance, the health sector in the Province faces a lot of challenges. This is manifested by reported shortages of medicine in many areas including in Ekurhuleni Metropolitan Municipality (DoH, 2011). It was also noted that some health facilities ran out of basic laboratory requirements (NHLS, 2012). It was established that this problem was caused by the failure of the Gauteng Department of Health to pay the accounts of suppliers of medicine to clinics and hospitals. In response to this service delivery problem, the TAC wrote a memorandum of grievances on health challenges and shortages of medicine to the MEC for the Gauteng DoH (DoH, *op. cit*). It was noted that the MEC refused to accept the memorandum in person and sent the CoS to accept it on her behalf. According to the DoH, it was revealed that the MEC promised to pay all the outstanding debts on 30 June 2012. She did not make any comment on the poor status of the overall service delivery in the health sector. On 6 July 2012 the TAC again wrote to the MEC raising concerns about the poor state of service delivery (DM, 2012). This was also informed by the continued shortages of medicine in clinics and hospitals but no clear response was undertaken (DoH, *op. cit*). These problems remain unresolved and the leadership does not appear to show willingness to address the situation. Lack of response by the MEC of the DoH in the Province shows no responsiveness and attention to the service delivery problems that have been reported.

The leaders of the Province have noted the challenges they face which comes in the form of service delivery protests. For instance, the MEC for housing in Gauteng observed that, “We need to communicate our plans to communities to avoid the service delivery protests we have witnessed recently” (CoJ, 2012, p.2). The MEC continued that the summit would

lead to better and more efficient ways to accelerate breaking new ground in housing delivery within the global city region approach.

The other area that revealed a leadership challenge in relation to service delivery and where leadership failed to respond and pay closer attention to basic services is for the people of Diepsloot, which is the focus of this study.

2.15 DIEPSLOOT TOWNSHIP: LEADERSHIP AND SERVICE DELIVERY

The Diepsloot township which is situated in north of Johannesburg, near to some of the city's affluent suburbs, was established in 1994 for the people resettled from Zevenfontein (Sinwel *et al*., 2009). Further resettlement of people took place in 2001 when approximately 4 500 people were moved from the banks of the Jukskei River in Alexandra as part of the Alexandra renewal project (Bénit, *op. cit*). Since 1994 the Diepsloot Township expanded rapidly and it became home to many people from other areas across the country as well as from the neighbouring states such as Zimbabwe, Malawi and Mozambique (Mwakikagile, 2008). There are also Pakistani and Indian people in residence (Everatt, 2011). Diepsloot consists of bond housing, RDP housing, and informal settlements which are located in the western part of the area and where very little infrastructural improvements have been undertaken to accommodate the rapid increase in the number of people especially in the western area where the informal settlements are located (Lemanski, 2009).

As in other areas that face leadership problems in Gauteng, the leadership challenges in Diepsloot were manifested by concerns and blame levelled at the leaders with regard to the manner in which they handled service delivery issues (Sinwell *et al*., 2009). For instance, ANC councillors and other stakeholders such as the SANCO and CoJ were blamed with regard

to the manner in which they handled the process of upgrading the sewerage works. In addition, it was said that the councillor ignored the needs of the people especially those living in extension one; these are people who elected them to serve in the Municipal Council as indicated in chapter one and with regards to service delivery the people were not consulted. It is within this context that people started to call for the resignation of the councillor as they perceived him as not serving their service delivery interests.

Violent protests commenced and the police came to intervene to halt the protest march. These protests first erupted on 5 July 2009 and continued until 12 July 2009 when they reached a peak (Alexander, 2010). At the time of protests angry residents of extension 1, which has informal settlements, threw sacks and burnt tires on the nearby R511 motorway and allegedly threatened to burn down the councillor's house (Sinwell, 2011).

What can be inferred from the Gauteng and Diepsloot situation is the fact that, despite the overwhelming support for the ANC as the governing party, there are leadership challenges as there is are many grievances, anxiety and frustration on the part of people with ward councillors and other representatives of the local government. This occurs since the residents perceive these people as incompetent and unresponsive to their needs. Some of the leadership challenges reflect the need for participation as the protesters called for consultation by their leaders on service delivery issues.

Given the aforesaid leadership challenges, it is probable that service delivery protests will continue in some parts of the country as the disgruntled residents seem to have embarked on an aggressive initiative that exhibits itself in the form of protest in order to pursue a "better life for all" through access to basic services.

2.16 RELEVANCE OF THE LITERATURE TO THE STUDY

It is worth noting that concepts around service delivery such as public value, which suggests that what is valued by service delivery clients should be at the centre of service delivery policies, strategies, programmes, projects and decision-making, aspects of just-in-time delivery which takes into account delivery of services within a reasonable period of time, effectiveness, efficiency and equity with regards to delivery of services will be used in assessing how leaders should play a role in service delivery.

Put simply, the above concepts on leadership and service delivery will assist in suggesting how leaders should facilitate delivery of services in societies, especially those in distress, such as the indigent communities of Diepsloot. The notions raised in the leadership theories and service delivery help in exhibiting the link between leadership and service delivery. For instance, the leadership theories suggest that a leader must have a greater good for people in mind, and must endeavour to lead people in difficult situations of distress and move with them towards prosperity. Thus, this link will be applied in the service delivery context in Diepsloot so as to examine the role of leaders. Similarly, the notion of service delivery reveals that clients expect their needs to fully respond to their needs. This will be helpful in understanding the role of leaders in Diesploot.

There will also be the use of the concept of governance in looking at leadership matters that can facilitate service delivery. Elements such as accountability, responsiveness, consensus and participation will be applied in interpreting data.

2.17 CONCLUSION

This literature review has explained leadership concepts and demonstrated different theories of leadership which aim at explaining leadership so as to increase its understanding. These theories are critical in identifying a leader who will have an impact on the society, especially through facilitating access to services. However, each of the theories has its own merits and demerits. Thus, to derive a comprehensive understanding of leadership, one has to explore all theories.

Aspects of governance in line with leadership and service delivery, especially with regards to accountability and responsiveness, have been raised as being highly crucial. Governance implies that leaders should be answerable to the public and they must take steps to meet their needs and aspirations.

On the international level, there has been a move by the leadership in government to use technological advancements and innovations to increase delivery of services. The aim is to respond to the needs, expectations and aspirations of the people, especially the poorest of the poor. However, there are countries still lagging behind in their implementation of such technologies to deliver services. Many of these countries are situated in SSA.

The leadership challenges accord with service delivery as experienced in Africa and in SADC as the regional bloc of the continent. The fact that many people experience poor quality of life and lack of access to service delivery is among factors that triggered the concerns and dissatisfaction regarding the poor quality of life in SA, Gauteng Province and in Diepsloot Township in particular, where people blame leaders as a result of poor service delivery.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the methodology utilised in the research. It does this by first examining methodological approaches such as qualitative, qualitative and mixed research strategy. It also looks at the qualitative and quantitative research approaches indicating the areas of distinction. Furthermore, this chapter covers the research design that was used, the data collection methods, the manner in which the data is presented, data analysis, aspects of validity and reliability, the limitations of the research, and ethical considerations.

The type of methodology that was applied in this research employed qualitative techniques and enabled the researcher to answer the research questions presented in chapter one of this research report. With regard to the research strategy, the research was located within the qualitative research paradigm. This qualitative approach was useful in exploring the perceptions of the residents of Diepsloot with regard to the role that political leadership can play in facilitating service delivery. In terms of the research design, a case study was used which allowed the researcher to answer the research questions and contribute to theory on leadership and service delivery. The case study was Diepsloot township in Gauteng Province. Protests were organised against the political leadership, blaming it for the lack of service delivery. As will be explained below, this research used document analysis and the semi-structured interview with an interview guide as the data collection method. This included a list of questions to be answered by 10 respondents of Diepsloot Ward 95. The combination of document analysis and the semi-structured interview with an interview guide assisted in providing a different and independent view from the 10 respondents.

3.2 APPROACHES TO RESEARCH METHODOLOGY

3.2.1 Qualitative and Quantitative Research Approaches

Firstly, the researchers have noted three research strategies such as qualitative research which places emphasis on words, quantitative research which focuses on numbers, and the mixed research strategy which combines both approaches in a combination of qualitative and quantitative strategies (Bryman, 2012). A research strategy is a general orientation to how research is conducted. Table 2 below indicates differences between qualitative and quantitative research as explained by Bryman:

Table 2: Qualitative & Quantitative Research

Crucial Considerations	Qualitative Research	Quantitative Research
Emphasis on the collection and analysis of data	Emphasis on quantification	Emphasis on words
Principal orientation to the role of theory in relation to research	Deductive approach to the relation between theory and research, with emphasis on testing of theories	Emphasis on inductive approach to the relation between theory and research, emphasising the generation of theories
Epistemological orientation	Incorporates the norms of the natural scientific model and of positivism in particular	Rejects the natural scientific model and positivism, and instead emphasises the ways in which people interpret their social world.
Ontological orientation	Views social reality from position of oObjectivism i.e. social phenomena have an objective, external reality	Views social reality from position of Constructionism i.e. social phenomena are constantly shifting as they

		emerge from individuals' creation

Source: Bryman, A. (2012). *Social research methods*. Oxford university press.

Table 2 above shows that qualitative research is concerned with qualitative situation, such as the phenomena relating to or involving quality of kind. For instance, qualitative research manifests itself in a situation where a researcher is interested in investigating the reasons for human behaviour (Bogdan & Biklen, 1998). Quantitative research is based on the quantitative characteristics and is most applicable to situations that can be expressed in terms of quantities (Patton, 2005). Qualitative research has to do with testing theories (Attride-Stirling, 2001). Hence its orientation is the deductive approach (Bryman, *op. cit*). On the other hand, quantitative research places emphasis on the generation of theories (Patton, *op. cit*). As a result, it is preoccupied with inductive approach (Firestone, 1987).

In terms of what has to be accepted as the scope and nature of knowledge – that is, epistemology, the qualitative research considers the norms of the natural scientific model and of positivism while quantitative research rejects the natural scientific model and positivism, and instead focuses on the ways in which people interpret their social world (Guba & Lincoln, 1994).

The ontological orientation, which has to do with the manner in which the social reality is viewed, the qualitative research studies social reality from the position of objectivism; for example, the social phenomena are considered as having an objective and external reality (Creswell, 2013). The quantitative research views social reality from the position of constructivism (Sale, Lohfeld & Brazil, 2002). The social phenomena are continuously shifting as they emerge from individuals' creation. Seemingly, social reality is different from the biological reality or individual cognitive

reality since it represents a phenomenological level created through social interaction and transcends individual motives and actions (Schütz, 1982). It may be considered as constituting accepted social tenets of a community, involving relatively stable land and social representations which have to do with values, ideas, metaphors, beliefs and practices that are shared among the groups and communities (Oakes, Haslam & Turner, 1994).

The research that was undertaken was located within a qualitative approach. This occurred since this strategy provided a platform for description which helped to explain the perceptions of the 10 respondents who were interviewed on the role of political leadership in facilitating service delivery in Diepsloot. Furthermore, qualitative approach assisted in providing an explanation of the detected perceptions in words and it created a platform for the explanation that reflects the context of the 10 respondents in Diepsloot Ward 95.

The epistemological orientation for the research reflected sensitivity to the special qualities of people. This approach was viewed as being necessary as it enabled the attainment of the understanding of the residents of Diepsloot. It endeavoured to understand the perceptions of the respondents on the role that can be played by leadership in facilitating service delivery by 'seeing through their eyes' (Bryman, *op. cit*).

The research embraced inductivism since the findings of the research informed theory on the role that political leadership can play in facilitating service delivery, taking into account the perceptions with regard to the role the leadership should play in facilitating service delivery.

The research adopted interpretivism and attempted to understand the perceptions of residents of Diepsloot on the role of political leadership in facilitating service delivery. It assumes that this could not be done in a

laboratory through the application of the methods of natural science as positivism suggests. The research involved going to Diepsloot Ward 95 and asking the 10 residents or respondents questions using the semi-structured interview with the interview guide. Their perceptions of the role political leadership should play in facilitating service delivery, if any, is interpreted. Should the respondents perceive no role for political leadership in service delivery, such perceptions would also be interpreted.

3.3 RESEARCH DESIGN: CASE STUDY OF DIEPSLOOT

In line with the qualitative research strategy, the research design that was utilised in the research was the case study. This was done since Diepsloot is a community that faces service delivery challenges and these led to service delivery protests. The political leaders in that community were blamed for the lack of access to services such as water, housing and electricity and the protests by the residents led to violence and injuries inflicted on some protestors by the police. The ANC offices in Diepsloot were burned, since the Diepsloot residents blamed the ANC for their problems.

3.4 DATA COLLECTION METHODS

In collecting data, the search utilised document analysis and the semi-structured interview with an interview guide. These multiple data collection methods assisted in providing independent and differing views on the leadership trends or patterns related to service delivery in Diepsloot.

3.4.1 Document Analysis

The legislation and policies on leadership and service delivery were used to extract information that enabled the researcher to answer the research question. The legislation and policies included the SoNA by the President

of SA and the budget speech presented by the South African Minister of Finance. These sources assisted in identifying how political leadership responds to the demand to deliver services to the South African people, in particular the poorest of the poor who lack basic services.

The UN conventions on leadership and service delivery were also drawn on. This information included the documented material and survey results on aspects of leadership and delivery of services in different countries of the world.

The research also drew on sources such as, among others, documented material which comprised annual reports. The reports on the Diepsloot service delivery aspects in the area of housing, water, sanitation, electricity and sewerage by the CoJ, Gauteng Province and the NDHS were utilised.

Newspaper articles which form part of the media were utilised in extracting information, with a focus on leadership and service delivery challenges and related trends. Material on leadership and service delivery was identified in internet searches, comprising online articles, discussion papers by the public and private sectors, NGOs and the academic community.

***Literature*:** The literature used came in the form of published books, international and local journals on leadership and service delivery. The literature covered aspects of leadership in the context of access to basic services and types or models of leadership in line with facilitating access to the said services.

The abovementioned data sources were located in the libraries and they are, at the moment of writing this report, still available for public

consumption as they are treated as public knowledge. The online journals were also available on the library databases and were downloaded.

3.4.2 Semi-Structured Interview and Interview Guide

The semi-structured interview was used in the research and contained themes on leadership and service delivery with a list of open-ended questions that were answered by the 10 respondents in Diepsloot Ward 95. This came in the form of an interview guide comprising demographic issues and open-ended questions that reflected views on the role that could be played by leadership in facilitating service delivery.

3.4.3 Sample

To facilitate the answering of the research questions, the researcher embarked on meta-ethnography of the literature on leadership, service delivery and Diepsloot that was reviewed for the research and all these played a crucial role in assisting in the drafting of the interview guide and the research questions which are attached as an Appendix to this research report.

In relation to sampling methods, this research employed non-probability, snowball sampling constituting 10 residents of Diepsloot who were located in Ward 95. The researcher was not familiar with the residents of Diepsloot, consequently, snowball sampling was chosen as it enabled the researcher to acquire the 10 respondents as one respondent was requested to identify five people she or he knew to the researcher. The respondent was also requested to provide contact details of such people, and they were requested to participate in the semi-structured interview utilising the interview guide. The research population included male and female adult residents who were both South African citizens and foreigners in Diepsloot.

3.5 DATA PRESENTATION

The data is presented in the form of a research report with chapters as described below. The presentation of data is done in words as this is a qualitative research report. This is in line with the interpretive stance the report has adopted.

Table 3: Overview of chapters

Chapter	Content
Chapter One : Introductory Chapter	This is an introductory chapter that looks at the facts and issues that drive the initiative to embark on the research. This chapter states the research problem, problem statement, purpose of the research, research objectives and significance of the study.
Chapter Two : Theoretical and Conceptual Framework	This chapter is based on the literature review, theoretical and conceptual framework that moulded and guided the research.
Chapter Three : Research Methodology	This chapter is based on the methodology that was used in undertaking the research.
Chapter Four : Presentation of Findings	This chapter presents research findings with the intention of exhibiting leadership factors in relation to service delivery.
Chapter Five : Interpretation of Data	This chapter looks at the analysis and interpretation of findings.
Chapter Six : Conclusions and Recommendations	This chapter places emphasis on conclusions and recommendations.

3.6 DATA ANALYSIS

Instead of beginning with the hypothesis, the first step was data collection, through semi-structured interviews with an interview guide. The collected data was marked with a series of codes which were extracted from the

text. The codes were grouped into similar concepts in order to make them more workable. From the concepts, categories were formed, which provided the basis for the creation of theory. With the consideration of the aforesaid issues, the following was done in analysing data, and was informed by the ideas as raised by Bryman:

Theoretical sampling: independent pieces of information on leadership's role in facilitating service delivery were amassed. This assisted in providing a better understanding of the role of leadership in facilitating service delivery. This was important since it provided an opportunity to reveal perceptions of respondents grounded in or emerging from real life events and circumstances in Diepsloot.

Coding: the data was broken down into smaller components and was categorised in accordance with the themes - that is leadership and service delivery.

Constant comparison: A close connection between data collected and conceptualisation was maintained. This was done to ensure a correspondence between concepts - that is, leadership and service delivery, and categories and indicators.

3.7 VALIDITY AND RELIABILITY

Mason (1996, p.21) cited by Bryman (2012, p.389) observes that, "Reliability, validity and generalizability are different kinds of measures of the quality, rigour and wider potential of research, which are achieved according to certain methodological and disciplinary conventions and principles". Validity refers to whether the researcher is observing, identifying or measuring what s/he says (Bryman, 2012). Validity can be viewed by looking at internal and external validity (Malterud, 2001).

Internal validity has to do with scientific studies in terms of reflecting the extent to which a causal conclusion based on a study is warranted. Such warrant is compromised by the extent to which a study minimizes systematic error or bias (Bryman, *op. cit*). Inferences are argued to have internal validity if a causal relation between two variables is properly demonstrated (Easterby-Smith, Thorpe & Jackson, 2012). This was a limitation of the research as there were limited chances of finding causality. This was the case since it was qualitative research, not quantitative research where causality issues are its preoccupation in the effort of establishing internal validity.

The research endeavoured to achieve external validity which refers to the degree to which findings can be generalised across social settings (Bryman, *op. cit*). However, the use of a case study, which is Diepsloot, with a small sample of 10 respondents found in ward 95, the identified units of analysis, posed a challenge with regard to attaining external validity. This occurred since the context of Diepsloot as a case study may differ as compared to other contexts in different areas.

Ecological validity was the strength of the research as the researcher attempted to capture the perceptions of people in their natural social setting in relation to the role of leadership in facilitating service delivery. “Ecological validity is concerned with the questions of whether social scientific findings are applicable to people’s every day, natural social settings” (Bryman, 2012, p.48). This research tried to attain ecological validity through interaction between the researcher and the respondents in Diepsloot where the respondents reside.

It is worth noting that reliability and validity in research deal with the issues of consistency, trustworthiness, dependability and conformity (Bryman, *op. cit*). In relation to reliability, the aspects of consistency were ensured by verification of information to ensure that the perceptions of the

respondents were consistent. This was done in all steps of the research so as to ensure the rigour of the study through the identification and correction of the errors before they exerted influence on the data analysis. This assisted in ensuring that the researcher was fair and honest and that a balanced account was provided about the perceptions of the respondents. This was attained by establishing a relationship with the 10 respondents.

In addition, the research endeavoured to provide thick description, as explained by Bryman (2012), so as to place the reader into the Diepsloot context. This was done through description of the situation or setting of Diepsloot in terms of political leadership trends and patterns in relation to service delivery, the residents or 10 respondents, and the interactions between the researcher and the said respondents. This was an attempt to assist the reader in determining the transferability of the findings of the research to other settings.

There was also a multiple use of data collection methods in the form of document analysis and semi-structured interviews with the interview guide, as indicated previously. This strengthened the research's usefulness for other settings. In doing this, its transferability could be enhanced.

There was also a search of the discrepant information on leadership roles in facilitating service delivery in Diepsloot. This was undertaken through document analysis that placed emphasis on issues around governance and service delivery and assisted in providing an independent and different view in relation to the role of political leadership in facilitating service delivery in Diepsloot.

3.8 LIMITATIONS OF THE STUDY

Firstly, leadership is a broad concept and research on this concept is ongoing. This posed a challenge in obtaining an academically agreed definition of the concept of leadership and its application to service delivery. This was countered by using the available literature on the concept of leadership so as to ensure its effective utilization.

The literature reveals that resources are limited and choices have to be made (Kornai, 1979). This economic problem, which has to do with the scarcity of resources, served as a limitation in the research. The researcher could only interview 10 respondents in Diepsloot as there were no additional people to be hired. This led to only two trips that were taken to Diepsloot.

The time constraints also negatively affected the research. The researcher spent limited time with the 10 respondents and did not stay with them in order to observe their frustrations, emotions and attitudes towards leadership in relation to the general dissatisfaction with service delivery. Moreover, this research was allocated only six months. The researcher did not embark on a comprehensive case study and this is manifested by the very small number of respondents that were interviewed. This focus on one case study, namely Diepsloot, limited the amount of information that was needed to answer the research questions. The time constraints led to a stronger focus on the documented material and the limited group of 10 respondents in Diepsloot.

3.9 ETHICAL CONSIDERATIONS

Ethical issues arise at various phases of research (Bryman, *op. cit*). This research ensured that ethical aspects were taken into account and that the respondents were not at a disadvantage, including physical harm, loss of self-esteem and stress (Kellehear, 1993). It also secured the informed consent of the respondents (Bryman, 2012). The 10 respondents of Diepsloot were provided with sufficient information to enable them to make an informed decision about whether or not they wanted to participate in a study.

It is argued that the research must ensure protection of the privacy of the respondents (Diener & Crandall, 1978). Therefore, the data that was collected from the respondents was treated with confidentiality.

3.10 CONCLUSION

This chapter discussed the research methodology and strategy including the relevant designs and data collection methods adopted in the research. It also discussed the opportunities presented by the methodology and the related research approach. There were some challenges experienced. There were concerns about privacy and confidentiality expressed by some of the respondents but when they were told that privacy and confidentiality would be ensured and that the study was done for academic purposes, this was acceptable.

CHAPTER FOUR
PRESENTATION OF FINDINGS

4.1 INTRODUCTION

The findings of this research report contribute to the political leadership role in facilitating service delivery, taking into account the key issues that were raised by the documents and the respondents of Diepsloot. The documents were analysed and 10 respondents were interviewed through the semi-structured interview with an interview guide. It considers and elaborates on the research findings gathered. In doing this, it discusses the leadership factors that contributed to service delivery problems in Diepsloot. During the presentation of the findings, it will be revealed that leadership factors led to service delivery challenges in Diepsloot.

The findings strongly reflect political leadership factors in the context of service delivery and indicate whether there is a role leaders can play in facilitating service delivery to the residents of Diepsloot. This is based on the views of residents with regard to the role political leaders play in the context of service delivery, as indicated by the residents of Diepsloot Ward 95.

4.2 DATA AND METHODOLOGY

In attempting to answer the research questions which are stated in chapter one, two sets of data was utilised, comprising documents that were analysed in the context of leadership and its role in facilitating service delivery, as well as semi-structured interviews with an interview guide which were conducted with the 10 respondents who are residents of Diepsloot.

Table 4: Findings of Document Analysis in the Context of Leadership and its role in Facilitating Service Delivery

Documents and related content	Year	Content with respect to leadership and service delivery
Descriptions of the concept of leadership	2008-2013	No leadership issues are raised in the context of facilitating access to service delivery.
Theories of leadership	1960-2012	No leadership issues are raised in the context of facilitating access to service delivery. But, it is manifested that a leader has to facilitate change in the lives of people he leads.
Service delivery in the context of leadership	1989-2008	Leadership issues are raised in line with service delivery.
Governance issues and service delivery	2000-2013	Governance is raised as important in service delivery.
Leadership and service delivery	1982-2013	The role of leadership in facilitating service delivery is raised.
Leadership and public value in the delivery of services	1982-2011	The role of leadership in facilitating delivery of services is raised.
Leadership and service delivery in Africa	2004-2013	Leadership factors that affect service delivery are revealed.
Leadership and service delivery in the context of SADC	1998-2013	Leadership trends that impact on service delivery are demonstrated.
Leadership and service delivery in S.A	1999-2013	Leadership aspects in line with service delivery are manifested.
Leadership and service delivery in Gauteng Province and Diepsloot	2011-2013	Leadership issues are revealed in line with service delivery.

The documents as listed in Table 4 reveal the role that political leadership can play in facilitating service delivery and were crucial in identifying the leadership factors in line with service delivery covering the global community, Africa, SADC, and SA with the inclusion of Gauteng Province and Diepsloot township.

4.3 FINDINGS OF THE INTERVIEWS

At the outset, the interviews illustrate the perceptions and knowledge of the 10 respondents who reside in Ward 95 with regard to political leadership and its role in service delivery. Such aspects cover a wide range of political leadership issues pertaining to the role political leaders can play in facilitating delivery of services to the people, aspects of trust for political leaders in relation to service delivery, the type or personality traits of a political leader that can facilitate service delivery, the role that can be played by political leaders in facilitating service delivery, the awareness of political leaders with regard to community needs and their response to such needs, and the opinions of residents in relation to the readiness of political leaders in facilitating service delivery in Diepsloot.

4.4 THE RESPONDENTS: DEMOGRAPHIC TRENDS

The 10 respondents are comprised of both South Africans and foreigners residing in Diepsloot. The respondents were both males and females. Some of them reside informally while others were in formal structures or houses. The majority of the respondents, that is, nine respondents earned less than R2 500 per month while only one respondent earned an income which is between R2 502 and R3 500. Table 5 below shows the basic characteristics of the respondents:

Table 5: Respondent Demographics

Language	Dwelling type	Education level	Economic activity	Income level (R)	Age	Gender
English	Formal	High School	Working	Less than 2 500	20-29	Male
English	Informal	Matric	Working	Less than 2 500	30-39	Male
English	Formal	Matric	Woking	2 501 – 3 500	30-39	Male
Zulu	Informal	Standard 8	Working	Less than 2 500	20-29	Male
English	Informal	Matric	Working	Less than 2 500	20-29	Male
Zulu	Formal	Grade 8	Working	Less than 2 500	20-29	Female
English	Formal	Matric	Not working	None	20-29	Female
English	Informal	Matric	Not working	None	30-39	Female
English	Formal	Grade 8	Working	Less than 2 500	20-29	Female
English	Formal	Matric	Working	Less than 2 500	20-29	Female

4.5 POLITICAL LEADERSHIP IN RELATION TO ROLE IN SERVICE DELIVERY

Many respondents revealed positive perceptions with regard to political leaders and their role in facilitating service delivery. These respondents stated that leaders took on some service delivery initiatives but they were not very successful in playing their role in service delivery. One of the respondents said, “the political leaders do not do service delivery in an appropriate manner” (N. Madikane, personal communication, December 01, 2013). In line with that, another respondent said, “the leaders are

trying but they are not doing good in facilitating the delivery of services to the people" (S. Thole, personal communication, December 01, 2013). Many of the respondents said that the leaders simply send people to deliver services and they were concerned about the slow pace of the leaders in playing their role.

4.5.1 Personality traits of a leader in relation to the facilitation of Service Delivery

The respondents raised certain personality aspects of political leadership in relation to service delivery such as caring for the people, trust, ability of leaders to delegate, political leadership in relation to accelerated delivery of services, the importance of the ability to ensure participation, the attribute of standing for the interests of the people, the habit of regularly checking service delivery needs and challenges of the community, flexibility and dedication, the habit of achievement and not that of failing, and being honest and responsible. Despite the acknowledgment that leaders were trying to assist in service delivery, the key issues raised above were seen as being of high importance in relation to political leadership's role in facilitating service delivery to the people. One of the respondents said, "political leaders just come only when there are elections to make us vote them into government offices to benefit and they stay there and even refuse to talk to us" (N. Xulu, personal communication, December 08, 2013).

4.5.2 Political leadership and people-driven approach to Service Delivery

The respondents indicated that leaders should come to the people and listen so that they could know the type of services urgently needed by the residents and they should then take these as service delivery priorities. It was said that this should be done in the form of a service delivery meeting

between the leaders and the residents. This could assist in making the leaders aware of the service delivery priorities of the community.

4.5.3 Awareness of Political Leaders about services needed in the community

The respondents noted that the political leaders were aware of the services needed by the community but the challenge was that they were not delivering those services to the people. Some of the respondents indicated that the leaders are "busy with their personal affairs and their interest to win tenders from the government instead of delivering services to the people as per their promises during the elections especially municipal elections" (R. Vilakazi, personal communication, December 08, 2013).

4.5.4 Responsiveness of Political Leaders to Service Delivery

The respondents indicated that political leaders do not respond to the service delivery needs of the community. It was indicated that leaders have to come to the residents to discuss service delivery needs. Some of the respondents indicated that political leaders are very sluggish in responding to service delivery needs and this led to service delivery protests in Diepsloot. It was reported that this occurred since the political leaders normally took time to respond to the aforesaid service delivery needs, in particular housing, water, electricity and roads. Some of the respondents indicated that the leaders needed to come to the people and have meetings with them so as to hear what is required. This was viewed as crucial in determining an appropriate response to the service delivery needs of the residents of Diepsloot.

4.5.5 Aspects of readiness of Political Leaders for Service Delivery

The majority of the respondents said that the political leaders are ready to deliver services to the community of Diepsloot, but noted that the leaders are not willing to deliver services to the people. These respondents said this because they viewed that the leaders were placing their interests first as compared to those of the people. Some of the respondents said, “There is money for service delivery, it’s just that the political leaders do their own business with the money” (S. Kunene, personal communication, December 2013). One of the respondents indicated that the leaders were not ready to deliver services to the people: “If the political leaders say they are ready they are not speaking the truth since they lack crucial capacity to deliver services such as housing, water and electricity to the people” (D. Mokoena, personal communication, December 08, 2013).

4.6 CONCLUSION

It seems clear, as reflected in the findings, that the residents of Diepsloot see a role political leadership can play in facilitating service delivery in their community. In line with that, there are issues raised such as personality traits of leaders, and the approach to be taken by leaders in facilitating service delivery which needs to have at its centre the involvement of the people, the awareness of political leaders with regard to services that are necessitated by the community. The 10 respondents of Diepsloot suggested that meetings around service delivery should be held with the residents, and the responsiveness of the political leaders must be improved since they are being blamed for sluggish responses to service delivery needs by the residents of Diepsloot.

The residents of Diepsloot see a role that can be played by political leaders in facilitating service delivery to their community. Hence, there were service delivery protests which were targeted towards political

leaders, blaming them for poor or no access to service delivery. The residents outlined the type of role to be played by these leaders, and also addressed their concerns regarding certain personality traits, the response and approaches to be undertaken in ensuring that political leaders play their role in facilitating service delivery.

CHAPTER FIVE

ANALYSIS AND INTERPRETATION OF FINDINGS

5.1 INTRODUCTION

This chapter places emphasis on the interpretation of the findings as presented in the preceding chapter. This chapter will analyse all the results in the context of the role political leadership can play in facilitating service delivery and will examine the key political leadership factors in line with service delivery in Diepsloot Ward 95. This analysis will, to a great extent, inform the political leaders on the leadership factors in relation to service delivery and identify political leadership issues that can assist in facilitating service delivery. There will also be an indication of the issues that can impede service delivery. These leaders are located in the national, provincial and local spheres and they play a crucial role in facilitating service delivery.

In analysing and interpreting the findings in the context of the role that can be played by political leaders in facilitating service delivery, this chapter will also compare the findings of other researchers with those of the author of this research report in relation to the political leadership role in the context of service delivery.

The analysis and interpretation of findings will assess the extent to which political leadership transforms the lives of people through facilitating service delivery. This is done through the application of Transformational Leadership Theory, the notions of Situational Leadership Theory which raises the idea of a situation as critical in detecting the role and rise of a leader and other relevant theories such as Trait Leadership Theory which has to do with the necessary personal traits that are critical in identifying a person who is supposed to lead. The Contingency Leadership Theory and

Path Goal Theory of Leadership with its focus on the role of a leader in facilitating task accomplishment will also be utilised in the analysis of data.

5.2 ANALYSIS AND INTERPRETATION

It is widely acknowledged that political leadership is central and significant in facilitating service delivery to communities. This is informed by the strategic positions that political leaders occupy in different spheres of government. The political leaders lead key institutions that are at the centre of service delivery. They are found in national, provincial and local government. For instance, in the national sphere there is the President and the Ministers, in the provincial spheres there are Members of the Executive Council (MECs), and in the local spheres there are Mayors and Councillors. All these are, in many cases, members of a political party which is elected by the people.

5.3 UNDERSTANDING POLITICAL LEADERSHIP AND SERVICE DELIVERY

Chapter two and some sections of chapter one demonstrated the significance of leadership in facilitating service delivery, raising the aspects of the importance of leadership in implementing government service delivery programmes. This is supported by Turska - Kawa (2013, p.1) who says:

> "Among the many issues that political science deals with, the problem of leadership clearly stands out. Leadership is an essential feature of all government and governance: weak leadership contributes to government failures, and strong leadership is indispensable if the government is to succeed. Wise leadership secures prosperity in the long run; foolhardy leadership may bring about a catastrophe. The lack of leadership routinizes governance.

> Its political and creative aspects fade away: it becomes no different from administration, focusing solely on pattern maintenance and repetition of the same. On the other hand, over-assertive leadership pays little attention to institutional constraints. Political leadership and followership account for significant differences across and within individual nation-states in responding to both newer global problems and traditional governance issues".

In previous chapters, political leadership issues were raised by both proponents of leadership in relation to aspects of service delivery, and by respondents as being of importance in facilitating delivery of services to communities. In addition, the leadership theories which are discussed critically in chapter two raised the notion that a leader has to transform the lives of the people s/he leads. That means, a leader must embark on an initiative that intends to better the lives of people, and serve the people especially in responding to challenges that communities face. These challenges may manifest themselves as poor or no access to services such as water, housing, electricity, sanitation and sewerage. Thus, it can be suggested that political leaders must respond to service delivery challenges faced in communities. In analysing and interpreting the findings, below are the main issues that were identified by Diepsloot respondents in relation to leadership and service delivery.

5.4 HONOURING SERVICE DELIVERY PROMISES

When political leaders campaign for positions in government, they make promises to deliver services. Yet these leaders do not always honour their service delivery promises. Once in government they place more emphasis on self-enrichment. The respondents of Diepsloot noted that the elected political leaders into government positions were concerned with obtaining tenders for themselves instead of assisting in the delivery of services to the residents as they had promised. This led to poor or no service delivery

to the communities. In response to poor or lack of service delivery, people embarked on protests so as to remind leaders about their promises.

It is clear that the political leaders failed to honour their promises to the people. There is therefore a need to compel leaders to honour their promises to the people and to ensure that services are available to people.

5.5 POLITICAL LEADER INTERESTS vs PEOPLE'S INTERESTS

It was noted that political leaders put their interests first as compared to those of the people. This occurred since leaders wanted to benefit from the government positions to which they were elected rather than improving conditions for their constituents. This happened at the expense of the people as they got little or no attention from the political leaders. This is revealed by some of the respondents in Diepsloot who stated that there is money available for service delivery but the challenge is that the leaders are using the money for their own business purposes and also winning government tenders.

The information obtained indicates that political leaders pay little attention to the service delivery needs of the people who elected them into government positions, and this is an issue that led to poor or no service delivery. There is a need for political leadership that places the interests of its people first.

5.6 GOVERNANCE AND ACCOUNTABILITY OF POLITICAL LEADERSHIP

Chapter two raised issues of governance in line with service delivery, and indicated that good governance is crucial in ensuring the delivery of services to the communities. This includes taking into account the rule of law, responsiveness, accountability, consensus and participation. The

issues of efficiency and effectiveness have been raised as being essential to service delivery.

Some respondents in Diepsloot emphasised the importance of governance in facilitating access to services such as water, sewerage and electricity to mention just a few instances. The respondents raised the point about governance in relation to the political leadership. This shows a concern regarding the ability to assign duties and responsibilities by the political leaders especially those in the CoJ. These respondents indicated that political leaders should be able to assign service delivery related responsibilities to facilitate access of services to the people. At the time of the interviews, the respondents noted that the political leaders still lack the ability to assign service delivery responsibilities and roles.

Other respondents stated that the leaders should embark on regular checks with regard to the services needed by the people and the management of those that were already delivered such as water and electricity. This was a group of respondents who said that political leaders normally take a long period of time to deliver services. There were also delays in solving problems with existing services including water and electricity. For instance, water and electricity normally became inaccessible on a weekly basis and the political leaders did not come to check if these services were still running.

It was noted that the political leaders were seen as being unable to attain consensus within the communities around service delivery. The respondents stated that the leaders should hold service delivery meetings with them. They indicated that the meetings would be appropriate in identifying the service delivery needs of the community and the manner in which those needs would be met. This confirms what Sinwel, *et al*. (2009) raises in chapter one, when he indicates that leaders were not consulting residents of Diepsloot on service delivery issues. This is among the

reasons why service delivery protesters demanded the resignation of their political leader, namely the councillor serving in the Municipal Council of the CoJ.

The lack of responsiveness by political leaders in relation to the services needed by the community was also raised as an issue of concern. The respondents indicated that political leaders do not respond to services needed by the community. This was viewed as one of the triggers of service delivery protests.

The lack of responsiveness on the part of political leaders regarding services needed by the community is crucial when looking at issues of accountability. This is the case since the political leaders did not view themselves as accountable to the people of Diepsloot and this led to poor or no service delivery to the people. When the leaders were elected to government positions, they placed little or no emphasis on the needs of the people and they became more accountable to their political seniors rather than the people who elected them to government leadership positions.

5.7 POLITICAL LEADERSHIP, SERVICE DELIVERY AND PUBLIC VALUE

The literature in chapter two noted that the leaders are expected to consult people to find out what they value (MEPSI, 2010). It also indicated that the prospective beneficiaries of public services have to be provided an opportunity to articulate what they need and value, and this is crucial in providing services that can meet the needs of the people.

The findings of this research indicate that respondents exhibited dissatisfaction with the political leaders and their lack of understanding what the people need and value. For instance, some respondents

indicated that they need houses but the leaders were talking about the provision of electricity. The understanding of services that were valued by the people was viewed as necessary by these respondents. However, there were respondents who noted that the political leaders knew the type of services that people needed and valued and they managed to campaign to be elected in government positions by promising the delivery of those services.

5.8 SERVICE DELIVERY AND THE PURSUIT OF HAPPINESS

Firstly, it was noted in chapter five that all people are in pursuit of happiness and this is an important purpose in life. People are happy when they are healthy and enjoying decent living standards. This can be attained by, among other things, access to quality services, as stated in chapter five. This is in the context in which the proponents of leadership and service delivery argue that leaders not only have to assist in satisfying the clients' needs, they have to go beyond that through the provision of access to quality services in a manner that delights the clients.

In addition, people want to have their dignity restored. In this context, they would want their basic need which is shelter to be met and political leaders have to assist them as they made promises that they would build houses for them. This would make them happy as they would be protected from the elements such as cold during winter times, exposure to discomfort and the challenges of homelessness as noted in chapter one. Basically, people will be happy when they are healthy and living in healthy communities that do not pose any threat to their lives. Access to services is at the centre of this aim.

In light of the above, it can be said the respondents manifested a situation where the political leaders were not assisting them to attain happiness through facilitating service delivery. In the effort to pursue happiness

through having access to services the residents of Diepsloot embarked on service delivery protests. The political leaders were viewed as being reluctant or unable to assist in making them happy through facilitating service delivery to their community.

5.9 CONCLUSION

This chapter analysed and interpreted findings around political leadership issues in the context of service delivery. The political leadership factors examine personality traits of a leader in line with service delivery, aspects of political leadership and governance, taking into consideration the leaders' role in facilitating service delivery, political leadership and public value with regard to service delivery, as well as leadership responsibilities.

The political leadership challenges undermine the role of political leadership in facilitating service delivery. The lack of responsiveness by the political leaders to the needs of people, lack of willingness to talk to people on service delivery matters, poor levels of accountability, putting the interests of the leaders first at the expense of the people through doing business with government while they hold government positions, are all among the political leadership challenges that negatively impact on the role of the leadership in facilitating service delivery.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter places emphasis on the conclusions and recommendations, through consideration of the issues raised by the proponents of leadership and service delivery, including the responses of the 10 respondents interviewed in Diepsloot Ward 95. It does this by first presenting the conclusions on aspects of political leadership, the factors that have contributed to political leadership challenges in service delivery, key inferences on findings on the political leadership patterns and trends of service delivery, and concluding remarks on interpretation and analysis of findings within the context of political leadership and service delivery.

Secondly, this chapter will look at recommendations in order to share the lessons for political leadership so that they are better able to play a role in facilitating service delivery in a way that is impact driven and constructive. This will be done by presenting the recommendations for the Diepsloot residents on the type of political leadership that can best facilitate access to services such as housing, water, electricity and sewerage. This will assist the residents when selecting their political leadership during the municipal elections period, particularly in the CoJ. It is the view of the researcher that the type of political leadership to be presented in this chapter will assist them to move closer to the better life that all citizens strive for by playing a constructive role in facilitating service delivery.

The recommendations for Gauteng Province are also presented with the aim of assisting the Province in dealing with political leadership challenges in relation to service delivery that threaten to undermine the ability of political leadership to facilitate access to services.

Recommendations are made for S.A with the aim of assisting the country in reviewing political leadership aspects in the context of service delivery to communities, given the extent to which violent service delivery protests have plagued the country. The communities have engaged in service delivery protests in pursuit of a better life. They are in pursuit of happiness and demonstrate this through embarking on service delivery protests in the hope that access to services, as stated above, will bring will provide better life.

Certain recommendations are presented and they are particularly aimed at SADC in order to assist the region in dealing with political leadership challenges that continue to undermine service delivery. As a result of political leadership challenges in the region, many countries face the challenge of dealing with high levels of poverty. Zimbabwe, Swaziland, Mozambique and Lesotho are a case in point. The political leadership challenges in Zimbabwe in relation to service delivery were also noted by former South African President, Nelson Mandela, who suggested that there was a failure of political leadership in the country. The political leadership challenges in Zimbabwe led to the collapse of service delivery and resulted in a large number of citizens fleeing to the neighbouring countries.

The recommendations to address political leadership challenges in order to facilitate service delivery in Africa are also presented. There is poor access to services such as housing, water, electricity and sewerage across the continent. In some states, political leadership is preoccupied with wars and corruption and these are at the expense of service delivery.

Lastly, this chapter presents recommendations for international application in the context of political leadership in line with service delivery. Despite the noted innovations by political leadership to facilitate access to services by citizens, there continues to be widespread limitations in the ability of

political leaders to facilitate the provision of housing, water, electricity, sanitation and sewerage to the communities.

6.1.1 Political Leadership factors leading to leadership challenges in Service Delivery

6.1.1.1 Political Leadership and Service Delivery: Leadership Qualities

Chapter two discussed the leadership qualities that are vital for a leader to have a positive impact in the society by changing the lives of the people for the better. Taking this into consideration and in the context of what was raised by the respondents in Diepsloot, it can be inferred that there is a lack of leadership which could influence aspects of service delivery in Diepsloot. These qualities include, among others, the political leaders' love and empathy for the people; the willingness of a leader to learn; enthusiasm; dedication; efficiency; effectiveness and responsibility. Below is an elaboration on the aforesaid aspects of political leadership which contributed to leadership challenges in relation to service delivery.

The political leadership failed to demonstrate love for the people especially in the context of delivering services. The service delivery grievances of the people were ignored and this led to poor or no access to service delivery in Diepsloot. Thus, the residents embarked on a service delivery protest, demanding the resignation of political leaders that they elected to serve in the Municipal Council. In addition, political leadership showed no empathy for the residents of Diepsloot. Chapter one explained the desperate conditions residents of Diepsloot are faced with as a result of the lack of services such as housing, water, electricity, sanitation and sewerage. This has contributed to incidents of rape as a result of lacking security and safety provided by a house, exposure to the cold winds during winter and thunderstorms in summer, to mention just a few challenges, and these

seem insufficient to convince political leadership that people face desperate living conditions that can be ameliorated through access to service delivery. This shows a lack of empathy for the people on the part of the political leadership.

6.1.1.2 Political Leadership and Service Delivery: Willingness to learn

The political leaders demonstrated no willingness to learn more about the service delivery issues. Political leaders were informed about poor or no access to services by the people but they paid no attention. Such kinds of grievances have led to service delivery protests in some areas of SA such as in Thandakukhanya or Piet Retief. The political leaders did not learn from previous service delivery protests and attempt to be proactive. This meant that they did not initiate and adopt precautionary measures that would avert service delivery protests, especially through facilitating access to service delivery. Furthermore, the poor access to service delivery demonstrated that political leaders did not endeavour to learn and acquire new tools that could assist them in facilitating access to services.

6.1.1.3 Political Leadership and Service Delivery: Enthusiasm and Dedication

The lack of enthusiasm by political leadership in relation to service delivery was noted. This was revealed by some of the respondents who indicated that political leaders should not attempt to manipulate the citizens by promising them housing, water, electricity, sewerage and roads merely in order to be elected to government offices but not delivery on the aforementioned promised services. This indicated a lack of enthusiasm by political leadership with regard to service delivery.

The political leadership exhibited a lack of dedication regarding service delivery challenges. This was manifested by political leadership failures to undertake check-ups in relation to services that were running and those

that were installed such as water pipes and taps but not functional. This had to happen since leaders had promised people that services would be delivered to them, thus, they had to ensure that services assisted the people in meeting their needs. For instance, the leaders had to ensure that potable water was accessible, to mention just one example. The lack of dedication by political leadership to service delivery was also manifested by ignoring service delivery meeting requests from the people. The leaders ignored requests to meet people on important service delivery issues. With the aim of ensuring that their voices were heard, the people then embarked on service delivery protests.

6.1.1.4 Political Leadership and Service Delivery: Efficiency and Effectiveness

There was a lack of efficiency by political leaders in dealing with service delivery matters. This is the case since the political leadership demonstrated their inability to assign service delivery duties and related works to address service delivery challenges, as revealed by some of the respondents. This inability was accompanied by political leadership sluggishness in solving service delivery problems. The political leaders took a long time to assign people to solve service delivery problems even after such problems were reported to them by the residents. This was also made worse by their lack of willingness to learn new and innovative instruments that can assist them in playing a role to facilitate service delivery, as stated previously in this chapter.

There was little effectiveness manifested by political leadership in facilitating service delivery. This was revealed by, among other things, repeated incidents of ignorance by political leadership in relation to service delivery grievances that were raised by residents. This deprived political leadership an opportunity to find new constructive thinking and methods of achieving delivery of services to the people. It is in this context in which

some of the respondents indicated that political leadership is not ready to play a role in facilitating service delivery.

6.1.1.5 Political Leadership and Service Delivery: Responsibility

The political leadership did not view itself as answerable to the residents of Diepsloot on service delivery issues. As a result, it failed to listen to the concerns of the people with regards to service delivery. The lack of responsibility was also evidenced by ignoring the meeting requests from the people, as noted previously.

6.2. KEY FINDINGS ON POLITICAL LEADERSHIP AND SERVICE DELIVERY

Firstly, as noted in chapter four, the endeavour to answer the research questions was done through a combination of document analysis which focused on leadership and its role in facilitating service delivery, and semi-structured interviews with an interview guide that were conducted with the 10 respondents who are residents of Diepsloot.

6.2.1. Findings of Document Analysis

The documents provided clarity on the description of leadership as a concept. They also examined theories of leadership, service delivery in the context of leadership, governance issues and service delivery, leadership and service delivery, leadership and public value in the delivery of services, leadership and service delivery in Africa, leadership and service delivery in the context of SADC, leadership and service delivery in S.A, and leadership and service delivery in Gauteng Province and Diepsloot. The assessed documents divulged the role political leadership can play in facilitating service delivery to communities and they were useful in identifying the leadership factors in line with service delivery covering the

global community, Africa, SADC, and SA with the inclusion of Gauteng Province and Diepsloot, as noted in chapter four.

6.2.2 Findings of Semi-structured Interviews with an Interview Guide

At the outset, the interviews demonstrated the perceptions and knowledge of the 10 respondents in relation to political leadership and its role in facilitating service delivery. Issues of trust in political leadership in line with service delivery, personality traits of a political leader that can facilitate service delivery, the extent of awareness of political leaders about the community needs and opinions of the residents with regard to readiness of political leadership to facilitate service delivery in Diepsloot were examined and the findings are presented below.

Despite the positive perceptions of many respondents with regard to political leadership and its role in service delivery, some of the respondents demonstrated dissatisfaction with regards to how political leadership undertook service delivery in Diepsloot. The political leaders merely sent people to deal with service delivery issues. They did not go to communities and discuss how service delivery had to be undertaken.

The findings revealed that personality traits of political leaders were crucial in enabling them to play their role in facilitating service delivery. The political leaders were expected to be trustworthy and they were supposed to have integrity and dexterity with ability to assign service delivery issues and related work. In addition, it was detected that political leadership was expected to ensure participation in playing its role to facilitate service delivery and such leadership was expected to stand for the interests of the people and put those interests above its own.

The political leadership did not put the residents of Diepsloot at the centre of service delivery to enable them partake actively in service delivery as

expected by the residents of Diepsloot. This was made worse by the refusal of political leaders to listen to the people on service delivery aspects, as raised previously in this chapter and in chapter four. The people wanted political leaders to talk to them on service delivery issues especially the services that were much needed by them and make those service delivery priorities.

It was found out that political leadership was aware of the services required by the residents but the problem was that the leaders were assumed to be busy with their personal affairs and the fulfilment of their own interests to win tenders from the government instead of delivering services to the people in accordance with promises made during the municipal elections. Taking this into account, it can be said that political leadership took the service delivery needs of the people for granted and this is among the reasons why people experienced no service delivery in Diepsloot.

It was also noted that political leaders were not responding to service delivery needs of the community and some respondents believed that they were ready to deliver services, but the challenge was that they did not come to people to identify the type of services they wanted. On the other hand, some respondents indicated that political leadership was not ready to deliver and that is why service delivery challenges were experienced.

6.3 INTERPRETATION AND ANALYSIS OF THE FINDINGS

6.3.1 Political Leadership and Service Delivery

In the context of the findings presented in chapter four and the issues that are indicated in chapter five, it was noted that there is a role political leadership can play in facilitating service delivery in communities. Tursa-Kawa (2013), as quoted in chapter five, suggests that there is a need for political leadership to respond to global problems. This means that political leadership is expected to respond to service delivery problems that communities face. The political leaders are also expected to deal with governance issues so as to facilitate service delivery. This is in line with what is raised in the leadership theories which contend that a leader should make an impact on the lives of the people s/he leads. Therefore, there is an understanding and acceptance that political leaders have to play a role in facilitating service delivery and that understanding is shared by proponents of leadership, the communities who protested and raised service delivery concerns to political leadership, and the political leaders themselves who had promised people delivery of services if they elected them into government positions.

6.3.2 Political Leadership and the Call to Serve

Taking into account the lack of promises being fulfilled by the political leadership with regard to service delivery, it can be said that political leaders did not take service delivery as a call to serve their communities. They took their election into government positions by the people as a self-enrichment opportunity as they placed more emphasis on winning tenders for themselves, as indicated by the respondents.

6.3.3 The Public Interest: Political Leaders and Service Delivery

Political leaders did not take into account public interest in matters of service delivery. This lack of public interest consideration provided opportunities for the service delivery protests to grow. The inability of political leaders to put their interests last as compared to the public interest compromised their opportunity to play an active and constructive role in facilitating service delivery. This also meant that little attention was given to the service delivery needs of the people.

6.3.4 Governance and Political Leadership – Who to account to?

Chapter two and chapter five presented aspects of governance in the context of service delivery taking into consideration current discourse around aspects of good governance with regards to delivering services to communities. It can be inferred that good governance is crucial for service delivery. The interesting issue was the fact that residents of Diepsloot raised matters around good governance in relation to the ability of political leaders to assign service delivery duties and responsibilities. Noting that governance is not always good as it can also be bad, it should be noted that ethical political leadership with integrity and ability can facilitate good governance and this can make such leadership to play a constructive and impact driven role in facilitating service delivery.

The political leadership did not demonstrate good levels of accountability to the residents of Diepsloot. This is seen in the way they ignored their service delivery grievances. This is not an indication of good governance.

6.3.5 Political Leadership, Service Delivery and the Pursuit of Happiness

Chapter five gave an indication of the ability of the political leadership to make people happy through facilitating service delivery and this was suggested as being the purpose of life – that is, the pursuit of happiness. Access to service delivery makes people happy as their lives become better. People cannot be happy if they experience poor or no access to services as this leads to poor quality of life. Thus, political leadership had to ensure that people have access to services such as water, electricity, sanitation, water and sewerage. If people find themselves without access to the required services, they will find mechanisms and certain ways to enable them to have access, such as service delivery protests.

The political leaders demonstrated a serious failure in making people happy through service delivery in Diepsloot. This was seen in people lacking housing as they stayed in shacks, lack of electricity, lack of sewerage disposal and lack of sanitation. Consequently, people experienced poor and low standards of living and their lives did not improve.

6.4 RECOMMENDATIONS

Taking into account the findings presented above on leadership and service delivery, it is crucial to provide practical and solution driven recommendations with regard to political leadership and service delivery for the residents of Diepsloot, Gauteng Province, SA, SADC, the African Continent and the international political leadership and service delivery community.

6.4.1 Political Leadership and Service Delivery in the context of Diepsloot

With the consideration of the responses of Diepsloot residents in ward 95 on political leadership challenges in relation to service delivery, it can be said that the people of Diepsloot must look for political leadership that can facilitate access to service delivery and that leadership should have the following attributes:

- *Integrity*: This means that people should elect political leadership that makes promises about service delivery and fulfil such promises.

- *Ethical conduct*: The people should elect political leadership with good ethics as this can assist political leadership in its role in ensuring good service delivery. This type of political leadership supports good governance by their ethical approach to issues of service delivery. They can uphold the rule of law, transparency, and accountability and this will lead to a more constructive and impact-driven role by political leadership in facilitating service delivery.

- *Diligence and competence*: The type of political leadership that the residents of Diepsloot should elect must ensure diligence and competence with regards to service delivery. It must be able to check whether services are running or not. It must also be the type of political leadership that takes steps to ensure that services are delivered to the community.

- *Effectiveness and efficiency:* The type of leadership that should be elected into government by the people should ensure that it produces the desired results in service delivery. That leadership must deliver quality services to the people. For example, water that

is delivered must have an intended outcome. It must be potable and be suitable for cooking and washing. Moreover, the required political leadership must be efficient in the sense that it should use time, efforts and resources in a judicious manner. It must not squander time and resources as these should be directed towards service delivery.

- *Understanding of service delivery needs*: The best political leadership understands the service delivery needs of the community. That means, such leadership should understand the frustrations related to poor service delivery as well as the concerns of the people. In doing that, the leadership must be open and discuss service delivery needs and reach a consensus with people on service delivery priorities.

- *Willingness to listen*: The political leadership to be elected should be the one that listens to people on service delivery issues. It must not be the type of leadership that ignores concerns and calls for meetings on service delivery needs.

- *Empathy for the people*: The people should elect a leadership that is sympathetic about their situation with regard to the lack of service delivery and poor living standards. The leadership should have the capacity to recognise emotions and negative feelings that are triggered by poor living conditions and demonstrate compassion. Such compassion can, among other things, channel political leadership towards efforts to ameliorate the lack of service delivery driven protests by facilitating access to service delivery.

6.4.2 Political Leadership and Service Delivery in relation to Gauteng Province

Similar to the situation in Diesploot, the political leadership problems that led to poor or no service delivery have been experienced in many areas of Gauteng, as explained in chapter two, and there is a need for people of the Province to re-think the type of political leaders that should lead in government on service delivery matters. This should be done by electing into government positions political leadership that is able to facilitate service delivery. Below are the political leadership issues that the citizens of Gauteng should take into account when electing political leaders and ensure that they play an impact driven and constructive role in facilitating service delivery:

- *Capacitated political leadership*: The lack of capacitated political leadership in many areas and municipalities of the Province has led to lack of service delivery. In response to that, people should elect political leadership that has capacity so as to assist in facilitating the delivery of services to the people of the Province. The political leadership that lacks capacity must not be elected as such leadership may prolong lack or poor service delivery in the Province. The prolonged lack or poor service delivery may, by implication, escalate violent service delivery protests in the Province as has been the case in certain communities where people embarked on violent service delivery protests. Political leadership with capacity can assist in ameliorating the situation that leads to service delivery protests.

- *Understanding of service delivery issues of Gauteng Province*: This type of political leadership should be familiar with the Gauteng service delivery environment and its impact on the delivery of

services. The Gauteng Province has diverse areas with different service delivery needs. The political leadership that should be elected by the people should understand such service delivery needs of the Province in different areas. For instance, some areas need water not electricity while others need electricity rather than water.

- *Political leadership and service delivery plans*: The type of political leadership that should be elected by the people of Gauteng should be able to devise service delivery plans and communicate those plans accurately to communities in the Province. The MEC for housing in the Province, as quoted in chapter two, observed that, "We need to communicate our plans to communities to avoid the service delivery protests we have witnessed recently" (CoJ, *op cit*). Thus, political leadership should develop service delivery related plans and take those plans to communities for discussion in order to reach a consensus on the content of the plans based on the needs and priorities of the people.

- *Political leadership and service delivery participatory mechanisms*: The type of political leadership that the people of Gauteng must elect into government positions needs to be able to initiate participatory mechanisms in relation to service delivery and engage communities on service delivery issues.

6.4.3 Political Leadership and Service Delivery in the South African Context

The attributes that are indicated below are crucial for political leadership as they can assist in delivering services to people in SA:

- *Understanding of service delivery issues of South Africa*: The type of political leadership that should be elected by the people of SA should have a clear understanding of the

service delivery issues of the country. That leadership should know that the country has a variety of provinces with different service delivery needs. The different areas of SA have diverse needs and the political leadership should respond accordingly. Regional or provincial needs should not be prioritised at the expense of the services needed in certain regions and areas of the country. Furthermore, the political leadership should not approach service delivery within the paradigm of tribalism or regionalism as this will constitute discrimination. The political leadership that should be elected should provide services to all people equally without racial segregation.

- *Futuristic and proactive political leadership*: The type of political leadership that should be elected by the people should have a proactive approach to service delivery issues. That means it must be a political leadership that is able to anticipate areas that will experience service delivery challenges and embark on approaches that will avert those challenges in advance. The lack of such political leadership in the country for service delivery purposes is among the leadership problems that has led to violent service delivery protests.

6.4.4 Political Leadership and Service Delivery in the SADC Context

With the intention of electing political leadership that can facilitate delivery of services to the people of the region, the people should elect political leaders into government positions that have the attributes indicated that are indicated below:

- *Understanding and acceptance of the fundamental human right to better life*: Taking into account what is raised in chapter two on

leadership crisis experienced in SADC which manifests itself through corruption that led to, among other things, bad governance, the people of the region should elect political leaders into government positions that will facilitate service delivery through a willingness to share state resources. It must not be avaricious political leadership that is selfish and provides service delivery only to its communities, residences of families, societies of close friends and relatives. That leadership must understand and accept that all people deserve to have access to services.

- *Stable political leadership and service delivery*: The people should elect into government positions leadership that is stable. It must not be a warring leadership that places more emphasis on power and access to resources for selfish benefits. This type of leadership wastes resources as it places more emphasis on security issues instead of service delivery.

- *Capacitated political leadership and technologies for service delivery*: Chapter two has noted that political leadership, especially in the developing countries, demonstrated incapacity in taking advantage of new technologies for service delivery purposes. Thus, the people of SADC must elect into government positions leaders who can understand, utilise and take advantage of new technologies to facilitate service delivery to the people.

- *Inclusivity and political leadership in relation to service delivery*: The people must elect into government positions political leadership that will include them in service delivery matters and related decisions. This can assist in enabling the participation of people in service delivery so that they work with leadership in service delivery. It must not be political leadership that excludes poor and powerless people

in service delivery matters in order to benefit the rich and powerful groups.

6.4.5 Political Leadership and Service Delivery with regard to Africa

The leadership aspects that are indicated below care crucial in electing leaders that can assist in service delivery:

- *Political leadership and service delivery in the context of local government*: Chapter two revealed leadership challenges in the sphere of local government in relation to service delivery. In the context of Africa, the political leadership that must be elected by people should understand how local government works and the importance of leading constructively this sphere of government in a way that facilitates service delivery.

- *Political leadership that embraces democracy and freedom of choice*: The people of the continent must elect into government positions political leadership that can facilitate service delivery by taking into account that people have an inherent and basic right to make their own choices. That means it must be a democratic leadership that listens and does what people request from the leadership even if the request of the people implies evacuating leadership positions in government.

- *Understanding Africa and its people*: The people of the continent should elect political leaders that understand Africa in terms of its advantages in natural and human resources and utilise those to facilitate service delivery in a way that makes the lives of people better. That leadership should also understand the people of the continent in terms of services they want, their challenges and needs, aspirations and wants. Then the political leadership should respond to the aforesaid issues by facilitating service delivery.

6.4.6 Political Leadership and Service Delivery Internationally

Despite progress demonstrated in various countries around service delivery, there is still a need for improvement. This is the case since political leadership still has to deal with the international service delivery problems which led to international inequalities where some people have access to services such as water, electricity, housing, sanitation and sewerage and others which are without access to these services. In an effort to elect leadership that can facilitate service delivery in the world to deal with global poverty and poor living conditions - especially of the poorest of the poor - people should take into account the issues that are indicated below:

- *Political leadership and service delivery in global structures*: People around the world must request their local political leaders to recommend the election of political leadership into inter-governmental organisations such as the UN that can facilitate service delivery globally. In doing that, the people should engage and discuss with political leaders in their countries and recommend service delivery driven political leaders into the UN. Such leaders should be able to facilitate service delivery globally, fair when approaching service delivery matters, not steal resources that have to be used for service delivery, enthusiastic about delivering services to people especially the indigent communities of the world, able to serve people with love, ethical and principled while dealing with service delivery issues, peaceful so that they do not create instabilities and conflicts in the world as this can take away resources from service delivery initiatives, democratic in order to ensure participation of all nations in service delivery related matters, willing to learn about new tools that are applicable to service delivery and how other nations in the world live in order to understand their service delivery needs and respond to such needs,

and thoughtful so as to devise relevant and proactive approaches and plans to service delivery in different areas of the international community.

In the effort to act locally and think globally in terms of political leadership and service delivery, the people should encourage political leaders in different countries of the world to learn from the leadership of Dr Matthew Lukwiya and they must elect leaders that demonstrate such leadership qualities for service delivery purposes. Below is a brief case study on his leadership.

6.5 CASE STUDY: GLOBAL POLITICAL LEADERSHIP AND SERVICE DELIVERY

Global Political Leadership and Service Delivery: Leadership lessons from Dr Matthew Lukwiya

Dr Matthew Lukwiya could have had a comfortable life holding a medical position in England, the Middle East, or S.A but he stayed in Uganda to fight a lethal disease called Ebola and died a horrible death from the said disease (Nno, 2002).

Lukwiya was the medical superintendent of a large Roman Catholic missionary hospital in Gula, a small town near the Sudanese border in northern Uganda (Matovu, Wanyenze, Mawemuko, Wamuyu-Maina & Bazeyo, 2011). He grew up poor in the region, but a succession of scholarships sent him to school and medical school, where he continuously emerged first in his class (Furey, 2003).

Dr Matthew, as he was known to patients and staff, began his professional life as a staff physician at St Mary's Hospital in Gula, a state-of-the-art modern hospital run by an Italian Roman Catholic missionary order (Nno,

op. cit) St Mary's treated eighteen thousand patients a year and five hundred out-patients a day, including army and rebel soldiers in the troubled border region (Furey, *op. cit*).

The physician was in Kampala, 250 miles away, when news of a strange disease spreading through the north and affecting hospital personnel resulted in his being recalled quickly to St Mary's. Dr Lukwiya was enjoying an interlude of study and family life after seventeen years of fourteen-hour workdays (Matovu et al., 2011). However, he left his wife, Margaret, and their five children behind in the country's major city and headed back to his hospital.

Ebola, first identified in 1995 in the Congo, is transmitted through contact with infected body fluids, such as vomit, blood, or sweat. It had no known cause and no known cure (Nno, *op. cit*). As might be expected, hospital personnel panicked. The nearly four hundred employees of St Mary's hospital were in revolt, and Dr Lukwiya spent a day with them, inspiring some, and cajoling others. He also took important steps to curtail the spreading epidemic, alerting authorities in Kampala to it, isolating victims in a special ward, and tightening safety precautions for medical personnel, whose bodies had to be completely covered in protective gear before encountering patients. Dr Lukwiya was one of the people who tried to make patients comfortable, but in doing so committed a fatal error, leaving his face uncovered. The mistake was not uncommon. Protective masks soon fogged up, making it difficult for doctors, who also wore gloves, to puncture veins and conduct other medical procedures.

Soon Dr Lukwiya was a patient himself. At first he thought it was malaria or another fever-causing disease, but gradually the truth was known: he had contracted Ebola, the 156th recorded victim of the outbreak. His wife came north but could not touch her dying husband. The best she could do

was sit at a distance, clad in protective gear, and hold his foot with a surgical glove. He died on December 5, 2000.

There never had been a question about what Dr Lukwiya would do with his life. The brilliant physician wanted to stay in his native region and be a healer of people. He told his fellow medical professionals who were thinking of quitting, “It is our vocation to save life. It involves risk, but when we serve with love, that is when the risk does not matter so much. When we believe our mission is to save lives, we have got to do our work” (Furey, 2003, p.3).

In a weakened state just before his death, he said, “Oh God, I think I will die in my service. If I die, let me be the last”, after which he sang Onward, Christian Soldiers (AMA, 2001, p.2).

Taking into consideration what is raised above with regard to Dr Matthew, below are the lessons that political leaders should draw on in playing their role to facilitate service delivery to communities of the world and people must elect them into leadership position based on the ability to learn and apply what is raised. These can assist in making the role of political leaders more practical and impact-driven in terms of delivering services to communities.

Responding to the Service Delivery Call

Dr Lukwiya responded to the call for the medical service that was needed by the people. He wanted to help the people to be healed. He had an opportunity to live a better life as a result of his medical profession but he chose to go to the sick people and help them. This would be the case since his profession provided him with an opportunity to practise in highly developed countries which were not affected by the Ebola disease.

The political leaders must ensure that they respond to the service delivery call and serve people and not their own interests. They must strive to make a positive impact on the people's lives through continuously attending to the call of service delivery. Most importantly, they have to take the opportunity to be elected into government positions as a call to facilitate service delivery to the people.

Serving People with Love and Responsibility

Dr Matthew encouraged people to serve with love. Those who wanted to quit the service were reminded that love has responsibilities. He noted that people need to love one another and in expressing love, they have to serve each other. This encouraged many nurses and other doctors to stay in the service and fight the disease to save people. Dr Matthew also raised the issue of the responsibilities of love in one of the biggest funerals encouraging people to be patient in providing the service to the people.

The political leaders must always know that love has responsibilities. They must love and serve people in order to take them out of their challenging circumstances that include lack of services such as water, electricity, sewerage and housing to better life.

Continuous Improvement of Skills and Enhancement of Leadership Capacity

Dr Matthew embarked on continuously improving his skills to enhance his competency in dealing with health challenges. He realised that he needed more knowledge and tools to deal with health issues. He always acknowledged that there is room for improvement. This initiative was very important in dealing with Ebola.

The political leaders need to ensure that they embark on such an improvement so as to learn new tools that can assist in tackling service delivery challenges

Dedication to Service Delivery and Team Work

A further lesson to be learnt from Dr Matthew is dedication to service delivery and the ability of the leader to assemble the necessary team for service delivery purposes. Dr Matthew was able to assemble teams to tackle Ebola and he inspired them to face the aforesaid dangerous diseases with courage and dedication. Some of the nurses died but he encouraged those who were still surviving to continue the fight against Ebola.

Political leaders must show dedication in dealing with service delivery issues. They must keep on checking, as suggested by some of the respondents in Diepsloot, the level of access to services, if the services delivered are running and those that are needed by the community.

6.6 CONCLUSION

There is a strong expectation that political leaders should play a role in facilitating service delivery. There were leadership challenges that led to poor or no service delivery in Diepsloot, Gauteng Province, SA, SADC, Africa and the world. In Diepsloot the political leadership problems that hindered and undermined service delivery triggered violent service delivery protests. This occurred in different areas of Gauteng Province and SA. Political leaders promised people during elections that they would deliver services such as water, electricity, sewerage, sanitation and housing but many of these services were not delivered to the people. Thus, in expressing their grievances people embarked on service delivery protests.

The people of Diepsloot raised key issues with regard to political leadership and service delivery, covering personality attributes of a political leader and linked it to issues of service delivery. In elaborating on that, some respondents stated that there is a need for a leader who keeps promises and does not mislead people on service delivery issues. In addition, that political leader must be able to assign service delivery duties and related work and keep on checking if the work is done and services are running or not. The leader should also address residents on service delivery issues and use money for service delivery and not for self-enrichment.

In considering what was raised by the proponents of leadership and respondents in Diepsloot, it can be noted that there were also governance issues that political leadership was expected to exhibit. The lack of ethical political leadership with integrity led to poor levels of accountability to the people who had elected political leaders into government positions for service delivery purposes. This led to bad governance which retarded the ability of the political leadership to facilitate service delivery.

The people of Diepsloot, Gauteng Province, SA and SADC, Africa and the world have to take steps to elect political leadership that can facilitate service delivery. They must elect into government positions political leadership that is capacitated to serve communities, enthusiastic about service delivery, willing to learn new service delivery tools and approaches, stable and democratic so that it can focus on service delivery, taking into account choices and service delivery needs of the people in a participatory manner. In addition, people of the world should elect a political leadership that can learn from the leadership of Dr Mathews Lukwiya. That political leadership should be the one that serves with love, dedication and with empathy for the people.

In summary, people must take steps to elect a political leadership that can play a constructive and impact driven role in facilitating service delivery. This will assist in addressing the political leadership problems that continue to undermine and retard service delivery.

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APPENDIX

QUESTIONNAIRE

University of Witwatersrand
Faculty of Management

TO BE COMPLETED BY INTERVIEWER immediately before interview starts:

Initials of Interviewer: S. Date:_____
Location of interview: _____Time:_____
Gender of interviewee (M/F) ____,

Introduction

Hello, my name is Siphumeze Mndze. I am a student at the University of Witwatersrand, and I am doing a research project that includes some survey of the perceptions of people about the role leadership can play in facilitating service delivery in your community. Think about your particular ward or area, the one you live in, and the needs of the people living in it. Also, think of the different people, organizations, and government institutions involved in your ward to assist in achieving these needs. Answer to the best of your ability and knowledge.

Thanks for agreeing to talk to me. Please be assured that this is a confidential interview and if you feel uncomfortable, we can stop anytime.

SECTION1: LANGUAGE PREFERENCE

Can you do the interview in English, (y/n) _____ **OR**
Would you prefer another language (what?)_____

SECTION 2: DEMOGRAPHICAL MATTERS

Which best describes your current house: (check one)

a) formal _____
b) informal house_____
c) traditional_____
d) other (what) _____

Your Age: (tick one) 20-29___ 30-39___ 40-49___ 50-59___ 60-69___ 70+___

EDUCATIONAL ISSUES

Education: (tick one)

a) Less than grade 8___,
b) Some High school (standard 8)___
c) High School grad Matric)___

d) Some college____
e) College grad____
f) Post grad_____

Did you attend secondary school in a rural area (Y/N) _____?

ECONOMIC ACTIVITY

How many persons including yourself lived full time in your house last week: (number)?
_____

How many employed (full and part time?) people were living in your household last week?
_____

INCOME LEVELS

Recent monthly income (for entire household, tick one)

a) Less than Rand 2500 ____
b) 2501-3500 ____
c) 3501-4500 ____
d) 4501-5500 ____
e) 5501-6500 ____
f) 6501-7500 ____
g) More than Rand 7500 ____

SECTION 3: LEADERSHIP RELATED QUESTIONS

- What is your opinion on the political leaders of your community with regards to delivering services such as housing, water, electricity and sewerage?
- In your opinion, how do you trust your political leaders in delivering the services in your ward?
- Describe the type of a political leader you think she or he can facilitate service delivery?

SECTION 4: SERVICE DELIVERY RELATED QUESTIONS

- If you have to view a role your political leaders can play in delivering services, can you describe that role and the services they can facilitate in terms of delivery? Please, explain the reasons for your answer?
- Tell me about the services your community needs and your thoughts on the awareness of your political leaders about such services?

- How is the response of your political leaders to service delivery needs?
- In your opinion, do you think your political leaders are ready to facilitate service delivery, please explain reason for your answer?

SECTION 5: RECONTACT INFORMATION

We are almost done, now we have just a few final questions about you:

R1. Are you planning, expecting or hoping to move to another dwelling within the next 24 months?

Yes, definitely_____

Yes, probably_____

No_____

R2. Where would you most probably move?

Town/village/settlement_____

Municipality_____

Province_____

Country_____

R3. Please provide two contacts that would know where to find you if you move.

1. Name:

_____

Address:

_____

Telephone:

_____

Relationship:

_____

2. Name:

_____

Address:

_____

Telephone:

_____

Relationship:

_____