DSPACE

https://dspace.org/

Leadership and service delivery in Zululand District Municipality.

Julayi, Bongiwe

2016
http://hdl.handle.net/10539/21947

Downloaded from a DSpace repository. https://dspace.org/

LEADERSHIP AND SERVICE DELIVERY IN ZULULAND DISTRICT MUNICIPALITY

By

Bongiwe Julayi

Supervised by

Dr JMD Matshabaphala

This research report is submitted to the Faculty of Management, University of the Witwatersrand, in 33% fulfilment of the requirements for the degree of Master of Management: Security (in the field of Public and Development Management)

March 2015

ABSTRACT

Service delivery has been an issue of national, provincial and local government concern. South Africa has seen an increase in service delivery protests, many of which turn violent. At face value, the issue is non-delivery or slow delivery of services. However the question remains as to who is responsible for ensuring that services are delivered. In South Africa, local government is given the mandate to deliver basic services by the Constitution of the country.

Both political and administrative leadership have the responsibility to ensure that services are delivered to the community they serve. It is against this background that the study undertook to investigate the role of leadership in service delivery, looking at the administrative leadership. The study used the qualitative approach using the Zululand District Municipality (ZDM) as its case study. The service delivery indicators highlighted that while there has been service delivery, the municipality functions below the provincial levels in service delivery.

The study interrogated the available literature on leadership in order to establish a theoretical framework for the study resulting in the adoption of Kouzes and Posner's *Leadership Challenge: Challenging the Process* as its theoretical framework. The research findings revealed that there is a need for change in the current form of service delivery methods; hence the study provided recommendations for change to the leadership in the ZDM and other district municipalities.

Keywords: Administrative leadership, change, service delivery, the Leadership Challenge theory.

DECLARATION

I, Bongiwe Julayi, hereby declare that this report is my own, unaided work. It is submitted as a 33% fulfilment of the requirements for the degree of Master of Management: Security (in the field of Public and Development Management) in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

.....

Bongiwe Julayi

31 March 2015

DEDICATION

This paper is dedicated to my late father, Mr F Julayi, for he always emphasised the value of education.

To my mother, Ms TE Nxumalo, and my siblings Qalo, Mpume, Makhosi, Vuyane and Zanele for their everlasting support.

To my daughter Wandile, for she remains my greatest source of inspiration.

ACKNOWLEDGEMENTS

I wish to convey my special gratitude to my supervisor Dr JMD Matshabaphala, for the valued leadership and guidance offered me from the proposal stage to the actual research paper. Through our consultation, I have developed a strong interest on strategy and leadership. Thank you for your time.

My special thanks goes to each and every one who took their time and assisted me during the collection of information, especially the staff of the Zululand District Municipality.

To my friends and colleagues, thank you.

TABLE OF CONTENTS

ABSTRACT ..... **I**

DECLARATION ..... **II**

DEDICATION ..... **III**

ACKNOWLEDGEMENTS ..... **IV**

TABLE OF CONTENTS ..... **V**

LIST OF ABBREVIATIONS ..... **VII**

LIST OF FIGURES ..... **VIII**

LIST OF TABLES ..... **VIII**

CHAPTER ONE **1**

INTRODUCTION **1**

1.1 BACKGROUND TO THE STUDY 1
1.2 THE ZULULAND DISTRICT MUNICIPALITY (ZDM) 4
1.2.1 Political and Administrative Leadership *5*
1.3 PROBLEM STATEMENT 8
1.4 PURPOSE STATEMENT 9
1.5 THE RESEARCH QUESTIONS 9
1.6 CHAPTER OUTLINE 9
1.7 CONCLUSION 10

CHAPTER TWO **11**

LITERATURE REVIEW **11**

2.1 ROLE OF LITERATURE REVIEW IN RESEARCH 11
2.2 LEADERSHIP 12
2.3 LEADERSHIP THEORIES 15
2.3.1 Trait theory *15*
2.3.2 Behavioural theory *17*
2.3.3 Situational theory *19*
2.3.4 The Leadership Challenge *21*
2.4 SERVICE DELIVERY 26
2.5 SERVICE DELIVERY PROTEST 30
2.6 CONCLUSION 34

CHAPTER THREE **35**

RESEARCH METHODOLOGY **35**

3.1 INTRODUCTION 35
3.2 RESEARCH APPROACH 35
3.2.1 Quantitative Approach *36*
3.2.2 Qualitative Approach *38*
3.3 RESEARCH DESIGN 40
.3.4 DATA COLLECTION 40

3.4.1 Primary Data *40*
3.4.2 Secondary Data *41*
3.4.3 Sampling *41*
3.5 DATA ANALYSIS 42
3.6 VALIDITY AND RELIABILITY 42
3.6.1 Validity *42*
3.6.2 Reliability *43*
3.7 ETHICAL CONSIDERATIONS 43
3.8 CONCLUSION 44

CHAPTER FOUR 45

PRESENTATION OF FINDINGS 45

4.1 INTRODUCTION 45
4.2 PROFILE OF THE RESPONDENTS 45
4.3 PRESENTATION OF QUESTIONS AND RESPONSESS 46
4.3.1 What are factors that enable effective and efficient delivery of services? *46*
4.3.2 Is leadership one of the major factors in service delivery? *49*
4.3.3 What is a role of leadership in service delivery in the Zululand District Municipality? .. *50*
4.3.4 What are factors of leadership that enable effective and efficient delivery of service in the Zululand District municipality? *51*
4.3.5 What are leadership strategies for consideration in improving service delivery in Zululand District Municipality? *53*
4.4 CONCLUSION 55

CHAPTER FIVE 57

DATA ANALYSIS 57

5.1 INTRODUCTION 57
5.2 CONCEPTUAL FRAMEWORK: THE LEADERSHIP CHALLENGE 57
5.3 CONCLUSION 67

CHAPTER SIX 69

CONCLUSION AND RECOMMENDATIONS 69

6.1 INTRODUCTION 69
6.2 CONCLUSIONS 69
6.2.1 Background to the study *69*
6.2.2 Literature review *70*
6.2.3 Research methodology *70*
6.2.4 Findings *71*
6.2.5 Interpretation and analysis *72*
6.3 RECOMMENDATIONS 73
6.3.1 Recommendations for ZDM *73*
6.3.2 Recommendations for KZN District Municipalities *74*
6.3.3 Recommendations for RSA District Municipalities *75*
6.3.4 Recommendations for SADC, Africa and Global District Municipalities *75*
6.4 CONCLUSION 76

REFERENCES 77

LIST OF ABBREVIATIONS

ANC:	African National Congress
COGTA:	National Department of Cooperative Governance and Traditional Affairs
DA:	Democratic Alliance
DM:	District Municipality
HOD:	Head of Department
IDP:	Integrated Development Plan
IEC:	Independent Electoral Commission
IFP:	Inkatha Freedom Party
LM:	Local Municipality
MM:	Municipal Manager
NFP:	National Freedom Party
RDP:	Reconstruction and Development Programme
SADC:	Southern African Development Community
ZDM:	Zululand District Municipality

LIST OF FIGURES

Figure 1: Map of Zululand District Municipality
Figure 2: McGregor's Theory X and Theory Y Managers
Figure 3: Blake and Mouton's Managerial Grid
Figure 4: KwaZulu-Natal Protests by Districts: February 2007 - May 2011
Figure 5: Major Service delivery protests, by year 2004 - October 2014
Figure 6: The Leadership Concept Map for ZDM

LIST OF TABLES

Table 1: Critical Traits and Skills in leadership
Table 2: Approaches to Change
Table 3: MPI scores, provincial averages for 2014
Table 4: Backlogs in key services (summary)
Table 5: Zululand District Backlog level in 2011
Table 6: Top 5 Grievances per year
Table 7: Number of Service Delivery Protests per Year
Table 8: Respondents' Profiles
Table 9: Sector Minimum Standard 2014 Target

CHAPTER ONE
INTRODUCTION

The study of leadership and service delivery is multifaceted and provides a wider scope of application. The interest in both issues has led to a number of studies which indicate the impact that understanding both carries in a constantly evolving world. This chapter examines the background of both leadership and service delivery, with a specific focus on the Zululand District Municipality (ZDM). The problem statement, purpose statement and finally the research question will be explained.

1.1 BACKGROUND TO THE STUDY

"Like other human qualities, such as love and beauty, leadership is extremely important and can be achieved by considerable effort. But also like love and beauty, there are different paths of leadership" Nunus (1989: 46). Going back in history, there is evidence of both the best and worst forms of leadership. The world has witnessed leaders that have transformed organisations, institutions and the world view, such as Moses, Napoleon Bonaparte, Winston Churchill, Abraham Lincoln, Nelson Mandela, Mother Teresa, Mahatma Ghandi, Martin Luther King Jnr, Margaret Thatcher, Bill Gates and Steve Jobs. Leadership has been identified as one of the necessary tools for development at both the global and grassroots levels.

Post-colonial African leaders have raised the need for strong and principled leaders, who can deal with the African renaissance agenda proactively, and begin to shift the *status quo*. As Van Rensburg (2007: 66) explains,

> *"An African Renaissance implies a process of developing and transforming Africa. Leaders effect development and transformation through their vision and influence. The more quality leaders we have, the more effective we will be in developing and transforming Africa.*

The essence of leadership is the will to serve others through committing your abilities to a cause or vision. Leaders of and within organisations can share the African Renaissance dream. Through building on African's cultural foundations, through growing as leaders and through developing other leaders, the dream can be realised."

The politico-economic bodies like the Southern African Development Community (SADC) have always emphasised the importance of leadership in dealing with both conflict and development within the region.

South Africa is a developing country and sound leadership is necessary in ensuring that development goals are achieved. Effective and efficient delivery of services to the people of South Africa is an essential requirement of this. South Africa today is a result of its history. The Apartheid system brought about segregated development, where the formerly white areas were developed with better services and infrastructure whereas the opposite applied to the other communities.

The new democratic dispensation of 1994 brought about significant changes including a new democratic constitution which divided government powers into three levels: national (which includes legislative, judiciary and administration); provincial (nine provinces, namely Western Cape, Northern Cape, Eastern Cape, North West, Mpumalanga, KwaZulu-Natal, Limpopo, Free State and Gauteng); and two-tier local government which comprised district (44+) and local municipalities. According to section 152 of Chapter 7 of the Constitution of 1996, the objectives of local government included the provision of services to communities in a sustainable manner and the promotion of social and economic development. The ideals of the constitution envisage a local government able to provide basic services and drive the development agenda at grassroots level.

In 1998 the Municipal Structures Act was passed which provided for the following three categories of municipalities.

- Category A: Metropolitan Municipality (MM) which executes all functions of local government for a city or connurbation.
- Category B: Local Municipality (LM) which execute all functions of local government.
- Category C: District Municipality (DM) which execute some functions of local government for a district.

Section 84(1)*(a)* to *(p)* provides for the powers and functions of DMs, 'that give effect to the stated developmental mandates of district municipalities'. The main functions for DMs listed in section 84(1) are *(b)* potable water supply systems, *(c)* bulk supply of electricity, *(d)* waste-water and sewerage, and *(i)* municipal health.

According to the 2009 Department of Cooperative Governance and Traditional Affairs (COGTA) strategic plan, an ideal municipality will strive for the following:

- Providing democratic and accountable government for local communities;
- Being responsive to the needs of the local community;
- Ensuring the provision of services to communities in a sustainable manner;
- Promoting social and economic development;
- Promoting a safe and healthy environment;
- Encouraging the involvement of communities and community organisations in the matters of local government;
- Facilitating a culture of public service and accountability amongst its staff; and
- Assigning clear responsibilities for the management and co-ordination of these.

Service delivery is a core function of local government. The 2009 COGTA strategic plan highlighted what would be an ideal municipality, given the fact that South Africa is a developing country with current state of development depending on the ability for local government to deliver. This study aims to investigate the role of leadership in service delivery using the Zululand District Municipality as its case study.

1.2 THE ZULULAND DISTRICT MUNICIPALITY (ZDM)

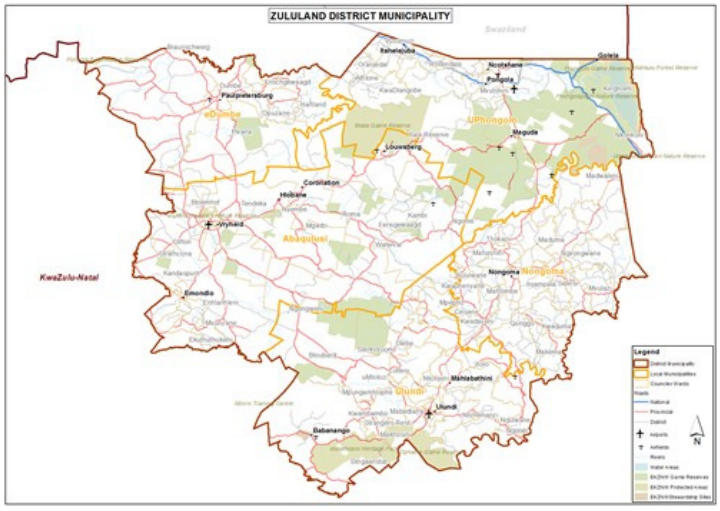
The Zululand District Municipality (ZDM) is in KwaZulu-Natal Province. It consists of five local municipalities: Ulundi, Nongoma, eDumbe, Abaqulusi and uPhongolo. These areas are a combination of rural, semi-rural and urban areas, with approximately 80% being rural. The ZDM covers approximately 14810me. These areas were previously part of the KwaZulu Homeland under the Apartheid government. The ZDM population is estimated at 803 575 (Census 2011) which is a 0.3% increase from 2001.

The ZDM experienced minimal development, especially the rural communities, as they remained underdeveloped until the mid-1990s. ZDM is characterised by high levels of unemployment and poverty and low levels of education. The unemployment rate in 2011 was 41.1%, with Nongoma and Ulundi being among the highest in the province, at 49.3% and 49.4% respectively. Furthermore, 34% of the population has no income, 70% earn R9 600 per year and less, and 23% have no education (www.nda.org.za).

The local municipalities are faced with unequal development as urban areas are more developed than rural areas. According to Gaffney (2011-2013),

> *"There is a general lack of social facilities in the rural areas as well as service backlogs in the provision of roads, electricity, water and sanitation".*

Figure 1: The map of Zululand District Municipality



1.2.1 Political and Administrative Leadership

1.2.1.1 Political Leadership

The ZDM municipality has been led by the Inkatha Freedom Party (IFP) since its inception in 2000. The municipality remained an IFP stronghold It is worth noting that about half of the communities in the ZDM are under the jurisdiction of a traditional authority. For effective service delivery, co-operation between the two stakeholders is essential. In the 2006 local government election the IFP obtained 86% of votes which amounted to 12 seats, the African National Congress (ANC) 7% or 1 seat, the Democratic Alliance (DA) 7% or 1 seat, with a total of 14 DC40 seats.

The 2011 election brought about change in the political and administrative structures of the ZDM. The then mayor broke away from the IFP to establish her own political party, the National Freedom Party (NFP). It is worth noting that no single party won overall control in the District. The IFP is the leading party in terms of proportional DC40 Seats in Zululand, with 6 of 14 seats (81%), but the ZDM is controlled by an alliance of the NFP and the ANC which won 4 seats each with 66% and 52% respectively (IEC 2011 Election Results). During the 2014 national elections, the mayor moved to National

parliament and the new mayor was appointed .The ZDM head office is situated at Ulundi.

1.2.2.1.2 Administrative Leadership

The head of administration is a Municipal Manager (MM) who was appointed by council. The managers are directly accountable to MM and he is accountable to council. The ZDM has the following portfolios: Planning, Social Services, Legal, Corporate Services and Finances, Audit committee and Anti-corruption and fraud prevention.

The council of ZDM consist of 34 councillors, 40% of whom are party elected and 60% elected to the district by respective local municipalities.

Apart from political and administrative leaders in local government, there are traditional leaders who are also part of the leadership system. Section 212(2) of Chapter 12 of the Constitution (1996) describes the role of traditional leaders as being “to deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing the system of customary law.” The local authorities therefore become an essential institution in ensuring that services are delivered to the people and also that they contribute to sustainable development.

The dynamics mentioned above present a critical question of leadership and its role in service delivery. Local government requires human capital that will be organised into functional units which are efficient and responsive to the service delivery mandate.

1.2.2.2 Service Delivery Indicators

The following key delivery indicators are taken from the Community Survey of 2007 and Census 2011

- **Water**

Households that have piped water increased from 9.9% in 2001 to 22% in 2011 which is significantly lower that the provincial average of 46%. Notably Nongoma Local municipality is estimated to be at 9.6% of households that have piped water inside the dwelling.

- **Toilet Facilities**

Households using a pit latrine increased to about 49%, whereas households using buckets and those that do not have toilets decreased to about 0.1% and 25% respectively. UPhongolo saw a significant decrease in households with no toilets of about 29%, down from 46% in 2001 and 16.7% in 2007.

Access to flush toilet connected to sewage was 19% in 2011, which is a minor increase from 17% in 2001.

- **Refuse Removal**

The households where refuse is removed by local authorities or a private company is at 22.4%, which is lower than the provincial average of about 52%. Those households with no refuse removal decreased to about 11%.

- **Electricity**

The households using electricity for lighting, cooking and heating increased by 2007 to 57%, 41% and 36% respectively. Even though there have been increases, they remained well below the national average of 80% for lighting, 66% for cooking and 57% for heating.

Household electricity use for lighting increased to 68% in 2012. Even though there has been an increase, the ZDM remains with a considerable backlog in provision of electricity, especially in rural areas.

- **Household Infrastructure**

Zululand District has the fifth lowest access to infrastructure amongst the districts in the province. An overview of household access to infrastructure in the district shows an improvement from 34% in 1996 to 46% in 2009 (www.nda.org.za) but remains some way below the national levels.

Even though there has been progress in delivery of services, much more still has to be done.

This study investigates the period from 2006 to 2014, focusing on administrative leadership. As the political ideology has changed, it should be established to what extent the administrative leadership has also changed in order to ensure that service delivery becomes a reality in the ZDM. In his State of the Nation Address, the then president Thabo Mbeki indicated that, "We cannot allow that government departments become an obstacle to the achievement of the better life for all because of insufficient attention to the issue of effective and speedy delivery of services". Craythorne (1993:303) similarly observes that, "If the leadership within the organisation is poor and in the sense of weak or deficient, it is likely to result in poor performance by the employees subjected to that leadership". The effective and efficient delivery of services lies in the ability of the leaders to challenge the *status quo* and bring about change where it matters the most, to the people.

1.3 PROBLEM STATEMENT

The fundamental function of administrative leadership in local government is to ensure that the services are delivered in an effective and efficient

manner. Service delivery levels, according to the 2007 Community Census, identified more than 40% of people in the district as lacking access to water (46.9%), sanitation (49.3%), and electricity (43.1%). Even though the level of delivery has improved, the ZDM has remained lower than the national average. The lack of leadership is therefore a barrier to the effective and efficient delivery of services in the Zululand District Municipality.

1.4 PURPOSE STATEMENT

The purpose of the study is to investigate the role that leadership plays in the delivery of services in the Zululand District Municipality. The study will present its findings on leadership and service delivery in the ZDM by interpreting and analysing the data collected on the Municipality and drawing on that information to recommend a leadership strategy for effective and efficient delivery of services in the ZDM.

1.5 THE RESEARCH QUESTIONS

The following are the research questions to be addressed by the research:

1. What is the role of leadership in the delivery of services in the Zululand District Municipality?
2. What are factors of leadership that enable effective delivery of service in the Zululand District Municipality?
3. What are leadership strategies for consideration in service delivery in the Zululand District Municipality?

1.6 CHAPTER OUTLINE

Chapter 1: Introduction: This chapter presents to the reader background information on the Zululand District Municipality. It describes the municipality and provides information about the leadership and service delivery indicators and the need for a thorough understanding of the role of

leadership in service delivery. The focal point of this research is discussed and justified with the research questions clearly articulated.

Chapter 2: Literature review: This chapter firstly defines leadership and further discusses leadership theories. The chapter then examines the literature on service delivery and service delivery protests.

Chapter 3: Research Method: Chapter 3 presents the research methodology and the techniques that the study employed in collected and analysing the data.

Chapter 4: Representation of Data: This chapter will present the research findings from the data collected from the participants.

Chapter 5: Data Analysis: Chapter 5 presents in-depth interpretation and analysis of the research findings from data collected and the literature review.

Chapter 6: Recommendations and Conclusion: This chapter presents the overall conclusion of the study as well as recommendations drawn from the study's findings.

1.7 CONCLUSION

This chapter introduced the issue of leadership and service delivery in relation to the ZDM. It highlighted both administrative and political leadership. The purpose of the study was explained and provides the basis of this study. The chapter outlined three main research questions on leadership and service delivery in the ZDM. Chapter two will review developments in literature for both leadership and service delivery which provides the theoretical framework for the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 ROLE OF LITERATURE REVIEW IN RESEARCH

Research by its nature studies concepts in different contexts. Research aims to create new knowledge, thereby adding to the existing body of knowledge. Literature review exposes the researcher to what has been done on a particular issue before. It is this existing literature that creates awareness in relation to missing links or the knowledge gap.

According to Boote and Beile (2005: 3), “A researcher cannot perform significant research without first understanding the literature in the field. Not understanding the prior research clearly puts a researcher at a disadvantage”. The research therefore needs to have a place in the present based on the prior research for it to have any standing and meaning.

The basis of any good research is the literature review, which should be able to accomplish the objectives of providing a context for the proposed study and demonstrating why it is important and timely. The second part would be to attempt to convince the reader of the legitimacy of the researcher’s hypothesis by providing sufficient logical and empirical support. According to Boote and Beile (2005: 4), “Literature review sets the broad context of the study, clearly demarcates what is and what is not within the scope of the investigation and justifies those decisions”.

Furthermore, it should assist in developing ideas and leading to a coherent argument. “It should not only report the claims made in the existing literature but also examine critically the research methods used to better understand whether the claims are warranted. Such an examination of literature enables

the author to distinguish what has been learned and accomplished in the area of study and what still needs to be done" (Boote & Beile, 2005: 4).

This section aims to examine critically the previous research on the subject of leadership, paying special attention to leadership theories. The second part of the literature review will examine the literature on service delivery.

2.2 LEADERSHIP

In understanding the concept of leadership, the term 'lead' has to be explained. According to the Oxford Dictionary, the word lead means "guidance given by going in front". Therefore the person who leads is known as a leader. Charlton (2000) states that the word 'leader' cannot really be defined without putting followers in the picture. For there to be a leader, there has to be people, groups, organisations and institutions to be led. It is against that background that the word leadership has emerged to describe the phenomenon of leading. The question that arises is what leadership is, and whether it can be contained in one definition or whether it is a multi-layered and multifaceted concept.

It may be assumed that the human race has always had leaders. The Bible makes reference to Moses and Jesus Christ. In ancient China, the leadership is understood by Tu Zun in military terms. As Fielder (1967) observes, leadership has been defined in different ways by scholars and organisations as being, amongst others, the following:

1. Leadership is an ability to persuade or direct men without use of the prestige or power of formal office or external circumstance (Reuter, 1941).
2. Leadership, in a group discussion, is the assumption of the tasks of initiating, organising, clarifying questions, motivating, summarising and formulating conclusions, hence the leader is a person who

spends most of the time talking to the group, since she or he carries out more of these verbal tasks (Bass, 1949).

3. The leader is the person who creates the most effective change in the group performance (Cattell, 1953).

The above definitions view leadership as a one-way concept, where a leader leads the group and gets them to do what is expected. The continuation of research in leadership has provided advanced definitions that present fresh views of what leadership might entail. The current definitions as adopted from Charlton (2000) include:

1. Leadership is making happen what would not happen otherwise. This will always entail working at the edge of what is acceptable and fundamentally different (Richard Pascale).
2. True leadership involves both vision and current reality, identifying strengths and weakness to determine present capacity and not to rely on one's perceptions. Strategy should be simple and not easy (Sir Richard Simon).

Simons' description above includes the art of delegation which is the ability of a leader to select his winning team. That is important, because a leader cannot be expected to do it all, but it is one of the requirements of a good leader to be able to identify talent.

There are clear definitions of leadership in the general business sector. The challenge is the applicable of the abovementioned leadership in government. The government institutions are fundamentally different in their operation and the way they are managed. Much available literature focuses more on the business sense of leadership. The question that arises is how leadership is defined in the public sector domain. Terry (1995) described the ideal public leader as a "conservator, as one comfortable working with incremental solutions while striving to maintain what is good in the status quo" (Gabris, Golembiewski & Ihrke, 2000: 91).

Van Wart (2003) provides the following definitions of leadership in an administrative context.

- Administrative leadership is the process of providing the results required by authorized process in an efficient, effective and legal manner.
- Administrative leadership is the process of developing / supporting followers who provides results.
- Administrative leadership is the process of aligning the organisation within its environment especially the necessary macro-level changes and aligning the culture as appropriate.
- The key element to administrative leadership is its service focus.
- Leadership is a composite of providing technical performance, internal direction to followers and external organisational direction, all with a public service orientation.

The above definitions present different schools of thought with regard to administrative leadership. The core of any administrative leadership is the ability to bring about change and open up new opportunities in the context of public service which promote positive results.

Leadership is a dynamic, multi-layered concept that cannot be confined to a single aspect. Kouzes and Posner (1988) explains that leadership is oxymoronic, that it begins where management ends, where the systems of reward and punishment, control and scrutiny give way to innovation, individual character and the courage of conviction. This suggests that leadership has to do with an individual, the organisation and the system (in both the public and private sectors). It is therefore the ability of a leader to bring about change, without controlling people but working with them. Leaders are known to be agents of change, which as an end product of their vision makes innovation possible. This definition firstly separates leadership from main line management; it recognises the leader as an individual with a

character and also takes into account the environmental factors in the form of systems. The Kouzes and Posner definition provides the basis for understanding leadership; it is for that reason that the study accepts this definition.

2.3 LEADERSHIP THEORIES

The debate on what makes a great leader has been ongoing and several disciplines have contributed in understanding leadership, including psychology, sociology, political science and management science. It is evident that there are different theories, each providing some understanding of leadership in their own specific manner. The four main theories are the trait theory, which looks at the individual traits; behavioural theory, which is more interested in the leader's behaviour; situational theory that emphasises the role of the environment (situation); and finally the transformational (change) theory, which describes the leader as an agent of change by challenging the *status quo*.

2.3.1Trait theory

The trait theory in understanding leadership assumes that leaders are born with "special" traits that make them great. Lassey and Fernandez (1976: 16) observe that, "Prior to the 1930s, it was widely believed that leadership was a property of the individual, that a limited number of people were uniquely endowed with abilities and traits which made it possible for them to become leaders".

The following are the arguments put forward by trait theories as adopted from Lassey and Fernandez (1976):

1. Tead (1935) reported that the traits of the effective leader were nervous physical energy, a sense of purpose and direction,

enthusiasm, integrity, technical mastery, decisiveness, intelligence, teaching skills and faith.

2. Wald and Doty (1954) suggested that the traits that distinguish a leader from the rest included good appearance, need for achievement, assertiveness, and fear of failure.
3. Stogdill (1948) created the list of traits and modified them in 1974 as shown in Table 1 below (adapted from Bolden, Gosling, Marturano and Dennison, 2003).

Table 1: Critical Traits and Skills in Leadership

Traits	Skills
• Adaptable to situations • Alert to social environment • Ambitious and achievement-orientated • Assertive • Co-operative • Decisive • Dependable • Dominant (desire to influence others) • Energetic (high activity level) • Persistent • Self-confident • Tolerant of stress • Willing to assume responsibility	• Clever (intelligent) • Conceptually skilled • Creative • Diplomatic and tactful • Fluent in speaking • Knowledgeable about group task • Organised (administrative ability) • Persuasive • Socially skilled

Source: Stogdill, 1974

Intelligence, assertiveness, decisiveness and a high degree of energy are common traits identified in the abovementioned studies. What these theories suggest is that a person born with the above traits is a leader. They argue that these traits distinguish the leader from the general population.

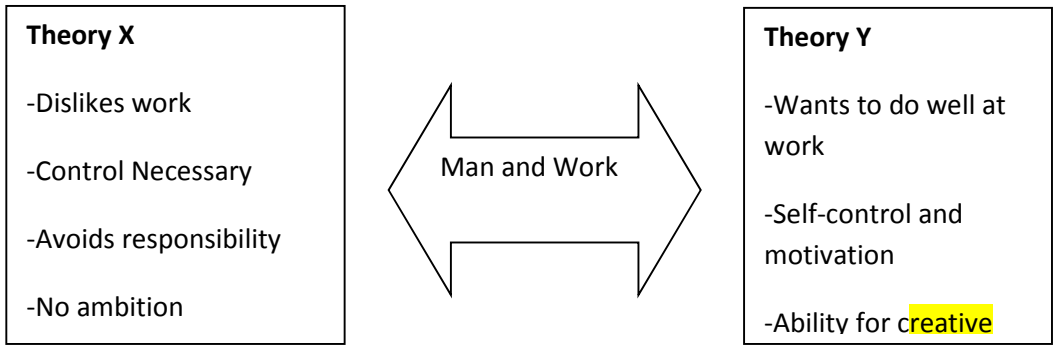
It is arguable that some people do possess great motivating skills, and they have charm and charisma, which can make them leaders. The characteristics mentioned above include the ability to be assertive and decisive, which is essential for any leader as they enable them to deliver in terms of their performance.

The person's behaviour and situation, which can inform society or institution is assumed not to have any role in influencing a person to be a leader. That assumes that leaders are born, are immune to the environment (situation), and that the society has no influence on their behaviour, but this fails to capture the true reflection of the world. No-one lives in isolation, therefore by assuming that, the theory fails to capture leadership in its complete form. "Analysis of literally hundreds of studies performed over decades indicated that no trait has been proven to be essential for successful leadership" (Gibb, 1986).It is on the basis of the trait theory and its shortcomings that the behavioural and situational theories emerged.

2.3.2 Behavioural theory

The behaviour theorist assumes that leaders are not born but can be made by learning certain behaviours. The theory seeks to understand leadership on the basis of what leaders really do. The behavioural theory has its foundations in psychology. The two most noted approaches are McGregor's Theory X and Theory Y and Blake and Mouton's Managerial Grid. McGregor assumes that, "the kind of idea of a man displayed by executives will lead to a corresponding behaviour on the side of the employee" (Achouri, 2010: 76). It suggests that leaders are about behaviours that others notice, and then follow suit.

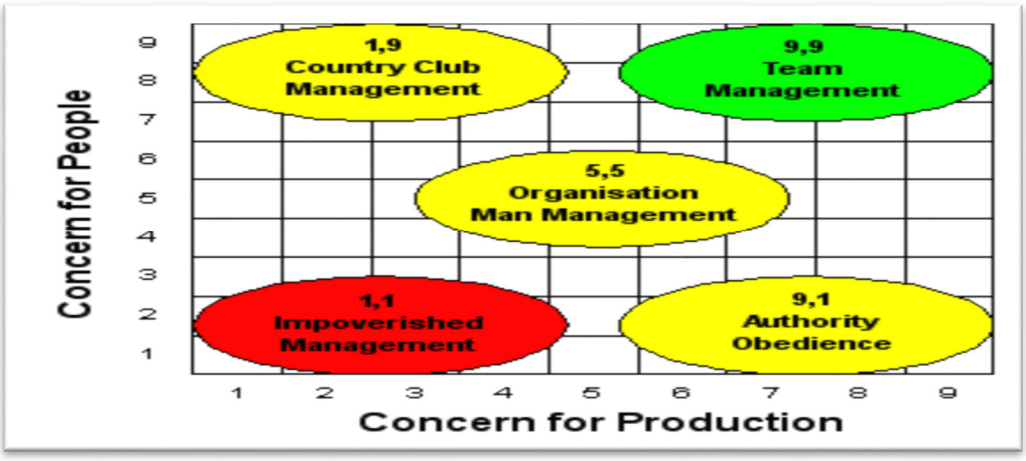
Figure 2: McGregor's Theory X and Theory Y Managers



Source: Adapted from Achouri, 2010: 76

Blake and Mouton suggests that a high regard for both employees and production is the most effective type of leadership behaviour. Blake and Mouton also indicates that there are "opportunists" who are like chameleons, choosing whatever grid style seems appropriate for that specific moment, yet never revealing their own true feelings (Achouri, 2010).

Figure 3: Blake and Mouton's Managerial Grid



Source: Adapted from Bolden, *et al.*, 2003

According to Blake and Mouton's managerial grid the person's personal leadership can be located within the grid. On one end of the scale is production-oriented type and at the other end is the people-oriented type. This provides that:

- 1.9 (Country Club Management): Less effective style where the concern is more on people and less concern for production.
- 9.1 (Authority Obedience): Less effective style where the concern is more on production with less regard for people.
- 5.5 (Organisational Man Management): This is a balanced style. Both people and production concerns are considered but it is not at the optimum level, which compromises the results outcome.
- 9.9 (Team Management). Most effective style, where emphasis is equally placed on both people and production.

Bensimon, Neumann and Birbaum (1989) suggests that Blake and Mouton's grid is a one-way explanation that does not take into account other important aspects of leadership like qualities of the person, environmental factors and particular task.

Both theorists assume that leadership behaviour plays a vital role in identifying a good leader. Charlton (2000: 51) suggests that, "traits which correlated with success in one situation failed to do so in another and no consistent pattern has emerged". As with the trait theory, the major emphasis still lies with the individual, not taking into account other factors like the environment that leaders may experience.

2.3.3Situational theory

The two theories, trait and behavioural, isolate the leader to the individual level. The situational theory has emerged in arguing for a more holistic view of leadership. The main assumption of the situational theory is that the best action of the leader depends on a range of situational factors. It maintains

that no leader exists in isolation but is a product of influence from a wide range of factors. . The theory argues that there is no 'one-size-fits-all' leader, as one leader can succeed in one situation but fail in another. Lassey and Fernandez (1976: 48) explains that, "The situation-oriented research has assumed that it is not reasonable to expect one leader to always be able to do anything". The situational theory acknowledges the importance of both trait and behavioural theories, but it asserts that situations are the true determinants of leadership success.

There have been numerous studies that support the notion of situational theory; below are some of the studies as presented by Lassey and Fernandez (1976):

1. Thrasher (1927): In a study of a street gang it was reported that the particular activity in a group was a major factor in determining who would be the gang leader.
2. Whyte (1943): The leaders of informal gangs actively manipulated the group activities. The leader tended to involve his group in activities where he knew he would excel and avoided those situations and activities where his leadership might be threatened.
3. Tannenbaum and Schmidt (1958): Identified three forces that led to the leader's action: the forces in the situation, the forces in the follower, and also forces in the leader. This recognizes that the leader's style is highly variable, and even such distant events as a family argument can lead to the displacement activity of a more aggressive stance in an argument than usual.
4. Maier (1963): Noted that leaders not only consider the likelihood of a follower accepting a suggestion, but also the overall importance of getting things done. Thus in critical situations, a leader is more likely to be directive in style simply because of the implications of failure.

There is scientific evidence that supports the situational theory. The above-mentioned studies arrived at the same conclusion, namely that a leader

when placed in a situation can perform but given a different situation, the results might be negative.

The situation alone cannot be the only determining factor of a best-performing leader, but it remains a significant factor.

2.3.4 The Leadership Challenge

Kouzes and Posner (1987: 8) provides five fundamental practices that enable leaders to get extraordinary things done. They state that, “when leaders are at their best, they challenge the processes, inspire a shared vision, and enable others to act, model the way and encourage the heart”.

The first practice is about a leader challenging the process which suggests that sound leadership is neither about traits nor about behaving in a certain situation but is about actively challenging the *status quo* to bring about results. Kouzes and Posner (1987: 8) suggests that, “Although the distinctive competency of a person may fit the need of the moment, those who lead others to greatness seek challenge. Kouzes and Posner’s theory suggests the following:

Challenging the Process:

- Search for opportunities
- Experiment and take risks

Inspire a Shared Vision:

- Envision the future
- Enlist others

Enable Others to Act:

- Foster collaborations
- Strengthen others

Model the Way:

- Set the Example

- Plan small wins

Encourage the Heart:

- Recognise individual accomplishment
- Celebrate group success.

According to Kouzes and Posner (1987), leaders will always look for ways to radically change the *status quo*, to create something new, for revolutionary new processes and for ways to beat the system. The ultimate challenge for every leader is to deliver fresh methods and strategies to change and improve so as to get the best results possible. As explained by Kouzes and Posner (1987: 35), “Getting results did not just happen; they require a totally new approach” They describe leaders as agents of change, and leadership as inextricably connected to the process of innovation, bringing about new ideas, methods or solutions. Kouzes and Posner (1987: 47) suggests that for leaders to perform at their best, they need to experience their projects as enjoyable and challenging, they must search for opportunities for people to create or outdo themselves, and they must have knowledge of skills that their people possess. In finding a balance between action opportunities and individual skills, leaders must know what individuals find challenging. It is not just what challenges the leader that is important but the challenges for everyone and what is within their capacity to perform.

2.3.4.1 Challenging the Process: Searching for opportunities

According to Kouzes and Posner (2002), the core of studying leadership is to understand how men and women drive organisation through uncertainty, hardship, disputes, and transformation. “It is also the study of how men and women, in times of consistency and complacency, actively seek to disturb the *status quo* and awaken new possibilities” (Kouzes and Posner, 2002:177). In search of new opportunities, the leader is bound to grow, change and be innovative. Kouzes and Posner (2002) suggests that in order

for leaders to be able to search for opportunities, leaders must make use of the following four essentials:

- Seize the moment;
- Make challenge meaningful;
- Innovate and create;
- Look outward for fresh ideas.

Leaders are proactive. They make things happen. Kouzes and Posner (2002) indicates that the reason is that proactive people tend to put in more effort and work harder. They also have the ability to encourage initiative from others. Kouzes and Posner (2002:181) suggests that, “exemplarily leaders also provide positive role models”, and describe leaders as agents of change, reporting that leaders must be change agents and innovators.

Pascale and Sternin (2005) presents different approaches to change, where one is traditional and the other one is the positive deviance approach to change.

Table 2: Approaches to Change

Traditional Approach to Change	Positive Deviance Approach to Change
Leadership as a path breaker Primary ownership and momentum for change come from above	*Leadership as inquiry* Leader facilitates search, community takes ownership of the quest for change
Outside in Experts identify and disseminate best practice	*Inside out* Community identifies pre-existing solutions and amplifies them.
Deficit based Leaders deconstruct common problems and recommend best-practice solutions. Implications : Why aren’t you as good as your peers”	*Asset based* Community leverages pre-existing solutions practiced by those who succeed against all odds

Logic driven Participants think into new way of acting	*Learning driven* Participants act into new way of thinking
Vulnerable to transport Rejection Resistance arises from ideas imported or imposed by outsiders	*Open to Self- Replication* Latent wisdom is tapped within the community to circumvent the social system's reaction
Flows from problem solving to solution identification Best practice applied to problems defined within the context of existing parameters	*Flows from solution identification to problem solving* Solutions space is expanded through the discovery of new parameters
Focused on the Protagonists Engages stakeholders who would be conventionally associated with the problem	*Focused on enlarging the network* Identifies stakeholders beyond those directly involved with the problem

Source: www.hbr.org.

The traditional approach to change views change as a top-down approach, where ownership and momentum is driven by leadership, whereas the positive approach views it as a more inclusive process where all stakeholders take ownership of change, even those not directly involved in the problem. The positive approach to change argument, aligned with the Kouzes and Posner argument, is that leaders are open to different ideas and opinion from anyone and anywhere.

2.3.4.2 Challenging the Process: Experiment and take risks

According to Kouzes and Posner (1987), leaders should expect the request for change to surface from within the organisation and from outside the organisation. They suggested that in order for leaders to detect demand for change, they should use both insight and outsight. It is the ability of a leader to be able to perceive and foresee circumstances that could lead to organisational demand for change. "If creative ideas comes from outside

our own group, then the innovation requires the use of outsight. Outsight is the power of perceiving external realities. It is the sibling of insight or the ability to apprehend the inner nature of things" Kouzes and Posner (1987: 59).

Kouzes and Posner (2002) adopts the Reno and Randi explanation of what exemplary leaders need to do when they experiment and take risks.

- They need to initiate incremental steps and small wins;
- Learn from mistakes; and
- Promote psychological hardiness.

The argument that Kouzes and Posner (2002) brings forward assumes that if leaders use the above-mentioned essentials they will be able to turn challenges, turmoil and change into positive results. Organisation yearns for individuals who are not able to steer them into greatness but are able to handle any challenges that the organisation might face. Lack of leadership in any organisation will have a negative impact on that organisation's ability to perform at its best. The same can be said about local government. Change is a constant that is required to propel local government into entities that are able to deliver services in accordance with their mandate. The Kouzes and Posner theory of leadership is based on the idea that leadership is about challenging the process and bringing about the required positive change which is applicable to local government and can provide a theoretical framework for this study.

As mentioned, leadership is a multi-faceted, multi-layered phenomenon, and therefore requires a holistic approach; the trait theory, behavioural theory and situational theory fail to provide an adequate theoretical base that the understanding of leadership requires. It is on the basis of that notion that this study rejects these theories as its theoretical base. As the world advances, where leadership can be taught, where behaviours can be learned and situation dynamics can be managed, this paper adopts Kouzes

and Posner's theory of leadership change: challenging the process by searching for opportunities and experimenting and taking risks as its theoretical point of reference.

2.4 SERVICE DELIVERY

There are numerous services that can be provided by local government, including water, education, health care, social services and electricity. There are various methods of service delivery including, according to Kaul (1998), co-operation, contracting out, devolution and privatisation.

Service delivery is a global issue. Due to the fact that globalisation has made borders fluid and opened up markets, governments can no longer address service delivery on their own. "Globalisation has meant that governments must constantly attempt to reconcile global imperatives with local needs, preserving integrity, variety and uniqueness of national institutions in the face of the global forces of harmonisation" (Kaul, 1998: 2).

McLennan and Maslow (2009: 21) explains that, "In South Africa, the definition certainly is more encompassing and includes not only the ability to provide users with services needed or demanded, but also a sense of redress, that the services should raise the standard of living of the majority and confirm their citizenship in the new South Africa". The Constitution commits the government to take measures, within the available resources, to ensure that all South Africans have access to housing, health care, education, social security and water.

The local government is mandated to deliver services at local level. Community development is closely linked to the delivery of services, and failure to deliver has a direct impact on development. South Africa is a developing state, and has experienced challenges in service delivery,

especially at local level. Manning (2006) identifies the following challenges with regard to effective and efficient delivery:

1. The split of functions and responsibilities across national government, provinces and municipalities gets in the way of decision-making and complicates reporting.
2. Many people in critical decision-making positions cannot or will not make decisions or act when they should. In some cases, political reasons cause them to stall. Because they lack competence, they also lack the confidence to act.
3. An extensive backlog of infrastructure and services, dating back to the apartheid era, makes voters impatient. Yet many key institutions are understaffed and creaky, putting their managers under great pressure and simply ensures that they will continue to fail in their duties" (Manning, 2006: 43-44).

According to the Municipal IQ Hotspots Monitor using the Municipal Productivity Index, the majority of municipalities with a high level of service delivery are in the Western Cape whereas KwaZulu-Natal remains the lowest. This is presented in Table 3 below.

Table 3: MPI scores, provincial averages for 2014

	2014		
	MPI Rank	Score	National ave.
Gauteng	1	52.8	41.3
Western Cape	2	51.7	41.3
Northern Cape	3	44.4	41.3
Free State	4	43.4	41.3
Mpumalanga	5	42.9	41.3
North West	6	40.4	41.3
Limpopo	7	38.3	41.3
Eastern Cape	8	36.9	41.3
KwaZulu-Natal	9	36.0	41.3

Source: Municipal IQ Hotspot Monitor

By 2001, the ZDM municipality service backlogs status was as follows:

Table 4: Backlogs in key services (summary) Indicator Zululand

Water backlog (RDP)	452 settlements (pop. 299415)
Sanitation backlog	RDP std – 119 066 hh. None – 79048 hh.
Electricity backlog	648 settlements (82 878 households)
Access road backlog	182 settlements (1468 kms)
Telephone backlog	
Schools backlog	131 settlements (pop. 81544)
Health care backlog	28 (pop. 20798)
Pension pay point backlog	506 settlements (pop. 359955)
Police station backlog	523 settlements (pop. 409702)

Housing	59 % of households based on the assumption that "traditional" housing types are below the accepted standard
"Worse off" settlements	724 (pop. 591514)

Source: www.ewisa.co.za

During the 2011 Census, the following statistics on service delivery backlogs in ZDM was presented by KwaZulu-Natal COGTA.

Table 5: Zululand District Backlog level in 2011

ZULULAND DISTRICT COUNCIL		Below Poverty Level:	46038	29.2%
		District Dependancy Ratio:		79.2%
Population:	803574	ctricity Backlog:	47694	30.2%
Households:	157749	Piped Water Backlog:	59350	37.6%
Area (km²)	14799	Sanitation Backlog:	75181	47.7%

Source: www.kzncogta.gov.za

McLennan (2009) agrees with Manning, stating that the, "legacy of apartheid combined with widespread poor budgetary and financial management, a massive backlog in basic services and infrastructure, race and regional inequalities in provision and sometimes tense social relationships, tended to limit opportunities for social development and expanded delivery". Manning (2006) argues that the service delivery challenges are not unique to South Africa, but are experienced worldwide. Companies lose sales, market share and profits because they cannot turn boardroom decisions into frontline action.

There has to be a viable solution to the service delivery challenges. Kaul (1998) puts forward three different options for government regarding their future roles and responsibilities for programme activities:

1. Relinquishing public policy obligations, devolution of responsibilities to others or privatisation.
2. Doing more with less, the continued maintenance of public service by contracting out, by using structures within the bureaucracy or by continuing to demand more output from the current workforce.
3. Finding new ways of delivering public services by sharing the governance function with individuals, community groups, voluntary organisations and NGOs (Kaul, 1998: 7).

Kaul's (1998) proposals for service delivery and addressing the backlogs are broad enough to not indicate any direction for decision-makers. Finding new ways to deliver services is a significant task in local government, given the lack of skills and taking into account the cadre deployment policy which also contributes to skills limitations. Havenga, Mehana and Visagie (2011) found that, " significant progress has been achieved in many areas of the ideal of developmental local governance framework, yet 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" (Havenga et al, 2011:122).

2.5 SERVICE DELIVERY PROTEST

Service delivery protest is a post-apartheid phenomenon that has been born out of public anger to what citizens view as a lack of or slow delivery of basic services. Since the early 2000s, South Africa has seen an increase in service delivery protests. On the surface these protests have been fundamentally about lack of service delivery and corruption. The culture of protest is not new in South Africa. During the fight against the apartheid government, the public took to the street, burnt tires and houses and most of all rendered the country to an extent ungovernable. By the 1970s, 1980s and the early 1990s, the country was experiencing significant governance challenges. The dawn of democracy saw a decline in public protests. The

newly elected government promised houses, water, sanitation and a better life for all in a policy known as the Reconstruction and Development Programme. As the country moved towards the new millennium, it was clear that the promises made were difficult to implement and the public expectations were not met.

Service delivery protests were more evident around 2000 and they gained momentum around 2004. The reasons for these protest vary from lack of service delivery to ignored complaints to municipalities. Table 6 below indicates the top five most cited grievances from 2004 to 2008.

Table 6: Top 5 Grievances per year

Top 5 Grievances Per Year

	2007	2008	2009	2010	2011	2012
1	Poor Service Delivery	Land and Housing	Land and Housing	Land and Housing	Electricity	Land and Housing
2	Land and Housing	Electricity	Poor Service Delivery	Poor Service Delivery	Party Political	Water/Poor Service Delivery
3	Water	Poor Service Delivery	Corruption/Nepotism	Water	Land and Housing	Electricity
4	Electricity	Water	Electricity	Electricity	Water	Ignored Grievances
5	Party Political	Sanitation/ Waste	Sanitation/ Waste	Sanitation / Waste	Sanitation / Waste	Infrastructure

Source: www.mlgi.org.za

It is clear that most of the grievances are linked to delivery of essential services like sanitation, water, electricity, waste and housing. There is a serious problem with classification of protest in order to separate service delivery protest and general protest (labour, criminal, xenophobic attacks) as some of the service delivery protests have been characterised by violence.

The number of service delivery protests recorded from 2004 to 2008, 2009 to 2012, and 2012 to 2014 indicated an exponential increase in the number of incidents.

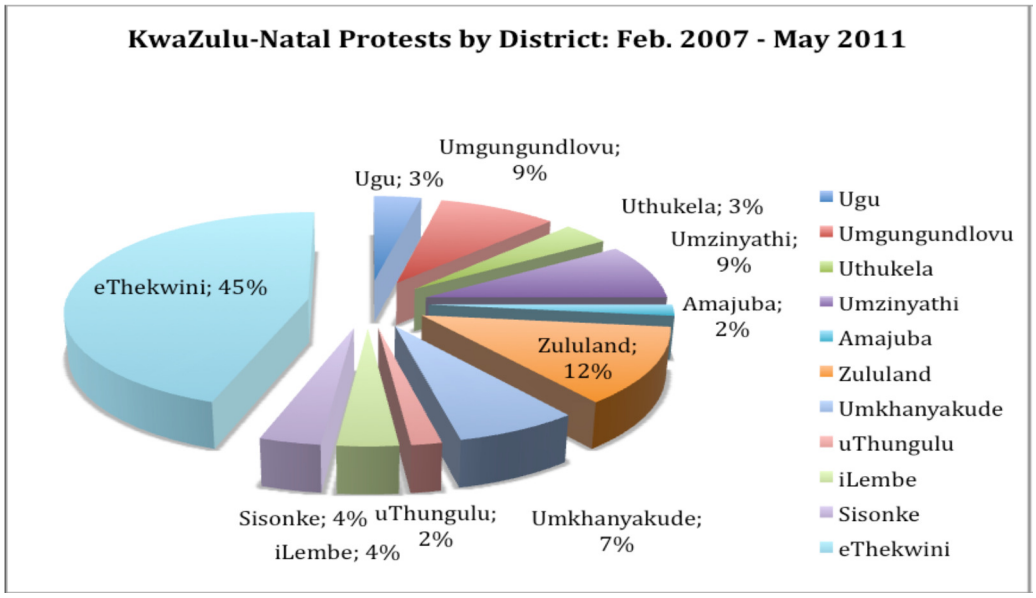
Table 7: Number of Service delivery protests per year

	2004/2005	2005/2006	2006/2007	2007/2008	Total
Gauteng	1932	2205	1888	1451	7496
Western C	557	511	577	642	2287
KZN	**1891**	**2529**	**1774**	**1146**	**7340**
LP	660	915	664	642	2882
EC	754	1383	1626	733	4496
NW	1108	1341	1159	1502	5110
FS	506	728	713	483	2430
MP	295	336	337	4	972
NC	301	489	427	400	1617
Total	8004	10,437	9166	7003	34,610

Source: Vally (2009) based on IRIS data.

Table 7 above indicates that while the protests have been experienced throughout the country, it is clear that provinces like Gauteng, KwaZulu-Natal and North West experienced a very high number of service delivery protests. In KwaZulu-Natal the number of service delivery protests has been reported in eThekwini Municipality as being 45% as compared to smaller local municipalities.

Figure 4: KwaZulu-Natal Protests by District: February 2007 - May 2011

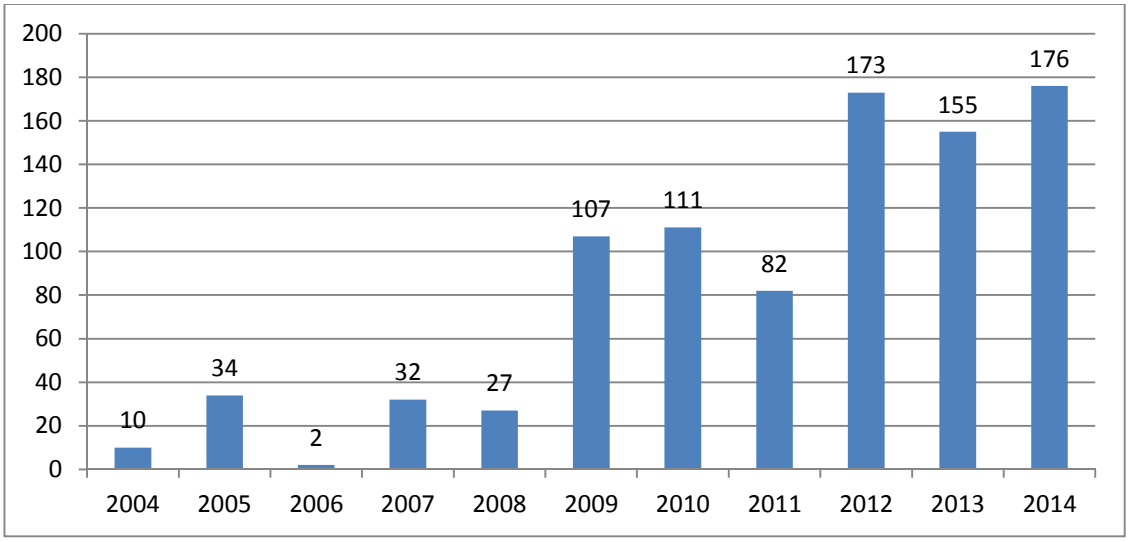


It is notable that ZDM has had 12% of the overall service delivery protests, which is the highest after eThekwini. In other districts, the numbers of service delivery protests were less than 10% of the provincial statistic.

From 2004 to 2014 the trend has not changed in South Africa, and the number of incidents has continued to increase as indicated below in Figure 5.

The rise of these protests has directed attention to the issue of effectiveness and efficiency of local government as they are directly mandated to provide essential services. The issue of corruption both by political and administrators in municipalities has become a central issue in these protests.

Figure 5: Major Service delivery protests, by year 2004 – 2014



Source: Municipal IQ Hotpots Monitor

2.6 CONCLUSION

Service delivery is a fundamental right as enshrined in the constitution of South Africa. Most of the research done on service delivery comprises statistical data and indicators of where the services are delivered at the required service levels. Sanitation, water, waste and infrastructure are core services that each household requires for daily functioning. The lack of service delivery has become a new source of insecurity in South Africa and continue to increase as more people take to the street by way of expressing complaints. The major factor driving these protests is corruption, which has been perceived as being at the centre of non-delivery of services. Even though there are differences in statistics collected by independent researchers and police, the common finding is that there is a high level of dissatisfaction with the current levels of service delivery throughout the country.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter two reviewed literature for both leadership and service. The theoretical background for this study was explained. This chapter will expound on the approach the study will adopt to assess the role of leadership in service delivery. It also focuses on the research design of the study, including data collection, data presentation and data analysis.

3.2 RESEARCH APPROACH

According to Babbie (2010), all social science descends from Comte and his view was that society could be studied scientifically. He coined the term positivism to describe this scientific approach in contrast to what he regarded as negative elements in the Age of Enlightenment. What this paradigm suggests is that all phenomena can be understood by empirical analysis which then represents the truth. In order to achieve this certain methods and techniques are to be employed.

Research methodology according to Kothari (2004: 8) is a way to systematically solve a research problem. Methodology is not only about method but also takes into consideration the logic behind the method used. Similarly, Henning (2004:36) describes methodology as, “a coherent group of methods that complement one another and that have the ability to fit to deliver data and findings that will reflect the research question and suit the researcher purpose”. The methodology therefore defines the strategy or plan of action that links the study methods and techniques to the total outcome of the study (Creswell, 2003).

There are two main kinds of research approaches, namely the qualitative approach and the quantitative approach (Neumann, 2011). There are emerging suggestions that in addition to the abovementioned approaches, there is a valid third approach in social science in the form of the mixed-method approach (Creswell, 2003).

3.2.1 Quantitative Approach

According to Neuman (2011: 67), “In quantitative study, we employ a logic that is systematic and follows a linear research path”. Garbers (1996:282) describes quantitative research as, “research that is aimed at testing theories, determining facts, statistical analysis, and determining relationships between viable and predictions”. Creswell (2003) describes quantitative approach as the one in which the investigator uses post-positivism claims for developing knowledge and will employ strategies of inquiry like experiments and surveys and collect data on predetermined instruments that produce statistical results. In a similar description of quantitative approach, Neuman (2001:199) suggests that, “In quantitative studies, measurements are a distinct step in the research process that occurs prior to data collection”. The key element of qualitative approach is that the collected data is expressed in numbers.

In quantitative research, the researcher involved is not part of any of the events. There is a noticeable distance between the researcher and the research subject. Garbers (1996:283) argues that ‘in quantitative research clearly formulated hypotheses are usually stated beforehand while operationalizing techniques feature beforehand; in other words, the researcher knows in advance in the light of theory what type of data to collect and what the eventual data or information will look like”. In pursuit of desired outcomes, the quantitative approach utilised two types of strategies for its data collection, namely survey and experiments (Neuman, 2011).

According to Kothari (2004:95), “Surveys refers to the method of securing information concerning a phenomenon under study from all or a selected number of respondents of the concerned universe. In a survey, the investigator examines those phenomena which exist in the universe independent of his action.” Babbie (1990, as quoted by Creswell, 2003:14) indicates that, “Surveys include cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection, with the intent of generalizing from a sample to a population”. Garbers (1996:288) provides the following characteristics of surveys:

- Can accommodate any research goal but are usually descriptive or exploratory;
- Are usually representative;
- Are either longitudinal or cross- sectional;and
- Are usually independent of a specific context.

Experiments can be described as, “an investigation in which a factor or variable under test is isolated and its effect(s) measured” (Kothari, 2004:95). Experiments have the following characteristics as explained by Garbers (1996:289):

- Concerns cause-effect relationship between events, phenomena or variables;
- High level of control is possible but naturalness is forfeited;
- Can be conducted in a laboratory context, which is an artificial environment and does not reflect real-life situations and are in essence longitudinal studies; and
- Can be field experiments in the natural environment, where less control for internal validity is possible and which are also longitudinal.

In both surveys and experiments, the outcome is statistical data that can be interpreted using various methods like descriptive statistics.

3.2.2 Qualitative Approach

On the other hand, there is the qualitative approach. Denzin and Lincoln (1994:2) defines qualitative as a, "multimethod focus, involving an interpretive, naturalistic approach to its subject matter". Garbers (1996) argues that the qualitative approach's main objective is to promote better self-understanding and to increase insight into human conditions. Creswell (2003:18) states that, "a qualitative approach is one in which the inquirer often makes knowledge claims based primarily on constructivist perspectives (i.e. the multiple meanings of individual experiences, meanings socially and historically constructed with an intent of developing a theory or pattern) or advocacy/participatory perspectives (i.e. political, issue-oriented, collaborative or change-oriented) or both". In qualitative research, the logic arises from ongoing practice and does not follow a linear research path, allowing for flexibility and adaptation on the study in the demands of a changing reality (Neuman, 2011).

Unlike the quantitative approach, the qualitative approach places emphasis on process and meaning that are not rigorously examined or measured (Denzin & Lincoln, 1994). The qualitative approach has a number of strategies that are used for enquiry. According to Denzin and Lincoln (1994), it uses case study, personal experience introspective life story, interview, observational, historical, interactional and visual text as strategies. Creswell (2003) mentions that qualitative approach uses strategies of inquiry such as narratives, phenomenologies, ethnographies, grounded theory studies, or case studies.

While Denzin and Lincoln (1994) and Creswell (2003) provide the above as strategies, Garbers (1996:283-284) presents what he terms theoretical orientation as explained below:

- Phenomenological Approach: There is where researchers strive to understand the meaning of events and interactions of ordinary people in specific situations.
- Symbolic Interactions: These are based on the assumption that objects, people, situations and events do not have inherent meaning, but meaning is attributed to them and this process thus involves interpretation.
- Ethnography: The emphasis is on culture and aspects of culture.
- Ethnomethodology: The study of how individuals create and understand their daily lives, and their daily way of life.
- Cultural Studies: These are embedded in conceptual frameworks like neo-Marxist, feminist materialism and feminist post-structuralism.

In qualitative research, the researchers are guided by an evolving and flexible design. According to Garbers (1996: 283), "Qualitative methodology includes direct observation, an overview of different documents and artefacts, participant observation and open-ended, unstructured interviewing." In the qualitative approach, the researcher collects open-ended, emerging data with the primary aim of developing themes from the data as the foundation of analysis.

In view of both approaches, this study applied the qualitative approach. The main aim is that the study seeks to have an in-depth understanding of the role of leadership in service delivery, as it applies in the Zululand District Municipality. According to Creswell (2003), researchers choose qualitative research for its explorative nature, and the fact that the subject in question has been explored and the researcher wants to gain more insight in the matter. The characteristics explained above of qualitative research suggest that the reality is changing over time and for this study to be able to capture the true reflection of that reality, a flexible and non-linear model has to be adopted.

3.3 RESEARCH DESIGN

According to Kothari (2004:31), research design is, “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data”. All research has a goal. According to Garbers (1996: 287) there are three types that can be distinguished: exploratory, descriptive and explanatory. Exploratory studies aim to obtain new insights into the phenomenon and determine priorities for future research while descriptive studies aim to describe that which exists as accurately and clearly as possible. Explanatory studies aim to determine causality between two variables or events. This study therefore adopted the exploratory design in the form of a case study as it seeks to test the role of leadership in the delivery of services in the Zululand District Municipality. Tellis (1997: 1) explains that, “Case study is an ideal design when a holistic, in-depth investigation is needed”. According to Badenhorst (2007), “case study refers to the collection and presentation of information about a case”. The case study looks intensely at something and draws conclusions about that group in that specific context. Gerring (2007) suggests that a case study can be understood as the intensive study of a single case where the purpose of the study is to shed light on other larger cases.

.3.4 DATA COLLECTION

3.4.1 Primary Data

The primary data was sourced via personal in-depth interviews. The interviews consisted of open-ended, structured and standard questions. The following five identified individuals were interviewed:

1. Manager: Municipality.

2. Manager: Municipality.
3. Manager: Municipality.
4. Official: National Department of Cooperative Governance and Traditional Affairs.
5. Subject Matter Specialist in Leadership and Service Delivery.

The abovementioned individuals were selected based on their knowledge and involvement in leadership and service delivery.

3.4.2 Secondary Data

The study utilised books, journal articles, and government documents from libraries as well as surveys and electronic journals from the internet. According to Yin (1994), the strength of these sources lies in their stability as they have been repeatedly reviewed over time and they existed prior to this study. The abovementioned data sources were accessible to the researcher. The rationale behind using these multiple sources was to corroborate the evidence, since the researcher aims to seek arguments for and against the proposed research questions on these sources.

3.4.3 Sampling

The study used a non-random sampling. According to Babbie (2010), non-random sampling is any technique in which samples are selected in some way which may not be suggested by probability theory. There are different types of non-probability sampling and this study used the purposive sampling method. In purposive/judgement sampling, the units to be observed are selected based on the researcher's judgement about which ones will be the most useful.

Leadership is a complex phenomenon and is limited to certain individuals; therefore the researcher made a selection according to the position and

knowledge of leadership and service delivery. The study used the Zululand District Municipality as a case study.

3.5 DATA ANALYSIS

The study utilised the qualitative analysis which is “the non-numeric examination and interpretation of observations for the purpose of discovering the underlying meanings and patterns of relationships” (Babbie, 2010: 394). It is these patterns that link the theories to data in order to create an understanding of social reality.

The first step of analysis is conceptualisation, where concepts will be developed based on the data and on the literature. This will be ongoing during the field work. Secondly, the coding of concepts was conducted. Codes are “tags or labels for assigning units of meaning to the descriptive or inferential information compiled during the study” (Neuman, 2011: 510) and coding is the classification or categorisation of individual data (Babbie, 2010). Concept mapping is, according to Babbie (2010: 405), “The graphic display of concepts and their interactions, useful in the formulation of theory”. The final product of analysis was to improve understanding of the concepts and advance the knowledge of leadership and service delivery.

3.6 VALIDITY AND RELIABILITY

3.6.1 Validity

“Validity suggests truthfulness, as it refers to how well an idea fits with the actual reality”, according to Neuman (2011: 208). This study took into consideration the content validity. Content validity which is referred to by Babbie and Mouton (2001:122-123) as face validity refers to how representative the scale or instruments are of the universe, content, property or characteristic that is being measured. Content validation

involves using experts in the field to judge whether sufficient content regarding the topic is being covered between individuals on a criterion it is expected to predict construct validity. In this study, construct validity criteria were applied. In trying to attain high levels of construct validity, this study used multiple sources of evidence including documents, interviews and surveys. The question list was also subjected to research experts for review in order to test its relevancy to the research questions.

3.6.2 Reliability

Neuman (2011: 208) explains that, "Reliability means dependability or consistency, when the same thing is repeated or reoccurs under identical or very similar conditions". This suggests that when a study is conducted, it should result in the same conclusion when repeated. As indicated before, social reality changes with time, therefore reliability is a challenge to qualitative research as compared to quantitative, where variables can be measured exactly and conditions controlled.

In addressing the question of reliability, the researcher took the issue of bias into consideration by ensuring high levels of objectivity. The researcher also asked questions of relevant respondents who would be highly likely to know the answers.

3.7 ETHICAL CONSIDERATIONS

The study acknowledged the importance of confidentiality which, according to Babbie (2010), is when a researcher can identify a given person's responses but promises not to do so publicly. The participants were guaranteed confidentiality as their identity will be withheld and they will only be referred as respondents in this paper. The study was also sensitive to the issue of voluntary participation and informed consent obtained prior to gathering information from individuals (Annexure A).

3.8 CONCLUSION

In this chapter, the research methodology that the study employed was discussed. Both design and data collection methods were explained and are compatible with the research approach applied. The chapter argued for content validity and it also indicated the steps taken to ensure the reliability of the study.

CHAPTER FOUR
PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter seeks to present results from the research interviews that were conducted on certain members of ZDM and other respondents. This chapter will also present different themed headings in its aim of providing in-depth analysis of research findings. This chapter will present the respondents' data and indicate the themes that emerged from the data.

4.2 PROFILE OF THE RESPONDENTS

The researcher called to the respondents beforehand. They all agreed to be part of the research. During the interviews, the researcher introduced herself and explained both the purpose of the research and the confidentiality. All respondents agreed to participate voluntarily. Since the research was of a qualitative nature, the researcher chose to use the purposive sampling technique. The sample size was five (5) respondents and five (5) interviews were conducted.

Table 8: Respondents Profiles

	Respon-dent A	**Respon-dent B**	**Respon-dent C**	**Respon-dent D**	**Respondent E**
Gender	Female	Male	Male	Male	Male
Age	40-50	51-55	40-50	40-50	51-55
Educati on level	PHD	Degree	Degree	Master's Degree	Degree
Occupa tion	Professo r	Manager	Manager	Director	Manager

4.3 PRESENTATION OF QUESTIONS AND RESPONSESS

The interview responses given by the respondents are presented in detail below.

4.3.1 What are factors that enable effective and efficient delivery of services?

The majority of respondents state that financial resources, human resources and communication are key factors for effective and efficient delivery of services. All respondents highlighted that a well-financed municipality is able to deliver better services. They suggested that financial resources are critical in ensuring that the municipality performs at its optimum level.

Local government has different sources of finances. One is the National Treasury and the other is the income generated from services that the municipality renders. While the financial resources remain a constant constraint in local government, the basic services still need to be delivered to the people. The ZDM approved budget for the past six years is as follows (www.zululand.org.za):

- 2009-2010: R437 912 795
- 2010-2011: R525 556 297
- 2011-2012: R 629 007 769
- 2012-2013: R776 912 795
- 2013-2014: R 839 855 420

Within the allocated budget, the administrative leadership must ensure that it is used in accordance with requirements and within accounting parameters and is used efficiently. One respondent observed that,

> *"For the past 12 years, the ZDM has had clean audits. The leadership had been able to deal with the limited budget and provided the required services".*

The clean audit record indicated by the respondent suggests that the municipality leadership has been following the requirements of the Municipal Finance Management Act in utilising the allocated budget.

While there has been clean audits, it is notable that the Auditor General has made comments in 2010 and 2012 regarding the irregular expenditure. In 2010, R8.254 million was noted as an irregular expenditure as a result of awards being made to persons or entities whose members or directors were in the service of other state institutions. In 2012 it amounted to R1.237 million as a result of the municipality not obtaining three quotes and due to the suppliers being in the service of the state and who were doing business with the municipality totalling R10.209 million (Auditor General South Africa at www.agsa.co.za).

The abovementioned reports suggest that while there have been positive financial controls implemented by the ZDM leadership, there are still challenges in ensuring good governance and accountability within the leadership structures. Like any other organisation or institution of the state, the ZDM leadership have to deal with the current challenges in order to ensure that services are rendered.

Respondents identified human resources as another critical aspect in relation to delivery of services in the municipality. Staff turnover, under-performance and contract works are issues that most respondents suggested as hindrances. Some respondents also mentioned the issue that the municipality is in a rural area, and thus attracting the best technical skills is a challenge.

Respondents described communication as a vital factor in service delivery, whether communication between the municipality leadership and the community, and also communication between the municipality leadership

and the staff. Respondents stated that in the municipality there are community road shows which are used for face-to-face contact with the communities. They also use media to communicate with the communities. Respondents indicated that there are workshops held within each of the units so as to ensure that the rest of the staff is on par in terms of understanding their programmes of action.

Communication is critical in having a fully functional organisation in both internal and external environments, even more so in local government as those employed are supposed to serve the community. One of the responded explained that, *"The ZDM leadership is aware that communication with the people is important. That is the main reason behind community road shows and ward meetings. They do so in order to get inputs from the community".*

The role of any leader is to promote the means of communication with all stakeholders, so as to communicate the organisation's strategy and to clarify the organisation's vision. Pretorius and Schurink (2007) suggests that communication is viewed as one of the major challenges faced by district municipalities in South Africa. The ZDM 2014/2015 IDP indicates the following about their communication strategy:

> *"The ZDM has a Communication Plan that is regularly reviewed. In addition to the above, alignment between its Local Municipalities and respective Service Providers is attained via IDP Alignment meetings. The Council of Zululand District is committed to the creation of a people-centered customer care centre that is efficient, effective and truly accessible to all communities serviced by the municipality. To this end, the Council procured a Customer Query Logging System (SIZA) to ensure that all communication with the citizens is recorded and that there are proper and adequate mechanisms to monitor from time to time the progress being made in resolving issues raised by the community".*

The effectiveness of the ZDM communication strategy remains untested as no research has been done about their customer satisfaction as they are the recipients. The ZDM has also acquired the Customer Query Logging System (SIZA), which aims to ensure that communication is recorded and queries can be attended to. What the document is not clear on is whether the system will replace the community meeting or whether it will be an additional tool.

In South Africa municipal customers' (communities) dissatisfaction with delivery of services is expressed by service delivery protests. These remain the voice for the communities that the municipality governs. The ZDM has had few service delivery protests in 2014, one in May 2014 and the other in September 2014. The main reason given was the lack of service delivery. According to Karamoko (2011), the ZDM had 12% of overall service delivery protests in KwaZulu-Natal between 2007 and 2011. That 12% might seem less significant when compared to the 45% in eThekwini. However, the argument that arises is that when compared to other district municipalities which have similar characteristics, ZDM is the highest.

4.3.2 Is leadership one of the major factors in service delivery?

Leaders can make or break an organisation. Leadership is the heart of an organisation and that can have a positive or negative effect on the organisation. The same holds for government institutions. While their core function is not profit-making, leadership is essential in driving the development of the country. The South African government three-tier system puts service delivery at the centre of its policies. Advancement in service delivery has been made since the RDP in 1994. However, more still needs to be done. Havenga et al (2011) contends that there is a lack of leadership in South African local government and that one of the most critical actions required is to strengthen the leadership ability of local

authorities, elected officials such as councillors, traditional leaders and appointed officials such as the municipal manager and city manager.

Respondents mentioned that leadership is a necessary driver of effective and efficient service delivery. Respondents reported that good leadership can drive the municipality to greatness, given the limited resources. One respondent added that leadership is actually the missing link in making the municipality work.

Respondents stated that leadership is a core factor as the tone for both service excellence and performance depends on it. Respondents highlighted the issues of ethics and values. They mentioned that some current leaders are upholding good values and do follow the Batho Pele principles. However, this does not apply to all municipal employees.

4.3.3 What is the role of leadership in service delivery in the Zululand District Municipality?

Respondents stated that the role of leadership is to provide clear vision and guidelines. One respondent explained that there are different kinds of leadership in the municipality, namely authoritarian and collaborative. This respondent highlighted that the older generation still holds on to the bureaucratic style of leadership where the hierarchal systems in place are followed as such, leaving no room for creativity and innovation. The collaborative form is a more flexible style in terms of accepting different ideas and welcoming change. The respondent reported that the collaborative type of leadership views his/her role as more of a co-ordinator than a manager.

All respondents emphasise that given different personalities, political affiliations and technical skills, the core function of a leader in the

municipality is to ensure that the municipality delivers on the democratic promise to the people, which is a better life for the community of Zululand.

One responded alluded to the following:

> "*Since administrative leaders are operating in a political environment, they have to handle different personalities and interests externally and internally be able to lead a diverse team*".

The ZDM leadership role in service delivery has been that of active participant. The municipal manager and the heads of department have created portfolio committees to provide oversight of the municipality performance. The main function of those committees is to ensure that there is transparency and accountability. In order for the ZDM to realise the set target on the IDP, leadership should promote positive change.

4.3.4 What are the factors of leadership that enable effective and efficient delivery of service in the Zululand District municipality?

The majority of respondents indicated that the ability of a leader to lead a diverse team is a key factor. There were different opinions as some saw the ability of a leader to handle political interference and take decisions that are of value to the community and the municipality as a core leadership factor.

All respondents identified higher education as a critical factor in service delivery. They suggested that the problem that municipality is facing is that of unqualified people holding positions that require technical skills. Some even suggested that a skills audit is required in order to place the right people in key positions. The education factor was also mentioned as one cause of the municipality failing to meet required output.

Even though not related to the leadership factor, respondents indicated that the issue of permanent and contract staff is a serious challenge. They

indicated that the political term should be linked to top administrative leadership contracts, in which, once the term is over, they are able to leave the municipality. In ZDM, due to the fact that the previous mayor has been there for 18 years, it has minimised the effects of contract staff. There has been stability within the municipality even when the political leadership changes.

Respondents reported that another factor will be a service-orientated leader. One respondent specified that the individual is a true public servant. They stated that a service-oriented leader has been able to drive positive change in the municipality and that those individuals are able to solve problems, provide solutions and clearly articulate the way forward. According to the respondent, it is those individuals who have manage to create the culture of excellence at ZDM.

Three respondents suggested that another role of leadership in the ZDM is to anticipate problems and identify solutions prior to those problems escalating. They added that the central requirement for doing so would be for the leader to engage with different stakeholders which includes communities, local business and the different political parties within the district.

Responders were of the view that leadership (heads of department and the municipal manager) have an important role in developing skills in the district. One of the issues mentioned was to train local people and advise local residents about opportunities and skills training available to them. They suggested that it will go a long way in ensuring that even though the municipality is in a rural area, they can have well educated individuals on their workforce.

Two respondents argued that for positive results, the MM and HODs needed to create a culture of excellence, from reception to the top office, as a means

to achieve a culture of good service. Respondents believed that as long as the same way of running the municipality continued at ZDM, the opportunity to be the best is being lost.

4.3.5 What are leadership strategies for consideration in improving service delivery in the Zululand District Municipality?

A strategy in its basic form has to do with the action plan or in some cases policy programmes. Strategy is therefore a direction indicator as it not only provides the vision of an organisation but it also maps the way forward. A sound strategy will have realistic and measurable targets. “Strategy is largely about determining the identity and scope of an organisation and what needs to be done to win the game it chooses to play” Meyer (2012: 25). Like any other organisation, municipalities require strategies to be aligned with their core mandate which is service delivery.

In its formation ZDM required an aggressive strategy that was going to deal with the service delivery challenges that the municipality inherited from the apartheid system.

The 2014/2015 IDP indicated that there are still service delivery backlogs in water, sanitation, electricity and infrastructure. In response to slow progress by municipalities, the National Department of Cooperative Governance provided municipal turnaround strategies, with 2014 being the target year. According to the COGTA 2009 Turnaround Strategy - Vision 2014, the following goals would have been achieved by all municipalities in 2014.

Table 9: Sector Minimum Standard 2014 Target

Water:	All households to have access to at least clean piped water 200metres from household.
Sanitation	All households to have access to at least ventilated pit latrine on site.
Electricity	All households to be connected to national grid.
Refuse Removal	All households to have access to at least once-a-week refuse removal services.
Housing	All existing informal settlements to be formalized with land-use plans for economic and social facilities and with provision of permanent basic
Other (education, health, roads, transport, sports and recreation, street trading, parks, community halls, etc	Standards for access for all other social, government and economic services must be clearly defined, planned, and where possible implemented by each sector working together with municipalities in the development and implementation of IDPs.

Source: COGTA 2009 Local Government Turn Around Strategy

The national government strategy was to ensure that by 2014, all service delivery backlogs are eradicated and that municipalities are performing at their best. Key to every strategy is to ensure that there are adequate human and financial resources allocated in implementing the strategy. The 2014 service delivery target seemed achievable in 2009 but with the ensuring financial constraints in local government, realising them posed a challenge not only for ZDM but for most municipalities. Ideally, all service delivery backlogs would have been cleared by 2014, but these remain a challenge. It requires leaders that are able to change the current *status quo* in ZDM to promote positive change within the given budget. Two respondents stated the following:

> *"The current leadership at ZDM has been able to push service delivery even though there are backlogs. What is required is that the*

vision of the ZDM as articulated on the IDP is clarified for all those working in the municipality. It should not be a plan for management".

Respondents identified different strategic areas that they deemed critical in ensuring improvement in service delivery. One respondent indicated the need for a community survey so as to get input from the community prior to any leadership strategy. He explained that the survey will show the level of understanding, trust and general perception that the ZDM community has of the current administrative leadership. He added that it is even better now (2014) as there is a new mayor, and their voice will assist in drafting a strategy that will be owned by the leadership and the community they serve.

Respondents suggested a bottom-up leadership strategy. They indicated that the management staff (deputy directors, managers and heads of departments) should be involved in brainstorming and formulation of the leadership strategy as they are the ones to implement it. The key leadership strategic position proposed included an integrated communication plan, integrated performance management system, career development plan (for creation of career patching), creation of a service charter and a new service culture.

4.4 CONCLUSION

The interviews with respondents suggested that leadership plays a critical role in ensuring that the appropriate services are available. While leadership was not the only factor, respondents argued that resources like financial and human resources were the key drivers of service delivery.

The majority of respondents viewed the role of leadership as an active role with its core function being dependent on the ability of a leader to create an environment that supports innovation, providing a vision and also driving necessary change. In that way, respondents felt it will bring positive results.

Interviews also indicated that while the strategy is normally planned and executed by the top management, they recommended a bottom-up approach which they argued is meant to include the integrated communication plan, career development plan and creation of a new service culture.

CHAPTER FIVE
DATA ANALYSIS

5.1 INTRODUCTION

This chapter provides the interpretation and analysis of the findings presented in chapter four about the role of leadership in service delivery at the Zululand District Municipality (ZDM). The chapter will draw on the theoretical framework discussed in chapter two in providing the extent to which this research has been able to respond to the research questions it asked. The research questions are:

1. What is the role of leadership in the delivery of services in the Zululand District Municipality?
2. What are factors of leadership that enable effective delivery of services in the Zululand District Municipality?
3. What are leadership strategies for consideration in service delivery in the Zululand District Municipality?

5.2 CONCEPTUAL FRAMEWORK: THE LEADERSHIP CHALLENGE

Kouzes and Posner (1987: 8) provide five fundamental practices that enable leaders to get extraordinary things done. They state that, “when leaders are at their best, they challenge the processes, inspire a shared vision, and enable others to act, model the way and encourage the heart”. The following are the fundamental practices:

Challenging the Process	Search for opportunities Experiment and take risks
Inspire a Shared Vision	Envision the future Enlist others
Enable Others to Act	Foster collaborations

	Strengthen others
Model the Way	Set the Example Plan small wins

According to Kouzes and Posner (1987), leaders will always look for ways to radically change the *status quo*, to create something totally new, for revolutionary new processes and for ways to beat the system. The overarching aim for every leader is to deliver fresh methods and strategies to change and improve so as to get the best results possible. “Getting results did not just happen; they require a totally new approach”, according to Kouzes and Posner (1987: 35). They describe leaders as agents of change and leadership as being inextricably connected to the process of innovation, bringing about new ideas, methods or solutions. Kouzes and Posner (1987) suggests that for leaders to perform at their best, they need to experience their projects as enjoyable and challenging, they must search for opportunities for people to create or exceed themselves and they must have knowledge of the skills that their people possess. In finding a balance between action opportunities and individual skills, leaders must know what individuals find challenging. It is not just what challenges the leader that is important but what challenges everyone and is within their capacity to perform (Kouzes and Posner, 1987: 47).

Kouzes and Posner (2007) argue that challenge is the opportunity for greatness. They indicated that challenge allows for innovation, growth and improvement in any organisation. In the search for new opportunities, the leader is bound to grow, change and be innovative. Kouzes and Posner (2002) suggests that in order for leaders to search for opportunities, leaders must draw on the following points:

1. Seize the moment;
2. Make challenge meaningful;
3. Innovate and create; and
4. Look outward for fresh ideas.

Leaders are proactive. They make things happened. Kouzes and Posner (2002) indicates that the reason is that proactive people tend to put in more effort and work harder. They also have the ability to encourage initiative from others. Not only do leaders look inside, Kouzes and Posner (2007) suggests that they also need to look from outside their environment for new ways, new services and new products. In their explanation, leaders are prepared to challenge the system in order to turn ideas into action.

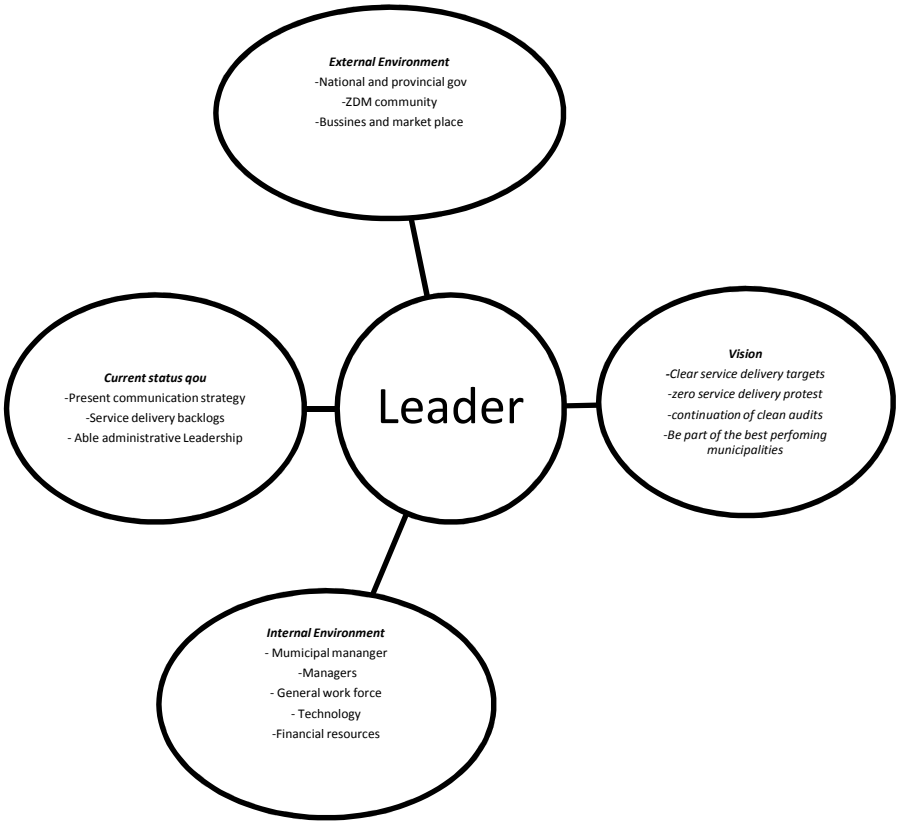
According to Kouzes and Posner (2007), leaders should expect the request for change to surface from within the organisation as well as from outside the organisation. They suggest that in order for leaders to detect demand for change, they should use both their insight and outsight. It is the ability of a leader to perceive and foresee circumstances that could lead to organisational demand for change. “If a creative idea comes from outside our own group, then the innovation requires the use of outsight. Outsight is the power of perceiving external realities. It is the sibling of insight or the ability to apprehend the inner nature of things” (Kouzes and Posner, 1987: 59).

Kouzes and Posner (2002) adopts the Reno and Randi explanation of what exemplary leaders need to do when they experiment and take risks:

- They need to initiate incremental steps and small wins;
- Learn from mistakes; and
- Promote psychological hardiness.

Kouzes and Posner (2007) describes small victories as building blocks for confidence. They suggest that when taking risks, failure can also be a necessary learning experience. The argument that Kouzes and Posner (2002) puts forward assumes that if leaders use the abovementioned essentials they will be able to turn challenges, turmoil and change into positive results.

Figure 6: The Leadership Concepts Map for ZDM



5.3.1 Things that are working well

5.3.1.1 Leadership Changes

Leading a diverse team requires a set of skills in both leadership and communication. An acceptable argument is that at ZDM, given the political intolerance on the mid-1990s period, the municipality has remained stable as an organisation throughout. At administrative level there have been many changes; notably the 2011 local government election brought about political change. The municipality has always been run by the Inkatha Freedom Party and from 2011 it was governed by the African National Congress and National Freedom Party coalition. The administrative leadership role became evident as the political change had a minimal effect on the daily

operations of the municipality. The municipal manager and some heads of departments maintained their positions and operations continued. Respondents were of the view that the ZDM administrative leadership provided lessons for municipalities, that even if the political climate changes, their role shall remain that of serving the communities.

Questioned about the ability to stay focused and perform while there has been a shift in political sphere, one respondent explained:

> " … *while most municipalities are led by individuals associated with the political party that governs the said municipality, there is however individual choice to remain professional at all times".*

He argued that it is a personal choice to remain apolitical which he explained helps in dealing with different political parties.

Kouzer and Posner (1987) in their explanation of leadership, deduced that,

> *"When we think of leaders, we recall times of turbulence, conflict, innovation and change. When we think of managers, we think of well times, of stability, harmony, maintenance and consistency".*

They argued that both the leaders and the managers are necessary in maintaining a strong organisation. The ZDM leadership indicated a strong sense of understanding their role and was thus able to withstand the political changes. The ZDM administrative leadership demonstrated clarity on the defined line of municipality /political influence. This is a boundary that is often blurred, where party influence flows down to the municipality, thereby undermining the independence of the municipality. The ZDM leadership's ability to maintain operations in the event of political change remains one of very few examples in South Africa.

5.3.1.2 Community participation

Communication is essential in any organisation including local government. Communication in local government has to be with both the actual municipality and the relevant stakeholders. According to Tsheola, Ramanyai and Segage (2014), it is of crucial importance to include communities in public decision-making processes, more so as the democratic dispensation requires extensive public participation processes. Kouzes and Posner (2007) indicates that both insight and outsight by any leader is necessary in order to gain ideas that would enable him or her to foster positive change. In this regard, respondents stated that,

> *"the current forms of communication in the ZDM are the workshops, community roadshows and normal meetings within the ZDM*".

The community roadshows are an important part of involving communities in planning and decision-making. The rise of service delivery protests in South Africa has been attributed to lack of communication from local authorities with the communities they serve. The ZDM is servicing largely rural communities, with 77% of its population living in rural areas, where 23% have no education, only 6% have Grade 12 and only 2% have higher education. Gaffney (2009:880-881) suggests a challenge in ensuring that all members of the communities ZDM serves are able to participate. The roadshows are therefore able to reach as many community members as possible and also the ability for the municipal official to engage in IsiZulu counteracts the education factor. The assumption is that people at the ground level are able to voice their concerns and are given the platform to do so. The frequency of the roadshows has not been articulated in the 2014/2015 IDP; however the mere existence of the roadshows indicates the interest in involving local communities in the municipal affairs. The counter augment on road shows is explained by Huyssteen and Meyer (2000) as quoted by Hotisi (2014:1129), who:

"… further observe that in ensuring effective participation the municipalities must consider that mass meetings are not always the best way to get people to talk; there are many different, creative techniques of participation (which include focus groups and participatory rural appraisal) that can be used at various stages in the process".

Notably, there can be other forms of communication with the community that the ZDM can look to employ as Kouzes and Posner (1987) suggests that leaders will always look for ways to radically change the *status quo*, to create something totally new, for revolutionary new processes and for ways to beat the system.

5.3.2 Areas of improvement

5.3.2.1 The Leadership role in service delivery

The core function of any leader is to provide leadership, vision and direction to any organisation. According to Kouzes and Posner (2007), leaders are not born, hence leadership is about a set of skills and abilities that anyone can learn. The theory assumes that leaders at their own personal best are able to bring about extraordinary changes to organisations. In ZDM, most of the top leadership has been with the municipality for more than five years (MM and some HODs). They have enough institutional history and are highly conversant with the current service delivery status of the municipality. The question that arises is the issue of why there are still existing service delivery backlogs and the recent service delivery protests of 2014. The response to that would be the fact that while some progress has been made in providing services to the communities, it has not been at the desired rate. In the 2014/2015 IDP, the ZDM indicated that,

"Most of the rural settlements are small, making service delivery costly".

This raises the issue of availability of resources to provide services to the community. Financial resources are limited, and therefore require a different approach in ensuring that the available resources are utilised at optimum levels. The issue raised by the Auditor General in 2010 and 2012 of irregular expenditure highlights the need for tighter financial controls and governance. The role of a leader in this instance will be to provide a new vision that will ensure that the ZDM financial resources allocated are utilised in reducing the service delivery backlogs.

The role of a leader is to ensure that an organisation perform at its best. The ZDM performance can be assessed in different ways like financial controls, compliance with the given legislation and their core mandate of service delivery. It remains the role of the ZDM to push the municipality to greater performance heights. In areas of compliance and financial controls, the ZDM had performed at normal levels; however, it is in relation to its core mandate that the ZDM had lacked performance: service delivery. There is thus a need for new methods of provision of basic services to the people.

Kouzes and Posner's (2002) explanation of what exemplary leaders need to do when they experiment and take risks includes the need to initiate incremental steps and small wins, learning from mistakes and the promotion of psychological hardiness. In ZDM, the leadership is to start experimenting with different methods of providing service delivery such as consideration of public-private partnerships, partnerships with community organisations and non-governmental organisations. Given that the ZDM is largely comprised of rural communities and the cost factor in service delivery is relatively high, other stakeholders can be used as vehicles to reach the communities much faster than the current form of service delivery. It is essential that the risks involved be evaluated against the community needs.

Kouzes and Posner (2007) indicates that the small wins are important in ensuring that the team remains highly motivated in doing their work. The

role of a leader in ZDM is to motivate the high performers and to encourage the average performers to move towards excellence. Three respondents stated the following:

> *"Upholding good values by a leader in ZDM is critical as the rest of the staff can learn and emulate those values".*

For a leader at ZDM, at any level to perform she or he requires a team that is driven and motivated; therefore there is a requirement for administrative leaders to lead with good service-oriented behaviours.

5.3.2.2 Communication

Service delivery protests suggest that change in the current form of communication is required so as to avoid any future protests. It is necessary for the ZDM leadership to review the communication strategy, with community involvement. Executives and top management are aware of the ZDM service delivery strategy. However, as long as the communities are not engaged in the developments within the municipality, their understanding will remain limited. Kouzes and Posner (2002: 195) maintains that,

> *"leaders are open to receiving ideas from anyone and everywhere, they are porous people."*

Communication is therefore not only critical with the community but also with the other stakeholders like local business, different community leaders and technology experts. Since the ZDM is in rural KwaZulu-Natal, and will thus experience infrastructural challenges, promoting mutually beneficial relationships is of great importance.

5.3.2.3 Strategy

Kouzes and Posner (2002: 17) in their Leadership Challenge theory argues that,

> *"leaders are pioneers, people who are willing to step out into the unknown. They search for opportunities to innovate, grow and improve".*

ZDM leadership has therefore to deal with the current challenges of both limited financial resources and service delivery backlog. In doing so, leadership has to be in a position to look within the ZDM and provide direction in ensuring that the given resources are utilised in accordance with the strategic plan, the Integrated Development Plan. In the literature review (chapter 2) of this study, Charlton (2000) suggests in his definition of leadership that it involves both vision and current reality, identifying strengths and weaknesses to determine present capacity and not to rely on perceptions or assumptions. Strategy should be simple but not easy.

The ZDM has a clearly articulated Integrated Development Plan (IDP) consisting of all areas of operation, including human and financial resources. The argument raised is the issue of an average staff member of the municipality being able to know and identify with the IDP. It is the role of a leader to ensure that the staff is able to implement the vision as per the IDP and the Municipal Finance Management Act. In doing so, not only are services delivered effectively but also there are stringent financial management. Given the mandate of the ZDM, deductions can be made that even if the plan (IDP) is there, leadership is required for the implementation of the plan. Leadership is also essential in driving the vision with the rest of the ZDM staff with.

Acknowledging the challenge in implementing IDP would be the first step for the ZDM leadership in order to create a simple yet focused strategy for

resource management. Change and innovation requires communication with different stakeholders and also different sources of information for the leader to be in a position to make sound decisions that can change the ZDM into an excellent service organisation.

Counter arguments suggest that the current leadership is steering the ZDM along a normal path, and therefore argues for continuity within the municipality. Change for the sake of change is a fruitless exercise in any organisation. The argument cannot hold as at ZDM the current service delivery *status quo* suggests that there is room for change.

Pretorius and Schurink (2007) argues that the effective utilisation of funds, resources and expertise is an important success factor for a district municipality to work towards. The argument remains that while scarcity of resources is a known factor, to what extent has leadership been able to foresee the challenges in order to remain a step ahead with solutions. While administrative problems remain a constant, challenging them is necessary so as to create an environment that is solutions-driven rather that problems-driven.

5.3 CONCLUSION

According to the research findings, while leadership is a critical aspect in delivery of services, the financial and human resources are as important. Given that the municipality has had no major changes in administrative leadership for the past ten years, it remains essential for the current leadership to facilitate innovative ways in order to ensure that the service delivery backlogs are cleared.

Change is a necessary process for municipalities, given that they are at the centre of development. Change required for ZDM as articulated by Kouzes and Posner (2002) in their Challenging the Process theory, stands to be

tested. It is the role of the incumbent administrative leaders to bring about change in the service delivery backlogs, provide vision for the ZDM and at the same time avoid future protests.

CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter presents the conclusions of the study and also provides the recommendations. It summarise the literature and also the research findings, taking into consideration the issues that were raised by respondents on leadership and service delivery. As indicated in chapter 1, the purpose of this study was to investigate the role that leadership plays in the delivery of services in the Zululand District Municipality. The research used a qualitative method in the form of a case study to respond to the following research questions:

1. What is the role of leadership in the delivery of services in the Zululand District Municipality?
2. What are factors of leadership that enable effective delivery of services in the Zululand District Municipality?
3. What are leadership strategies for consideration in service delivery in the Zululand District Municipality?

6.2 CONCLUSIONS

6.2.1 Background to the study

The study used the ZDM as its case study. The service delivery indicators as explained in chapter 1 highlighted the fact that while there has been service delivery, the municipality has below the provincial levels of service delivery. It is against this background that the study undertook to investigate the role of leadership in service delivery, examining the administrative leadership. The study therefore aimed to respond to the three main

questions above. The study interrogated the available literature in order to establish a theoretical framework for the study.

6.2.2 Literature review

Literature review provided background and insight into the research and work done on Leadership and service delivery. While there have been many scholars arguing the definition of leadership, what is common is that the view of leadership has changed and will continue to change as more research is conducted on it within the new technological global village. Leadership theories provided the basis for this paper to discuss leadership. The traits, behavioural and situational theories suggested singular variables that can be used to understand leadership in a complex world. The leadership theory identifies and explains the future form of leadership, where a leader creates a vision, motivates people and is highly involved in ensuring that the vision aligns with the organisation and the people who will implement it. It is for that reason that this paper adopted the Leadership Change theory as its theoretical framework.

Service delivery literature, based on statistics and written research provided an indication of the current status at ZDM. Given the service delivery backlogs (Table 5) and the service delivery protest incidents (Figure 4), the paper argued that the service delivery levels at ZDM are of concern and in the context of service delivery protests experienced in 2014, the proposal is made that there is a need to investigate the role of administrative leadership in the ZDM.

6.2.3 Research methodology

The study adopted a qualitative research method as it sought to obtain an in-depth understanding of the role of leadership in service delivery using the ZDM as its case study. The study employed the case study design as it

aimed to obtain insight into the phenomenon of leadership and service delivery in the ZDM.

A purposive sampling technique as used y the researcher targeted specific individuals within the leadership sphere. The sample size was five and five open-ended questions and interviews were conducted. Data collected went through different stages of analysis and concept mapping was used to present graphically the interaction of the concepts analysed.

The researcher took into consideration the issue of informed consent and confidentiality by explaining to all participants the requirements for confidentiality. Respondent identities were withheld and they were replaced by coding of Respondents A to E.

6.2.4 Findings

It is a given that different factors will affect the delivery of services. Financial resources are limited, therefore require sound leadership to monitor and control them. Respondents highlighted that well-financed municipalities usually perform better. The ZDM leadership has a mandate to ensure that the resources available are directed at providing the optimum level of service delivery. The Auditor General reported incidents of irregular expenditure amounting to R8.254 million and R1.237 million in 2010 and 2012 respectively. These finding raised the question of challenges in governance and accountability.

Questioned about the role of leadership in ZDM, respondents suggested that leaders are to be active participants. They are tasked to provide a vision which will see changes in service delivery processes so as to address the current backlogs faced by the municipality. Communication was identified as a critical role of leadership in the ZDM, both internal and external communication. While current forms of communication that are in place

have served the communities, a change in strategy is required to ensure that they have a voice and they are heard. The ZDM has experienced service delivery protests, which respondents suggested is an indication of an urgent need to address communication with the communities of the ZDM. One of the strategy recommendations made by respondents included communication. The ZDM in their 2014/2015 IDP highlighted that there is a communications strategy in place. The respondents recommended a bottom-up leadership strategy approach which is to include the integrated communication plan, integrated performance plan and creation of a service charter and new service culture.

The need for the creation of a service charter and new service culture is not applicable only to the ZDM, but to the rest of local government entities in South Africa. The general increase in violent service delivery protests indicates that there is huge national challenge in service delivery. The backlogs faced by municipalities will not clear on their own; they require leaders who have the potential, the drive and the will to change the *status quo.*

6.2.5 Interpretation and analysis

The study in its analysis highlighted positive developments in the ZDM in the form of leadership changes and community participation. While each change of political head would normally result in changes in administrative leadership, the ZDM stands as a testimonial that political change can take place without major shifts in administrative leadership. In the manner that the change was handled, a similarity can be drawn with the Challenging the Process theory of Kouzes and Posner, as they suggest that leaders are at their best when they can weather the turbulence and conflict and bring about positive innovation and change.

Community involvement in the form of roadshows provides a platform for ordinary community members to participate. The ZDM has employed this method in informing and obtaining feedback from its communities. While other means of communication can be employed, the study suggests that the mere existence of the roadshow indicates the appreciation for community participation by the ZDM leadership.

Given the issues of service delivery backlogs and service delivery protests, the study based its argument on Kouzes and Posner: Challenging the Process theory of experimenting and taking risk and deduced that the ZDM leadership cannot afford not to take risk and experiment with new methods and partnerships in service delivery. By doing so, the leadership's main role would be steer the ZDM into becoming a better performing municipality.

The ZDM IDP indicates the current status in basic service delivery and provides the overall state of the municipality including future programmes. The IDP has been in place in the ZDM as a required strategy document but the main challenge in the implementation of the IDP is lack of financial resources.

6.3 RECOMMENDATIONS

6.3.1 Recommendations for ZDM

This study recommends a community survey on customer satisfaction with the current service levels. Based on the outcomes, a consultative team should meet with communities in identifying solutions. Regular feedback by administrative leaders to the communities should be undertaken. Part of the strategy will be to propose a specific plan on the new methods in trying to eradicate the service delivery backlogs.

It is also recommended that a detailed career path for employees from the lowest rank to top rank is put in place. An annual career expo for the local communities should be organised so as to attract the local youth. The career planning can be coupled with a visible service charter, compiled by staff and communicated to the communities. In establishing such an improved service culture, it should adopt a service culture based on the Batho Pele principles. A customer satisfaction survey for all front desk officials should be made available.

The study further recommends an increase in the involvement of private entities like the community forums and the NGOs.

The study further endorses the establishment of a cost recovery strategy for services rendered to communities and for non-delivery by service providers

6.3.2 Recommendations for KZN District Municipalities

The study recommends a scarce skills audit in local government and also an increase in funding for mathematics, physical science and accounting in rural schools.

There should be a greater alignment of elections at national, provincial and local levels. There should be increased synergy with policies and their implementation as it will assist in proper implementation and monitoring of government programmes. It is also critical that there is a clear distinction made in communicating political parties' promises and formal government programmes.

Additional funding for local governments in rural areas is needed as they are not able to generate required income as compared to local government in urban areas.

Provision of clear policies and regular assessment of performance in municipalities is also recommended.

6.3.3 Recommendations for South African District Municipalities

Integrated efforts are needed to ensure that all district municipalities are performing at the required rate, combined with sound practical policies for procurement in district municipalities.

The study also recommends training of all councillors prior to deployment to municipalities, including leadership workshops and summits for all district municipalities' administrative leaders and also political leaders.

An overall government communications strategy should be implemented, similar to what is being done at national government level.

6.3.4 Recommendations for Southern African Development Community, Africa and International District Municipalities

Regional skills transfer and skills development agenda, especially for African States, is essential to ensure that the region, continent and international local government are moving at the same speed for development.

The increase in donor funding by international funding agencies for infrastructure development is recommended, especially in Africa, as most of the states are at the development phase, including South Africa.

The study recommends that international companies be involved in leadership training and mentorship opportunities for failed (and or struggling) district municipalities and should provide support to expand scarce skills exchange programmes.

6.4 CONCLUSION

South Africa is a developing country and development at grassroots level is essential, not only to address the injustices of the past but to ensure that individual constitutional rights are observed. Change will not happen on its own, and change agents are the necessity in local government, in order to provide fresh impetus to the local government system. The required set of skills and abilities in local government are to be harvested with the local communities, which raises the qualifications argument.

While the country's education system remains as is, there will be challenges in producing suitably competent accountants, engineers, information technology specialists and project managers. Those are sets of skills that are critical in driving the developmental agenda in the country. It is unlikely that good performing institutions and organisations can be established with leaders that do not have the right set of skills.

The role of leadership in service delivery in all spheres of government is critical. Leaders at their best are able to transform organisations into high performance entities. Leaders who are innovative, creative and are not afraid of challenging the *status quo* remain the essential ingredient that South Africa cannot afford to be without if it is to ensure the required economic growth.

REFERENCES

Achouri, C. (2010). *Modern Systematic Leadership*. Germany: Publicis.

Alexander, P (2010). Rebellion of the Poor: South Africa's Service Delivery Protest –A Preliminary Analysis*. Review of African Political Economy*, Vol 37, No.:123 March 2010 pp 25-40

Babbie, E. (2010).*The Practice of Social Research* (12th Ed). Wadsworth: Cengage Learning.

Badenhorst, C. (2007). *Research Writing: Breaking the Barriers*. Pretoria: Van Schaiks.

Bensimon, E.M., Neumann, A. and Birnbaum R.C (1989). Making Sense of Administrative Leadership: The "L" word in Higher education. *ASHE ERIC Higher Education Report* 1,

Bolden, Gosling, Marturano amd Dennison (2003). *A Review of Leadership Theory and Competency Framework*. United Kingdom: University of Exeter, Centre for Leadership Studies.

Boote, D.N. and Beile, P. (2005). Scholars Before Researchers: On the Centrality of the Dissertation Literature Review in Research Preparation*. Education Researcher*, 34, 3-15.

Charlton, G. (2000). *Human Habits of Highly Effective Organisations*. Pretoria: Van Schaiks

Cloete, J.J.N. (1997).*South African Municipal Government and Administration*. Pretoria: Van Schaiks.

Craythorne, D.L. (1993). *Municipal Administration: A Handbook*. Kenwyn: Juta & Co Ltd

Creswell, J.W. (2003). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. SAGE Publications Inc. Lincoln.

De Visser, J., Steytler, N. and May, A. (2009) *The Quality of Local Democracies: A Study into the Functionality of Municipal Governance Arrangements.* South Africa: Community Law Centre for SALGA.

Denzin N.K. and Lincoln Y.S. (1994) (eds). *Handbook of Qualitative Research.* California: SAGE Publications.

Garbers, J.G. (1996) (ed). *Effective Research in the Human Sciences*. Pretoria: Van Schaik Publishers

Gardner, H. (1995). *Leading Minds: An Anatomy of Leadership*. United States: Basic Books.

Gerring. J. (2007). *Case Study Research: Principles and Practices.* New York: Cambridge University Press.

Hesselbein, F., Goldsmith, M. and Beckhard, R. (eds) (1996). *The Leader of the Future.* San Francisco: Jossey-Bass Inc.

Hofisi, C. (2014) Making Participation Real in Integrated Development Planning in South Africa. *Journal of Public Administration 49(4) 1126-1138*

Jelani, K. and Hirsch, J. (2011). *Community Protest in South Africa: Trends, Analysis and Explanations.* (www.mgli.org.za)

Kaul, M. (1998). *Introducing New Approaches: Improved Public Service Delivery.* London: Commonwealth Secretariat.

Kothari. C.R. (2004) *Research Methodology: Methods and Techniques*. (2nd ed). New Delhi: New Age International Publishers.

Kouzes, J.M. and Posner, B.Z. (1988). *The Leadership Challenge*: *How to get extraordinary things done in organisations.* San Francisco: Jossey-Bass Inc.

Kouzes, J.M. and Posner, B.Z. (2002). *The Leadership Challenge* (3rd Ed). San Francisco: Jossey-Bass Inc.

Lassey, W.R and Fernandez, R.R. (eds) (1976). *Leadership and Social Change* (2nded).California: University Associates, Inc.

Manning, T. (2006). *Delivering The Dream: Designing and Implementing Strategy in the Public Sector.* Cape Town: Zebra Press.

Meyer, T. (2012). *Strategy, Leadership and Change: A Practical Guide for Busy Executives*. Randburg: Knowers Publishing.

McDonald, D.A. and Pape, J. (eds) (2002). *Cost Recovery and the Crisis of Service Delivery in South Africa.* Cape Town: HSRC Publishers.

Nanus, B. (1989). *The Leader's Edge: The Seven Keys to Leadership in a Turbulent Word.* Chicago: Contemporal Books Inc.

Neuman, W.L. (2011). *Social Research Methods: Qualitative and Quantitative Approaches* (7th Ed). United States: Pearson.

Pascale, R.T. and Sternin J. (2005). *Your Company's Secret Change Agents.* Harvard Business Review: Harvard Business School Publishing.

Pretorius, D. and Schurink, W. (2007). Enhancing Service Delivery in Local Government; The case of District Municipality. *SA Journal of Human Resource Management* (2007) 5 (3) pp 19-29

Republic of South Africa (1996). The Constitution of the Republic of South Africa, Pretoria: Government Printers.

Republic of South Africa (2001). Local Government: Municipal Systems Act 2000. Pretoria: Government Printers.

Sykes, J.B. (1976). *The Concise Oxford Dictionary of Current English* (6thed). Oxford: The Clarendon Press.

Statistics South Africa: Community Survey 2007.

Statistics South Africa: Census 2011.

Tellis, W. (1997). Application of the Case Study Methodology. *Qualitative Report*, 3, No. 3. (www.nova.edu/ssss/QR/QR-3/tellis2.htm)

Tsheola J.P., Ramonyai N.P. and Segage M. (2014). Twenty years of Faltering "Democracy": Service Delivery Planning and Public Participation in South Africa. *Journal of Public Administration 49(1): 392-405*

Tzu S. (Translated by T. Cleary) (1991). *The Art of War*. Boston & London: Shabhala Publications.

Van Rensburg, G. (2007).*The Leadership Challenge in Africa*. Pretoria: Van Schaiks.

www.mlgi.org.za sourced on the 20/08/2014

www.kzncogta.go.za sourced on the 06/01/2015

www.ewisa.co.za sourced on the 19/11/2014

www.agsa.co.za sourced on the 06/01/2015

www.iec.org.za sourced on the 11/10/2013

www.nda.org.za sourced on the 11/10/2013

www.hbr.org.za sourced on the 20/08/2014

www.mlgi.org.za sourced on the 19/11/2014