

**LEADERSHIP IN THE DELIVERY OF SERVICES AT KAMHLUSHWA TOWNSHIP  
IN THE NKOMAZI MUNICIPALITY**

Roy Steven Makwakwa

A research report submitted to the Faculty of Commerce, Law and Management at the University of the Witwatersrand in partial fulfilment of the requirement for the Master of Management in the field of Public Management and Development Studies.

**March 2017**

## **DECLARATION**

This is to declare that the report is my own unaided work. It is being submitted in partial fulfilment of the requirements for the Degree for the Master of Management in the field of Public Management and Development Studies in the University of the Witwatersrand in Johannesburg, South Africa. I also herein confirm that this report or any part thereof has never been submitted for any degree or professional examination in any other university before

\_\_\_\_\_  
**R.S MAKWAKWA**

March 2017

**DATE:**

## **ACKNOWLEDGEMENTS**

This product is highly owed to the academic body at the Wits School of Governance with special thanks to Dr Johnny Matshabaphala for his patience and guidance throughout the project.

Special thanks to my cohort/syndicate group, the “Future Leaders” for all the robust and intriguing discussions during our class sessions. It is such engagements that helped me see the world from a different angle. In you, we indeed have future leaders.

I am also taking this time to give special thanks to the leadership at Nkomazi Local Municipality, the entire staff who contributed to this research project. Much thanks to all the participants, the knowledge holders, particularly the representatives of the structures who are featured in this report. Without your in-depth understanding of what you and your organisations stand for, this work couldn't have been finalised.

I lastly wish to thank the support I received from Sakhile, my wife and Sethu, my son for constantly pushing me ensuring that I give this report a priority in my schedule.

Thank you once more and I pray that the good Lord bless you all abundantly in life.

Peace.

## **ABSTRACT**

The study on the role of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality has been triggered by the growing outcry by communities regarding government's inability to provide basic services as promised in the Human Rights Charter of the constitution of the Republic of South Africa. The said outcry finds its expression through the escalating service delivery protests as reflected in the Service Delivery Protest Barometer, (2014), the Municipal IQ Index and many other statistical surveys which have been recently conducted by professional bodies.

While government reports reflects an upward mobility in the political landscape on the human development index, these surveys reflect that such a political transformation has not yet translated into economic growth to the people of the country. The black majority are still reflected to be living under heavy squalid conditions with their lives characterised by poverty, inequality and heavy unemployment levels, Mbeki, (2016).

The KaMhlushwa community is no exception to the picture painted above and will be used to establish the causal factors to the dearth of leadership in directing the delivery of services to communities.

The study, after exploring a number of leadership approaches, went further to suggest a number of leadership strategies which may be deployed to enhance the service delivery programme at a local level. It discusses at length the leadership trends from a global to a local level giving enough suggestions for future consideration on the same or similar topics to this one.

The report concludes by drawing recommendations for further investigation by other researchers on the topic. There are also recommendations which can be used as best practice for replicability by other sectors to ensure the promotion of a coherent and effective delivery of services in local communities.

**TITLE PAGE**

<b>NAME</b>	<b>ROY MAKWAKWA</b>
<b>STUDENT NO:</b>	<b>790391</b>
<b>TOPIC</b>	<b>LEADERSHIP IN THE DELIVERY OF SERVICES AT KAMHLUSHWA TOWNSHIP IN THE NKOMAZI MUNICIPALITY</b>
<b>SUPERVISOR</b>	<b>Dr MANAMELA MATSHABAPHALA</b>
<b>DATE</b>	<b>23/02/2017</b>

## CONTENTS

I. Declaration	
II. Acknowledgements	
III. Abstract	
IV. Title Page	
Chapter 1	
1.1 Introduction to the Study.....	1
1.1.1 Outline of Key Concepts.....	2
1.1.2 Definition to the Concept of Leadership.....	2
1.2 Bckground to the study.....	3
1.2.1 Evolution and Practice of the Leadership Concept.....	3
1.2.2 Global Trends on Leadership.....	4
1.2.3 Continental and Local Trends on Leadership.....	5
1.2.4 Service Delivery Trends.....	6
1.2.5 Finding Principles of the South African Local Government Sector.....	7
1.2.6 Levels of Leadership.....	8
1.2.7 The Geographic and Demographic Space of the Nkomazi Municipality.....	10
1.3 Problem Statement.....	15
1.4 Purpose Statement.....	15
1.5 Research Questions.....	16
1.6 Significance of the Study.....	17
1.7 Report Outline.....	17
1.8 Conclusion.....	20
CHAPTER 2	
Literature Review.....	22
2.1 Introduction.....	22
2.2 Significance of the Literature review in the Study.....	22
✓ Literature on Leadership	
✓ Literature on Service Delivery Issues	
2.3 Theoretical Framework.....	25
2.4 Leadership V/S Governance.....	26

2.5 Leadership Theories.....	27
• Behavioural Leadership Theories.....	28
• Power and Influence Leadership Theories.....	29
• Transformational v/s Charismatic Leadership Theories.....	31
• Great Man Leadership Theory.....	31
2.6 Conceptual Framework.....	32
2.7 Rationale for the Choice of the Great Man Leadership Theory.....	34
2.8 Conclusion.....	39

### CHAPTER 3

Research Methodology.....	41
3.1 Introduction.....	41
3.2 Approaches to the Research Project.....	43
3.2.1 Quantitative Research Methods.....	44
• Evolution of Quantitative Research Methods.....	44
• Quantitative Research Instruments and Procedures.....	45
• Quantitative Research Designs.....	45
✓ Experiments.....	46
✓ Surveys.....	46
✓ Longitudinal Research Designs.....	46
✓ Case Studies and Phenomenology.....	47
• Comparative Research Designs.....	47
• Population Sampling in both Quantitative and Qualitative Research Methods.....	48
3.2.2 Qualitative Research Methods.....	48
• Qualitative Research Designs.....	49
✓ Ethnography.....	49
✓ Action Research.....	49
✓ Grounded Theory.....	49
✓ Phenomenology.....	50
3.3.1 Data Collection.....	50
✓ Observations.....	50
✓ Document Analysis.....	51
✓ Interviews and Focus Groups as the preferred Choice.....	51
3.3.2 Data Presentation.....	55
3.3.3 Data Analysis.....	57
3.3.4 Reliability and Validity.....	61
3.3.5 Limitations of the Study.....	61
3.3.6 Ethical Considerations.....	63

3.4 Conclusion.....	64
<b>CHAPTER 4</b>	
Presentation of Findings.....	66
4.1 Introduction.....	66
4.2 Profile of Respondents and their responses.....	67
4.3 Situational Analysis.....	75
4.4 Interviews with Community Members.....	77
4.5 Interviews with Civil Society Structures.....	78
4.6 Interviews with Government Officials.....	79
4.7 Interviews with Focus Groups.....	81
4.8 Examination of Records for Cross-Validation.....	83
4.9 Conclusion.....	85
<b>CHAPTER 5</b>	
Intepretation and Analysis of Findings.....	87
5.1 Introduction.....	87
5.2 PROBLEM STATEMENT AND CONCEPTUAL FRAMEWORK.....	87
5.2.1 The Voice of Community Members.....	89
5.2.2 The Voice of Civil Society Structures.....	90
5.2.3 The Voice of Government Officials.....	95
5.3 Conclusion.....	98
<b>CHAPTER 6</b>	
Conclusions and Recommendations.....	99
6.1 Introduction.....	99
6.2 MAJOR CONCLUSIONS.....	99
6.3 Recommendations.....	104
6.4 Conclusion.....	105
<b>REFERENCES.....</b>	<b>107</b>
<b>ANNEXURE A.....</b>	<b>111</b>
<b>ANNEXURE B.....</b>	<b>112</b>



## **CHAPTER 1**

### **1.1 INTRODUCTION**

In the first chapter of the report, the researcher covered among other things, the definition of the concept of leadership as contained in McCarthy, (2014). A list of definitions from the collection of about 30 definitions have been used to highlight the critical nature of the concept of leadership in driving and directing the delivery of services to communities.

The chapter also contains, to a larger extent, the background information leading to the study on the role of leadership in the delivery of services to communities. It gives a true account on global, continental to local trends on the role of leadership in the delivery of services to communities. All these cases have been fully supported by research work which have been already carried out by the academic community in the field of leadership.

The introductory part of the report also covered the problem statement leading to the dearth of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality. It is critical to note that the problem statement have been heavily linked to the conceptual framework of the study which is discussed at length in chapter 2 of the report. The purpose of the study and the research questions have also been conclusively covered in the first chapter of the report.

The significance of carrying out an investigation into the role of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality has also been reflected on the first chapter of the report. This part of work has been supported, to a larger extent, by the recommendation made by the researcher with an aim of improving the delivery of services to rural communities like that of KaMhlushwa in the Nkomazi Municipality. An outline of all the chapters contained in the report is also highlighted in chapter 1 of the report which is followed by the conclusion to the chapter.

### **1.1.1 KEY CONCEPTS ON THE RESEARCH TOPIC**

Bhattacharjee, (2012) reflects on the critical importance of highlighting key concepts used in a study at the beginning of the report to enhance proper understanding and articulation of events as they unfold. He further indicates that although all scientific research studies are either exploratory, descriptive or explanatory, most scientific researches tend to be explanatory in that they search for the potential explanations of observed natural or social phenomena.

He reflects that knowingly or unknowingly so, we use different kinds of concepts in our everyday conversations and some of these concepts have been developed over time through our shared language, some borrowed from other disciplines or languages to explain a phenomenon of interest. To avoid misinterpretation of facts, the researcher saw it necessary to define the concept of leadership using extracts from various professional sources as follows:

### **1.1.2 LEADERSHIP DEFINED**

McCarthy, (2014) argues that there is no one “right” definition to the concept of leadership. His collection of 30 leading definitions of leadership aims at bringing about a synergized approach to the understanding of the concept of leadership. Out of the 30 definitions submitted by McCarthy, there are three of such from different authors which hold a similar or a complementary view to each other and they are as follows:

He (McCarthy) defines Leadership as the ability to enable ordinary people and organizations to achieve extraordinary results.

Ward, (2014) also supports McCarthy’s view point on leadership as he defines Leadership as the art of motivating a group of people to act towards achieving a common goal.

Munroe, (2014) further makes an elaborate addition to that particular view as he refers to Leadership as the capacity to influence others through inspiration motivated by passion, generated by vision, produced by a conviction, ignited by a purpose.

From the above definitions, there are key concepts which seek to describe the leadership and these are:

- The ability to drive ordinary people to perform extraordinary tasks;
- Motivating people to realise their potentials in life;
- Influencing people to realise their optimal abilities.

## **1.2 BACKGROUND TO THE STUDY**

In highlighting the background to the study on leadership, the researcher discussed the evolution and practical application of the concept of leadership in society. This background has also been qualified by taking a discussion on the leadership trends from a global, continental, SADC and local perspective. The said argument is herein contained in the submission bellow.

### **1.2.1 THE EVOLUTION AND PRACTICE OF THE CONCEPT OF LEADERSHIP**

Most researchers, including Tzu as cited on Cleary, (2005) argue that it is still not known when exactly the concept of leadership came into practice. They make strong suggestions that leadership has been there since time in memorial and agree on the fact that the concept of leadership was however documented for the first time around the 1700s.

The Holy Bible and the Quran contain a number of stories and parables highlighting the practice of leadership by ancient prophets and community leaders alike. One of such stories is contained in the Book of Numbers wherein God sends Moses to release the Israelites from captivity in the fierce hand of King Pharaoh of Egypt. The leadership qualities displayed by Moses as they crossed over the Red Sea, past the desert on their way to the Promised Land is evident enough that indeed leadership is as old as human existence.

In the book, “The Art of War” by Sun Tzu written more than two thousand decades ago as cited in Cleary, (2005), there is a reflection on very ancient Chinese Military Strategies which are still relevant and applicable even in modern Organizational Development Programmes. Tzu acknowledges the fact that challenges or “wars”, as

he prefers to refer to them, are a critical component of our everyday life and leaders need to be ready to deal with these “wars” as they happen in their respective leadership roles and in society in general.

Most researchers argue that these strategies are still the most prestige, ever relevant and influential to the world of business even at this day and age. They confirm that these strategies are eagerly studied by both modern politicians and executives as it has been by ancient military leaders before. The ultimate aim of the book is however to attain victory without battle, developing a sense of awareness for leaders on the surrounding environment, analyzing the situation properly, acknowledging what has been ordained and is to empower leaders with the necessary tools to know what is not known by others and to see what can't be seen by many.

### **1.2.2 GLOBAL TRENDS ON LEADERSHIP**

To illustrate the global perspective on the concept of leadership, the researcher brought in a discussion raised by Mbeki, (2015) where he discusses why revolutions happen in society. In this submission, Mbeki reflects on two major revolutions ever experienced by humanity and these being the French and the Chinese revolutions.

The call for political and economic freedom by the French people has been cited as a cause for the French revolution in the 18<sup>th</sup> century. France nearly lost half of its population during this civil war. On the other hand the need for rapid Industrial Development in the United States of America in the 19<sup>th</sup> century resulted in the fight for slavery between the North and the South leaving hundreds and thousands of innocent people dead.

Some valuable lessons can also be drawn from the most successful modernisation initiatives of recent years by the People's Republic of China in the late 70s. China managed to transform from a backwater state to the second largest economy in the world while raising millions of its people out of poverty at the same time. There has however been a lot of sacrifices by ordinary people which resulted in all such achievements seen being enjoyed today by the Chinese people.

This text, read alongside the fundamental principles of the Kerala People of the Republic of India, has been used by the researcher as a precipitation from which to draw enough motivation and lessons from the global village to illustrate the conduct and character of ordinary people who are committed enough in doing more for their nationalities.

From these lessons it becomes evident that there is a lot that Civic Society Structures can do to help the ailing South African economy rise back to its perceived future by all global role players who assisted the country during the era of the fight against apartheid. This particular study therefore gave an insight into the role which can be played by Civic Society Structures and organizations in directing the delivery of services to poor communities like that of KaMhlushwa Township in the Nkomazi Municipality.

### **1.2.3 CONTINENTAL AND LOCAL TRENDS ON LEADERSHIP**

Mbeki, (2015) as already cited in the paragraph preceding this one, points out at the disappointment which South Africa has turned out to be to the millions of its supporters in the fight towards a democratic state characterised by a non-sexist, coherent and equal opportunities for all its people. It is almost two decades now and that reality has not been forth coming, instead the country has retreated to its worst status characterised by:

- “A brutal police force that has gunned down demonstrators for demanding a better life;
- Arrogant mining companies that exploit the country’s natural resources, leaving behind only a trail of environmental hazards;
- Rampant infectious diseases decimating hundreds of thousands of black lives;
- Millions of young people condemned to a futureless existence by a failed education system;
- Growing inequality especially among blacks;
- Rampant corruption that has put South Africa at 61 out of 168 countries in the 2015 Transparency International Corruption Perception Index.”

He argues that the old South Africa continues to live on and the situation has gotten to a boiling point. He is however keen to reflect on two major lessons that can be drawn from across the globe on why revolutions happen in developing countries. He points out at the growing need for modernisation by global communities with an aim of leveraging a better life for the people. He also points out at the need to remain loyal to the electorate as he reflects on strengthening the “*Manifesto for Social Change*” between elected officials and those who put them into power.

#### **1.2.4 SERVICE DELIVERY TRENDS**

According to the Municipal IQ Index, (2014) not a single municipality can ignore the economic changes taking place in its locality, in the surrounding region, in the nation, and globally. The rise or decline of industries can have an impact on the local income affecting the employment levels and tax revenue generation of the area.

It further reflects that globalisation or the internationalisation of capital, production, services and culture, has had, and will continue to have a major impact, in particular on metropolitan areas. The logic of transnational corporations, the fact that economic transactions and the integration of systems of production occur on a world-wide basis, and the rapid development of information technologies, have resulted in the emergence of the so-called “global economy”. In this context large cities become the nodes or points of contact which connect economies across the globe.

In South Africa the Growth, Employment and Redistribution (Gear) strategy places greater emphasis on an export-oriented economy, and has led to increased international openness and competition. The ultimate aim was to achieve internationally competitive industries and enhance economic growth and the well-being of communities. In the immediate term, municipalities needed to manage the consequences of globalisation - such as the restructuring and relocation of industries.

Local government has always had an interest in attracting investment based on promoting the comparative advantages of the area for competitive industries, as well as supporting the growth of local enterprises. It became increasingly important,

towards the second phase of an organised local government sector in South Africa, for municipalities to find the right balance between competition and co-operation among themselves, this, according to Makananisa, (2015). While competition has been viewed as a means to improve both the efficiency and innovation, co-operation between South African municipalities had become necessary to enhance the performance of the national economy as a whole, and to avoid damaging forms of competition between municipalities. This trend has seen the emergence of a healthy competition among municipalities to attract investment for the benefit of the communities they serve everywhere else in the world.

### **1.2.5 FINDING PRINCIPLES OF THE SOUTH AFRICAN LOCAL GOVERNMENT**

The formalisation of the local government sector in South Africa came into effect in 1996, two years after the National Democratisation of the country from an apartheid regime to a democratic state. Three spheres constitute the South African Governance System. These are the National, Provincial and the Local Sphere. The White Paper on Local Government opened a discussion on how a wall to wall ward system of local government was going to be constituted through the help of a structured instrument called the Local Government: Municipal Demarcations Act of South Africa.

The then transitional councils had to be transformed to local councils or municipalities. Through this Act, every piece of the South African land fell under a certain municipality, except for National Parks and heritage sites. This transition brought about a lot of challenges carried over from the apartheid settlement of communities where the allocation of services was segregatory and based on racial lines, this according to Cloete, (1994) as he argues that the apartheid value system in South Africa manifested the strongest at the local government level where racial communities were separated by law in every sphere of society.

A number of municipalities however continued experiencing problems arising from this transition process. Costly and complex administrative reorganisation has tended to focus municipalities' capacity inwards, rather than towards their constituencies and delivery. Prolonged uncertainty about powers, functions, areas of jurisdiction and a host of other matters affecting local government have added to the problem. The

South African Local Government: Structures Act, Act 117 of 1998 was then brought into effect to guide how the sector should be structured in order to be able to respond to the basic needs of local communities.

At the same time, municipalities have faced increasing demands and expectations on service delivery, often without an increase in the resources to deal with these demands, or even with shrinking subsidies. They have also faced the difficult task of realigning their operations with a range of sectoral policies and programmes. Overall there has been a lack of information and capacity.

While grappling with inherited inefficiencies and inequities, municipalities have also had to put in place a system of democratic and equitable governance, often in the face of resistance from a range of local players who benefited under the previous apartheid system of governance.

The transition process has resulted in a local government system consisting of 843 municipalities and over 11 000 democratically elected councillors. Approximately one third of municipalities are facing serious financial difficulties or administrative problems. Serious consideration needs to be given to reducing the number of municipalities and councillors to enhance the viability of the local sphere.

### **1.2.6 LEVELS OF LEADERSHIP**

To demystify the general notion that leadership is some kind of a position or a job title, the researcher has brought in an argument which seeks to illustrate the concept of leadership as one that happens at all levels of society. The discussion has been taken through the framework illustrated below as follows:

#### **I. LEADERSHIP IN BUSINESS**

Gert Schoonbee as cited in Groenewald, (2014) is one of the Company Executives who deserves a reference when we talk of leadership in business. Gert Schoonbee is said to be a young man who defeated all odds including his physical circumstances to climb up the corporate ladder to being a renowned CEO of an International IT Company.



Schoonbee lost his leg in a fatal car accident when he writing his matric exams. With the strong sense of character and “Will Power” he had, he managed to finalise the exams from a hospital bed and qualified for a University entry. As if that was enough, he further challenged himself to climbing Mount Kilimanjaro on crutches. As expected, this young man endured a lot of pain but still managed to strive to greatness. His attitude towards life saw him occupy the position of a CEO to an International IT Company where he continues to inspire his team to even greater heights today.

## **II. LEADERSHIP IN GOVERNANCE**

The first two publications by Francis Fukuyama, “The End of History” and “The End of History and the Last Man” are a total illustration of how western civilization was aiming at influencing the global trends in structural governance across the globe. While most analysts, like Karl Marx held the view that communism was going to replace capitalism in the new order, Fukuyama was amongst the few who believed that democratic governance characterized by a universal and homogenous state was going to be the most influential system of governance.

His 2011 publication titled: “The Origins of Political Order” gives an account of what constituted a stable state/country. Fukuyama, (2011) holds a broad comparative global view between the political and governance systems, highlighting what works and what could not work for other countries. These lessons can easily be translated into case studies and bench marking practices from sister countries.

These and other views will be contained in depth on the literature review and will be used as a guide in conceptualizing all the findings of the study in chapters 4 and 5.

## **III. LEADERSHIP IN SOCIETY**

To discuss the role of leadership in society, the researcher discussed at length campaigns which have previously brought about the desired change in society. These include, though not limited to, J.F Kennedy’s “Speaking Truth To Power” Campaign; the power of the Kerala People in directing service delivery in rural India and Mbeki’s “Manifesto for Social Change” to mention but a few.

It must also be noted that there has been much interaction with civic society structures on the report as they form part of the stakeholders in responding to the research topic.

These and other publications have been discussed at length in Chapter 2 of the report on literature review. Their relevance and substance to the arguments has helped even in drawing recommendations for replicability and future studies on the topic in Chapter 6 of the report.

### **1.2.7 GEOGRAPHIC LOCATION AND DEMOGRAPHY**

KaMhlushwa Township is one of three main R325 townships in the Nkomazi Local Area with the other two being Naas and Schoemansdal. Nkomazi Local Municipality is one of the five local municipalities in the Ehlanzeni District (D32) with the other four being Mbombela, Umjindi, Bushbuckridge and Thaba Chweu Local Municipalities.

The municipality lies on the borders of Mozambique in the East and Swaziland on the South Western part of Mpumalanga Province. Like most of the rural municipalities in the country, Nkomazi is also heavily characterised by socio-economic challenges like poverty, unemployment and underdevelopment. This socio-economic landscape has resulted in Nkomazi and Bushbuckridge to be categorised as Comprehensive Rural Development Programme beneficiaries, CRDP municipalities.

This economic reality result in the municipality's incapacity to generate its own revenue thus depending on grants. Below is a map indicating the geographic location of Nkomazi Municipality in the District of Ehlanzeni in Mpumalanga Province.



**MAP 1: Municipalities forming the Ehlanzeni District in Mpumalanga Province**

The National Census of 2011 indicate that of the three districts in the Mpumalanga Province, Ehlanzeni is the leading district in terms of population figures with 41.4% followed by Nkangala with 33.2% and the last one being Gert Sibande District with 25.4%. Numerically speaking, Ehlanzeni District contributes 1 688 614 to the overall provincial population of 4 039 837. Nkangala is second with 1 308 129 and the last one being Gert Sibande with 1 043 094 people.

**Table 1: Demographic Profile for Mpumalanga as per National Census, 2011**

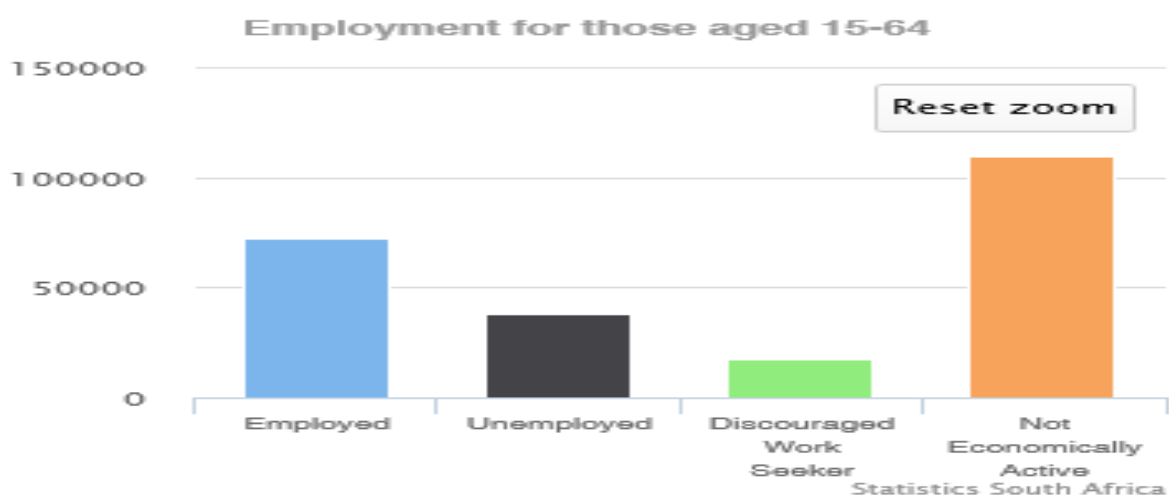
NAME	POPULATION	%	HOUSEHOLDS	%
<b>Ehlanzeni District Municipality</b>	1 688 614	41.8	445 087	41.4
<b>Nkangala District Municipality</b>	1 308 129	32.4	356 911	33.2
<b>Gert Sibande District Municipality</b>	1 043 094	25.8	273 490	25.4
<b>Mpumalanga</b>	4 039 837	100	1 075 488	100

Table 2 below illustrates the population figures for Ehlanzeni District per municipality as per the National Statistical Survey of 2011 which reveals that there were one million six hundred and eighty eight thousand, six hundred and nine (1 688 609) people living in Ehlanzeni District in 2011. These figures are spread across the municipalities in Ehlanzeni as follows: Mbombela leading with 588 794; Bushbuckridge with 541 241; Nkomazi with 393 030; Thaba Chweu with 98 387 and Umjindi with 67 157 people.

**Table 2: Ehlanzeni District Demographic Profile**

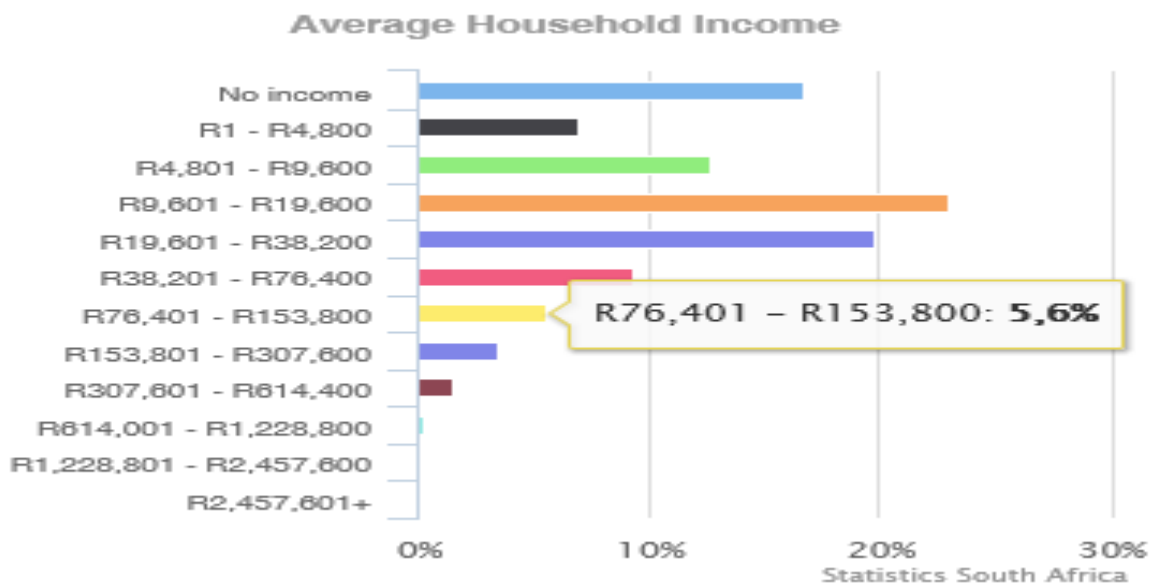
NAME	POPULATION	%	HOUSEHOLDS	%
<b>Mbombela Municipality</b>	588 794	35	161 773	36
<b>Bushbuckridge Municipality</b>	541 248	32	134 197	30
<b>Nkomazi Municipality</b>	393 030	23	96 202	22
<b>Thaba Chweu Municipality</b>	98 387	5.8	33 352	7.5
<b>Umjindi Municipality</b>	67 156	4.1	19 563	5

The Census 2011 conducted by Statistics South Africa further reveals some of the harsh realities about this country. It reveals that of the 43 million South Africans, about 109,557 are not economically active. It says that only 72 588 have employment while 37 881 are unemployed. About 17 651 have just lost hope and are languishing in the streets. Figure 1 below highlights the unemployment rate in South Africa as contained in the Census 2011 by Stats SA.



Another tool used to ascertain the sustainability of a country is the rate of income per House Hold. A similar survey was conducted by Statistics South Africa in 2011 which reveals that a larger percentage of the South African population earns between R9 601 and R19 600. This constitutes 22.5% of the South African population. The last and most high earning bracket of the South African population is the R614 001 to R1 228 800 which constitutes a 0.2% of the economically active population.

Figure 2 below highlights the average Household income in the South African population as contained in the Census 2011 Statistical Survey Report.



The study on the role of leadership in the delivery of services in the community of KaMhlushwa Township in the Nkomazi Municipality is therefore triggered by these realities of underdevelopment, unemployment and government’s inability to provide services to the community as it is promised in the constitution.

Table 3 below is an extract from the Nkomazi Municipality’s SERO Report of 2015 based on the municipality’s assessment to provide basic services like water, electricity, waste removal and some of the items which constitute the most basic of services in line with the HDI.

## BASIC SERVICE INFRASTRUCTURE

BASIC INDICATORS	SERVICE	Trend	Latest figure	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
		2001	2011			
% of households in informal dwellings		5.5%	2.9%	(+) (4.8%)	(+) (10.9%)	2
% of households with no toilets or with bucket system		29.7%	15.9%	(-) (10.8%)	(-) (7.2%)	18
% of households with connection to (tap) piped water: on site & off site		86.3%	81.5%	(+) (81.0%)	(-) (87.4%)	14
% of households with electricity for lighting		47.3%	83.3%	(-) (88.9%)	(-) (86.4%)	13
% of households with weekly municipal refuse removal		11.0%	20.3%	(-) (24.7%)	(-) (42.4%)	14

According to the SERO report, the only service delivery area from the table above which is better than the average for the Ehlanzeni District, is the provision of piped water on site or off site. However a comparison of 2001 and 2011 shows a decrease of 4.2 percentage points in the number of households accessing this service. This is most probably due to the increase in the number of households and not a decrease in number of service sites.

Although there have been significant improvements in the areas of bucket toilets, electricity and refuse removal, the performance is still below the district average and the provincial ranking is 13 or higher. Access to clean water is closely associated with development and community health in particular. Nkomazi has the second worst Blue Drop status and the worst Green Drop water status in the province.

### **1.3 PROBLEM STATEMENT**

Considering the developmental picture painted above, it is quite evident that there is a dearth of leadership in directing the delivery of services in the Municipality particularly.

The escalating Service Delivery Protests referred to on the Service Delivery Protest Barometer, (2014) which reflects a sharp increase on the so called service delivery protests between 2007 and 2014 is an indication of an outcry in society for the provision of basic services.

The Municipal IQ Report on the other side highlights internal challenges like skills gaps resulting in most municipalities to fail to live up to the expectations of the poor communities. Mbeki, (2016) qualifies this observation further by reflecting on the current socio-economic status of the country. He reflects that if the political power fails to transform the lives of the majority in a population, there is more likely to have a governance situation which is heavily characterised by protests.

This particular study has therefore uncovered some of the causes of this dearth of leadership with a sharp focus on Civic Society leadership, wherein the Servant Leadership becomes more applicable as compared to the other forms of leadership. The study followed a qualitative approach and the findings have been presented in a rich narrative manner. The researcher also proposed some of the leadership strategies which can be used to enhance the delivery of services by other municipalities elsewhere in the world. The study has also identified areas for future consideration by other researchers with an aim of carrying the discussion even further.

### **1.4 PURPOSE OF THE STUDY**

The purpose of the study on the role of leadership in the delivery of services to the community of KaMhlushwa Township was therefore to investigate the factors leading to the dearth of leadership, civic society leadership in particular, in directing the delivery of services to the community. The project was secondly used to establish the factors contributing to such a dearth of leadership in the area. This programme

helped, to a greater extent, in opening a platform for the researcher to present his findings in a professional manner. It availed a conducive platform for the researcher to interpret and analyse such findings; and finally to make recommendations on best practices and better leadership strategies which might be replicated elsewhere in the country for the betterment of the delivery of services to communities.

## **1.5 RESEARCH QUESTIONS**

There are, according to Wagner, (2012) two sets of research questions and these are qualitative and quantitative research questions. Quantitative Research Questions elicit a “Yes” or “No” or a ranking and scaling answer. This type of questions often seek to establish the relationships between variables through graphic or numerical representation.

Qualitative Research Questions on the other hand seek to allow for discussion and elaboration by the participant. This type of questions requires that you engage on a personal level with people who hold the data. Below is a list of qualitative research questions which were used to guide the interview sessions on the role of civic society leadership in the delivery of services to the community of KaMhlushwa Township.

- 1.5.1 What are the factors leading to the lack of civic society leadership in the delivery of services in the area?
- 1.5.2 What are some of the global and local trends in leadership in the delivery of services to communities?
- 1.5.3 What has been the role of Civil Society Organizations in directing the delivery of services to communities?
- 1.5.4 What are the leadership strategies for consideration in the delivery of services in area?

**Annexure A** of the report is a comprehensive set of interview questions which were used throughout the interview sessions in guiding the discussions during such interviews with the participants. These questions have directly been linked to the research questions listed above.



## **1.6 SIGNIFICANCE OF THE STUDY**

There are, according to Bhattacharjee, (2012), two significant principles of a scientific research. 1. It has to follow a scientific method. 2. It has to contribute to a scientific body of knowledge. The study on the role of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality does conform to these two principles in that the researcher has followed a scientific approach in conducting the study and that it is aimed at contributing significantly to the body of knowledge by way of suggesting a further discussion by other researchers on the topic and by ensuring that it proposes better leadership strategies in addressing similar service delivery challenges experienced by the local government sector elsewhere in the world.

These two requirements will however not be realised if the study does not go further to influence the Public participation Policy of the municipality in ensuring that there is a clear and integrated approach to guide the municipality's council-community interactions. Apart from contributing significantly on the council-community engagement policy, the report will, to a larger extent help in contributing significantly in the knowledge area of leadership as a discipline.

## **1.7 REPORT OUTLINE**

The report consist of the 6 main chapters summarised as follows:

**Chapter 1:** This is the introductory part of the report which caters in the main, for the introduction and background to the study. This part of work relates mainly to the definition of key concepts like leadership, its evolution and practice and also covered to a larger extent the concept of service delivery.

The first chapter of the report went further to cover the problem and purpose statement. It covered the Research Questions and the Significance of the study on the role of leadership in ensuring the delivery of services in modern day society. Chapter 1 concludes with an outline to all the chapters contained in the report and the chapter conclusion.

**Chapter 2** of the report dealt with the literature review. With the voluminous work already carried out on the topic of leadership, this part of the report has been vastly consulted with to give a clearer account on the concepts contained in the topic for research purposes. The chapter covered sub topic like the introduction to literature review, significance of conducting a literature review in a research project, theoretical framework, leadership and governance as the main theories of the practice, conceptual framework, rationale for the chosen theory and the chapter conclusions.

This part of the study reflected sharply on the three levels at which leadership happens in society. There is a reflection on leadership in government, leadership in business and leadership in society. Each of these cases have been heavily supported by the literature around it. On the leadership theories, the report went on to propose the suitable theory for the project. An extensive work has also been done covering the areas of service delivery using the existing literature and research reports already contained in the research domain.

**Chapter 3** of the report dealt with research methods. This chapter began with an introduction to the chapter on research methods and methodology. It covered to a larger extent a comparative view of the research methods used in any research project. A distinction has been drawn between quantitative and qualitative research methods or approaches.

The chapter on research methods went further to outline the designs and techniques used in data collection, data presentation, analysis, techniques used in ensuring reliability and validity in any research project, limitations of the study and ethical considerations in line with the Research Code of Ethics. The chapter was concluded with a clear conclusion on what has been discussed throughout this part of the project.

**Chapter 4** of the report is where the researcher has been afforded a platform to present his findings on the topic. The chapter began with an introduction to the chapter and went further to give a biographical profile of each respondent/participant in the study. It went on to outline the situation and the actual interviews with various sectors like community members, civil society, focus groups and Government

officials. There has been a clear examination of all such records for cross-validation to ensure trustworthiness and reliability of the findings. The chapter concluded with a conclusion on all the discussions which have been carried throughout this section of the report.

**Chapter 5** of the report is where the researcher got an opportunity to interpret and analyse the research findings. This particular chapter began with an introduction to the contents of the chapter and went on to illustrate the link between the problem statement and the conceptual framework.

The interpretation and analysis of the findings catered for the voices gathered from community members, their views on the role of leadership in directing the delivery of services to the community. It contained view points from civic society organisations on the topic and those coming from government representatives on how best could the service delivery programme be enhanced. The chapter was concluded through a clear conclusion summarising all the discussions contained in the chapter Data Interpretation and Analysis.

**Chapter 6** of the report covered the major conclusions and recommendations of the study. The chapter began with an introduction to the chapter and went on to highlight some of the conclusions already given in the earlier chapters of the report. A thorough breakdown on the purpose of the report has herein been conclusive catered for. This has been done through reference to the project introduction, the literature review, the methodology followed by the research, the collected data, interpretation and analysis of such findings.

This part of the report also catered for recommendations on leadership strategies which can be followed to address the dearth of leadership in communities. A strong submission on the transformational leadership as a preferred approach has been made linking it with the problem statement. Chapter 6 assisted the researcher to outline his unit of analysis following global, continental to local trends on leadership.

Each chapter has been summarised in the major conclusions with clear recommendations for exploring the topic further by other researchers with an aim of

ensuring a significant contribution to the body of knowledge. Replicability has also been ensured by allowing the use of the findings elsewhere in the world.

## **1.8 CONCLUSION**

The first chapter of the report is an introductory part of the whole research project. It contains among other features the definition of the concept of leadership as contained in McCarthy, (2014). A list of definitions from the collection of about 30 definitions have been used to illustrate the critical nature of the concept of leadership in driving and directing change in society. Furthermore the chapter addressed some of the misconceptions by the general public to believe that leadership is some kind of a position. This notion has been carried in a discussion that reflects on the three levels in which leadership happens in society and these are:

- Leadership in government;
- Leadership in business; and
- Leadership in society.

All these levels have been conclusively supported by text either in the form of journals or literature. While some researchers argue that leadership is a modern concept, the researcher reflected through a study highlighting the historical evolution and practice of the concept of leadership. This has been done to illustrate the fact that leadership has been in existence since time in memorial.

The chapter also contained a background to the study on the role of leadership in directing service delivery in communities. This has been done with a clear reflecting on global trends, continental to the local level on what characterises the role of leadership in the delivery of services today. To qualify such a submission, a reflection on the work recently carried out by Mbeki, (2016) was brought in. In this submission Mbeki discusses reasons why revolutions happen in society as he makes reference to the two major revolutions ever experienced by humanity in recent times which are the French and the Chinese Revolution.

This particular chapter also discussed to a greater extent the Problem and Purpose Statements leading to the dearth of leadership in the delivery of services to the

community of KaMhlushwa Township in the Nkomazi Municipality. It is critical to note that the Problem Statement has been heavily linked to the Conceptual Framework of the study which is discussed at length in the next chapter of the report.

There has been a reflection on the research questions in this chapter of the report. It is critical to note that such research questions are linked to the interview questions which are herein attached as **Annexure A** of the report. The significance of conducting this study was also reflected on this chapter. It is critical to note that there is a strong link between the recommendations made at the end of the report and this particular paragraph which deals with the significance of conducting such a study. There are, according to Bhattacharjee, (2012) two features which characterises the significance of a social research project, and these are:

- ✓ That the study has been conducted following a scientific research method;
- ✓ That it is aimed at contributing significantly to the scientific body of knowledge by way of being replicable and be used to address similar challenges elsewhere in the world.

An outline of all the chapters contained in the report has also been highlighted in chapter 1 of the report. The report outline contains all the key features in the form of chapters contained in the report. In here, a summative view of what is contained in each chapter or stage of the report has been articulately covered. The last part of the chapter is the conclusion wherein all the critical issues contained in the first chapter of the report are conclusively covered.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION TO THE LITERATURE REVIEW**

There are a number of academic definitions to the concept of literature review. Some of those are herein shared as follows:

Bhatia, (1993) defines literature review as an evaluative report of information found in the literature related to a selected area of study. Such a report should describe, summarize, evaluate and clarify the topic. The process should give a theoretical base for the research and help the researcher to determine the nature of the results.

Another definition extracted from the Concise Oxford English Dictionary, (2011) refers to a literature review as a text of scholarly paper which reflects the current knowledge including the substantive findings as well as theoretical and methodological contributions to a particular topic.

Nielsen, (2012) refers to literature review as a process of establishing what is already known and what still needs to be known in a particular social reality. She reflects on the literature part of the process as the part that covers what is already known like existing research journals, books, essays and reports while the review refers to what still needs to be known like a summary, synthesis, important debates, conflicts, inconsistencies, knowledge gaps and conclusions on a particular topic.

#### **2.2 SIGNIFICANCE OF A LITERATURE REVIEW IN RESEARCH STUDIES**

Hart, (1999) views the need to conduct a literature review in order to draw strong motivation and argument points on a particular topic by having a clear account of the current state of affairs and giving consideration to the extent of work already carried out by other researchers in the field in order to frame and map out own research and filling in existing knowledge gaps. Although most scholars agree in that there is no common way of conducting a literature review but sources like previous research projects, thesis, journal papers and articles are critical reference points when conducting a literature review.

Researchers conduct a literature review for mainly two reasons, Bryman, (2012) and these are to establish what is already known about the topic so as not just to re-invent the wheel but to be in a position to engage in a scholarly manner based on the reading and understanding of other people's work.

A research review can also be a useful tool to generate further arguments about the topic at hand and where it leads. The purpose of exploring the existing literature can thus be to identify the following:

- What is already known about this area?
- What concepts and theories are relevant to this area?
- What research methods and research strategies have been employed in studying this area?
- Are there any significant controversies?
- Are there any inconsistencies in findings relating to this area?
- Are there any unanswered research questions in this area? (This therefore means that there will have to be constant revision of the research questions to ensure if all what has been asked has been conclusively answered in previous research conducted on the topic.)

## **LITERATURE ON SERVICE DELIVERY ISSUES**

The recent service delivery protests which took its toll between 2007 and 2014 as reported on the Service Delivery Protests Barometer, (2014) and the Municipal IQ Index are testimony to a failed state of affairs. The failure to address some of the needs of the communities have been cited as a major contributing factor to these protests which at times resorted to violence, claiming the lives of people and damage to property.

Some of the grievances cited by communities during these pickets are those related to poor service delivery like water and sanitation, land and housing, electricity and in some cases the miscommunication between councillors and the communities. There has been, according to the Service Delivery Protests Barometer, (2014), consistency in the list of grievances cited by protesters between 2007 and 2014.

To support the above observation, the Municipal IQ report further reflects on internal processes in individual locations where these protests have been taking place and it has been established that there has been a significant relationship between the protests and the skills gaps highlighted in each of these municipalities. A number of critical vacant positions were identified, critical systems and control measures were said to be missing and indeed such led to the outcry in the form of protests.

The miscommunication and lack of a coordinated working approach between councillors and the communities they serve, as reflected on Makananisa, (2011) is also said to be among some of the contributing factors. Although this lack of interface reflects, to a larger extent, skills shortage and poor leadership qualities, it can also be attributed to attitudinal issues between councillors and their communities.

With the municipality failing to generate revenue which could enhance the delivery of services to the communities, Tukwayo, (2015) reflects on some lessons which could be drawn from the local economic development initiatives of the recent past. His call to invest on what he calls the “Township Economy” refers to the only means of helping the poor majority, especially the youth to gain access to the mainstream of the South African economy.

Tukwayo reflects on the wealth that was once discovered, understood and optimally explored by Richard Maponya of Soweto and Zitulele “KK” Combi of Gugulethu in the Western Cape. He argues that this township economy can re-ignite the ailing rural municipal economies and most importantly can bear a solution to the unemployment rate in South Africa. He further suggests that the current economic crisis and the ever escalating unemployment figures can best be addressed by investing in the local people’s skills through the establishment of cooperatives with viable funding models.

For this to be realized, he suggest, there has however to be a need for quality leadership both from the side of government and the local structures in communities for effective and consultative planning and implementation of all identified projects. This particular text does not fall far from the research question which seek to



address the dearth of leadership in addressing the service delivery challenges in the area of KaMhlushwa Township in the Nkomazi Municipality.

## **2.3 THEORITICAL FRAMEWORK**

Bhattacharjee, (2012) refers to a theory as a set of systematically interrelated contrasts and propositions that are advanced to explain and predict a certain phenomenon or behaviour within certain boundary conditions and assumptions. He further argues that a theory is an essential systematic aggregation of theoretical propositions. While propositions connect two or three contrasts at most, theories represent a system of multiple contrasts and propositions. For that, theories remain to be substantially more complex and abstract covering a wider range of scope than propositions and hypotheses.

In-depth research studies and expansion on the Leadership Literature brought in new and modernized concepts like Transformational Leadership, Visionary Leadership, Charismatic Leadership and many others, equipping organizations and their leaders with the necessary skills to stand the test of time, (Conger, 1989). Some of the modern and descriptive forms of leadership approaches are herein discussed at length under the paragraph on leadership theories.

Conducting a Literature Review on Leadership issues afforded the researcher an opportunity to reflect on some of the concepts underpinning the role of leaders in directing service delivery to communities. These will include among others, leadership approaches, types of leadership styles and the text supporting the researcher's basis of argument.

Northouse, (2007) reflects on two main leadership approaches used in articulating the leadership concept. He reflects on these as Traditional and the Collaborative Leadership Approaches. He states that Traditional Models of Leadership are viewing leadership as a designated role solely left on the hands of those who are in leadership positions while the modern models of leadership are more on transformation and put more emphasis on the involvement of others through the promotion of teamwork for the realisation of organisational goals.

Jartese, (2013) points out that it is however worth noting that the Traditional “Top Down” Leadership Approach is gradually fading away as organizations are becoming customer oriented. The current socio-economic environment requires for a more collaborative and interactive approach with more emphasis on the customer’s interests than those of the organizations or their leaders.

Like all other developing democracies, South Africa too is a country governed by legislation and policies which are pro poor. From the Bill of Rights to the Local Government: Municipal Structures Act, Act 117 of 1998, much emphasis has been put on ensuring the promotion of good governance in the provision of basic services. The Public Participations Policy together with the Intergovernmental Relations Act, Act 13 of 2005 give emphasis on a highly integrated and collaborative planning approach in the delivery of government programmes and projects for the betterment of communities on the ground.

#### **2.4 LEADERSHIP V/S GOVERNANCE**

While the concept of leadership and management/governance are still used interchangeably in society, Kotter, as cited on Lunenburg, (2011) holds the view that these are two distinct yet complementary roles in the running of an organisation. He holds the view that Managers have a duty to implement the organizational plans while Leaders have a duty to push the agenda or the will of their followers. Practically speaking, it is the role of leaders to listen to what the people want and then translate such needs into policy which will then be implemented by managers to the satisfaction of the client/customer. This illustrates the outward look for leaders as opposed to the inward look for managers in an organisation.

On goal setting, leaders are expected to articulate the organisational vision, create the perceived future and must have the ability to see a forest where most people see trees. Managers on the other hand execute the articulated vision. They do so by constantly consulting with their leaders in ensuring that there is constant improvement on the current situation on the ground. It is believed that managers cannot see beyond what has been laid before them, as such trees will remain trees and not a forest.

On employee relations, a leader is always committed to empower others while managers control the operations of their subordinates. Leaders are trustworthy and strive to ensure the development of the people around them while managers focus on directing the movement of others and the coordination of organisational programmes.

In an organisation, it is the duty of leaders to ensure that the organisation does the right thing irrespective of the situation. Their operations are characterised by change and focus on serving their people. Managers on the other hand stick to stipulated regulations and guidelines in ensuring that things are done the right way, that is, they work by the book and do not accommodate anything outside the prescripts.

Instead of creating change like their counterparts, managers manage the created change. The only common factor between the two on this area is that they both commit to serving their subordinates.

On governance, leaders use their influence and persuasive nature to ensure good governance. Managers on the other hand use their authoritative power to instil governance in an organisation. Leaders confront conflict and use such situations to instil change while managers do almost anything possible to avoid conflict. Leaders act decisively when confronted by a situation while managers prefer to play safe by acting responsibly.

## **2.5. LEADERSHIP THEORIES**

There are a number of leadership theories which have been used by leaders from the ancient ages leading to the current developments on the topic of leadership. Over time, several core theories about leadership have emerged. In actual fact, Wagner, (2012) argues that there are as many leadership theories as there are Philosophers, Professors and Researchers who have studied and published articles on the concept of leadership.

These theories are best categorised using the aspect or traits of a leaders they want to define at a particular moment. Traits remain the ultimate criterion for identifying the type of a leader we are dealing with. Traits include though not limited to: integrity,

empathy, assertiveness, decision making skills and his/her likability by the general public. Jartese, (2012) discusses the four main leadership theories as follows:

#### **2.4.1 BEHAVIOURAL LEADERSHIP THEORIES**

Behavioural theories of leadership are those that focusses on the behaviour of the leader at a particular stage. This theory highlights the leader's behaviours and answers questions like: Does he dictates what needs to be done? Does he involves his team members in the decision making of the organisation? Does he accommodate other people's weaknesses? Is he supportive to his subordinates? These are some of the traits which will seek to define the type of a leader the organisation is dealing with.

Cherry, (2015) describes Transactional leadership as one of the main examples of Behavioural Leadership Theories. This is a managerial function focusing on supervision, organization and group performance (Task Oriented). She also argues that this theory of leadership was first discovered by sociologist Max Weber and further explored by Bernard M. Bass in the early 80's. It assumes that people perform at their best when the chain of command is definite and clear and that workers are motivated by either rewards (for best performance) or by punitive measures (for underperformance). One of such working arrangement which has been used by global organizations over the past 75 years is the Kaplan and Norton Balanced Scorecard, (1996).

The Harvard Journal however argues that the Balanced Scorecard must not just be viewed as a monitoring tool but a strategic management system which, when well deployed, can enable organizations to clarify their vision and strategies into action. It can be used to give feedback around the internal processes and the external outcomes to improve strategic performance and results. The system can help in transforming strategic plans from being academic exercises to an organizational nerve centre of excellence. The only shortcoming is however the fact that such a working environment does not leave any room for creativity and innovation from members.

Behavioural Theories can further be categorised into the following three types of leaders summarised as follows:

2.4.1.1 **Autocratic Leaders:** Autocratic leaders make decisions without consulting with their teams. Sometimes leaders are forced by the urgency of the matter at hand which does not necessarily does not allow enough time for consultation. As such leaders tend to make such decisions with an aim of reporting back to their teams at a later stage.

2.4.1.2 **Laissez-faire Leaders:** This theory refers to a “loose” organisational culture where the delegation of powers is nothing that matters. Every team members has an equal opportunity to do what they feel will be contributing to the overall performance of the organisation. This type of a theory is best applicable when the team is matured enough to take full responsibility of their actions.

2.4.1.3 **Democratic Leaders:** Democratic leaders are ruled by democratic principles. Their decision making process is highly consultative. This level of consultation may however vary from one leader to another. The democratic leadership style is most appropriate when the views of other members are critical in the running of the organisation. The only challenge though is when there are more than one varying or contrasting views on a particular matter. A lot of time may be consumed while still trying to gain consensus on the matter.

## 2.4.2 POWER AND INFLUENCE LEADERSHIP THEORIES

Power and Influence Leadership theories are based on the power of influence to get things done by the subordinates. This influence can either be in a form of contractual obligations or verbal instructions. Whilst it appreciates good performance, it lays down clear consequences for under performance. There are five leaders who constitute this category of leadership and these are:

**Opinion Leaders:** These are leaders with an ability to sway public opinion;

**Bureaucratic Leaders:** These are leaders who hold positional power over others;

**Party Leaders:** These are leaders who hold political positions in an organisation;

**Legislative Leaders:** These are leaders who have been deployed to represent political parties in an organisation.

**Executive Leaders:** This is mostly referred to as the president of a country as he holds the executive authority in the country.

The Power and Influence Leadership theory is best illustrated by the Situational Leadership which herein discussed as follows: The Situational Leadership theory appreciates the fact that different situations require different approaches to deal with, Hersey and Blanchard, (2014). Hersey and Blanchard are discouraging the “one size fits all” approach when dealing with different organizations. They argue that such an approach has a potential to spark negativity to key stakeholders as a result steer the whole intervention to yield misleading outcomes.

These two Scholars further share with us the Task Oriented nature of the Situational Leadership Theory as it combines with at least 4 of the modern leadership styles namely, Telling, Selling, Participating and Delegating. This theory requires Leaders to be on top of their game and be able to analyse their teams and the situation in which individual members participate in. Such an analysis is based on the team / individual’s maturity levels which are best illustrated by the Table below as follows:

<b>HIGH</b>	<b>MODERATE</b>		<b>LOW</b>
M4	M3	M2	M1
Very Capable and Confident	Capable but Unwilling	Unable but Willing	Unable and Insecure

***Hersey and Blanchard Theory***

Individual Member categories require specific approaches to enhance performance. Similarly so, this theory can be attributed to the 20 – 60 – 20 principle of Leadership wherein the Top 20 comprises of strong performers, the Middle 60 are the average performers and the bottom 20 are the worst performers in an organization. A simple and silly mistake by Leadership may easily move the Top Performers from the Top 20 category to the Middle 60 or even worse. Equally so, a certain level of motivation

and inspiration can drive the Bottom 20 to occupy the Middle 60 bracket or even higher to the Top 20 bracket.

### **2.4.3 TRANSFORMATION AND CHARISMATIC LEADERS**

Jartese, (2013) gives a clearer account on the differences between a transformational and a charismatic leader. While the Transformational Leader is driven by the will of the people, a charismatic leader is often driven by his own ambition towards greatness.

There are however some common areas between the two types of leaders. Just like Transformational Leaders, Charismatic Leaders also focus on and care about their followers. They give much attention to the personal needs and development of their followers.

These two types of Leaders are in more than one respect, the same. They both have the ability to drive followers towards a common goal. Typical leaders of our time in this category are Winston Churchill, Mahatma Ghandi, Martin Luther King and Barack Hussain Obama, to mention but a few. Charismatic Leaders however have a greater potential for a swift down fall in their leadership careers. It is believed that they easily turn to be populists thus losing touch with their followers. Arrogance and attitude are common traits which soon see them lose membership.

The Great Man Leader following the Transformational Leadership Theory will thus be used to guide the research project.

### **2.4.4 THE GREAT MAN LEADERSHIP THEORY**

The Great Man Theory, according to researchers in the leadership field, emerged around the 19<sup>th</sup> century. Although not much of the traits characterising this particular leadership theory can be identified, the name itself suggests that it is only those who emerged great in a particular situation that earned the title of a great man in society. Most of the leaders in this category are those whose traits, character and conduct are underpinned by transformation and are developmental in nature. The

Transformational Leader is therefore used an example in this regard and is discussed as follows:

Transformational Leaders hold positive expectations about their followers with a belief that they can do more. As a result they inspire, empower and stimulate members to exceed normal levels of performance.

Teelken, *et al.* (2012) draws a comparative view between the Transactional and Transformational leader by highlighting that in a Transactional system the relationship between the Leader and the followers is based on contractual performance agreements while the Transformational leader simply sell the idea to the followers with a belief that organizational achievements are a collective effort.

These authors further share a most critical fact about Transactional and Transformational Leaders as they point out that Transactional Leaders preserve the status quo by maintaining a task focused attitude while Transformational Leaders strive to change the status quo by way of constantly motivating their teams towards the attainment of the greater good.

Most Scholars who researched on Transformational Leaders argue that this set of leaders believe in power sharing and delegating responsibilities to their followers. They believe in the power of the collective and are driven by the membership's vision. It is said that a number of Leaders of our time like the Arch Bishop Emeritus Tutu, Mahatma Gandhi and Nelson Mandela, to mention but a few, feature well in this school of thought and belief system.

## **2.5 CONCEPTUALISATION OF THE GREAT MAN LEADERSHIP THEORY**

There is an English saying which reads thus: "He who pays the Piper plays the tune." Robert F. Kennedy knew this phenomenon very well as he called for civil society organizations to commit to fighting for human rights and justice through his "Speaking Truth to Power" campaign which is a global multi-faceted initiative aimed at advancing human rights and justice since the late fifties.

The campaign was aimed at lobbying for, among other things, the fight against slavery, environmental activism, religious self-determination and political



participation. He knew very well what it takes to challenge big institutions like the government. For such universal principles to be realized, one has to be prepared to endure hardships and to undergo some sacrifices in life. Although this might be a concept which is more than a century old, it still is as fresh and as relevant even in this day and age.

The researcher will therefore illustrate the role of leadership in society by bringing in Moyle, (2015) in a book titled after Robert F. Kennedy's initiative: Speaking truth to Power which illustrates how a small NGO called AIDS Law Project (ALP) together with its allies like the Treatment Action Campaign (TAC) managed to advance the constitutional rights of people living with HIV and AIDS in South Africa. These organizations used legal platforms like the courts and staged mass participation campaigns until such time that the South African government started paying attention to the HIV and AIDS pandemic.

The stigma and all the myths attached to the virus were eventually dealt with through this activism. Today South Africa has laws which protect the rights of people living with HIV and AIDS and is said to be among the leading countries with a progressive and largest treatment programme for HIV and AIDS in the world. This particular situation could not have been realized if it was not for the commitment of Civil Society Organizations like the Treatment Action Campaign and the AIDS Law Project.

Wells, (1993) makes an account on the history of Women's Resistance to Pass Laws in South Africa during the 50s. It is out of this national campaign that South African women managed to mobilize and stand against an oppressive law which did not only regulate their identity but to curb their geographic movement and even went on to lock them up in employment structures even when conditions were no longer favorable.

In a case similar to the texts cited above wherein the mass/social power is reflected as a force to drive development in society, Isaac and Franke, (2002) gives a practical illustration on how the Kerala People in India managed to drive and direct the developmental agenda in their community. Through their support to the political

vision, they managed to craft a societal mass movement which gave meaning to the community's needs instead of folding arms and waiting for the government to deliver for them.

The Kerala experiment can be viewed as not just a mechanism for development but a formidable force for resistance against corruption, maladministration and nepotism. Through this initiative, the Kerala people fought all neo-liberal strategies by officials aimed at amassing their own wealth at the expense of the poor. The Chapparappadavu People's Bridge is but one such project which illustrates the mass power in driving development in society.

## **2.6 RATIONALE FOR THE GREAT MAN THEORY AS A STUDY CHOICE**

After having considered both the epistemic and cognitive factors as cited in the research problem and purpose statements above, the researcher chose to follow the Great Man Leadership/Transformational Leadership Theory for the purpose of the inquiry.

## **LEGISLATIVE IMPERATIVES ON THE PROVISION OF SERVICES TO COMMUNITIES**

There are a number of legislative prescripts which guide the provision of services to the general public in South Africa. These include, though not limited to the following:

The Constitution of the Republic of South Africa, Act 108 of 1996 on the Bill of Rights which states on Section 7 (1) that all citizens have a democratic value to human dignity, equality and freedom.

Section 7 (2) states that the State must respect, protect, promote and fulfil the rights in the Bill of Rights.

Section 10 on Human dignity states that everyone has inherent dignity and the right to have their dignity respected and protected.

On Housing Section 26 of the Bill of Rights state that:- (1) Everyone has the right to have access to adequate housing; (2) The State must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right. (3) No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions.

On Health Care, Food, Water and Social Security the Bill of Rights states under Section 27 that:-

- (1) Everyone has the right to have access to:
  - (a) Health care services, including reproductive health care;
  - (b) Sufficient food and Water;
  - (c) Social Security, including, if they are unable to support themselves and their dependants, appropriate social assistance.
- (2) The State must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.
- (3) No one may be refused emergency medical treatment.

On Education, Section 29 of the Act states that:-

- (1) Everyone has the right:-
  - (a) To a basic education, including adult basic education; and
  - (b) To further education, which the State, through reasonable measures, must make progressively available and accessible.
- (2) Everyone has the right to receive education in the official language or languages of their choice in public education institutions where that education is reasonably practicable. In order to ensure the effective access to, and implementation of, this right, the State must consider all reasonable education alternatives, including single medium instructions, taking into account:-
  - (a) Equity;
  - (b) Practicability; and
  - (c) The need to redress the results of past racially discriminatory laws and practices.

- (3) Everyone has the right to establish and maintain, at their own expense, independent educational institutions that:-
- (a) Do not discriminate on the basis of race;
  - (b) Are registered with the State; and
  - (c) Maintain standards that are not inferior to standards at comparable public education institutions.

## **PRINCIPLES UNDERPINNING THE DELIVERY OF SERVICES IN SOUTH AFRICA**

The White Paper on Local Government as endorsed on 09 March 1998 guides municipalities on choosing the delivery options for their areas by following the principles herein adopted as follows:

**Accessibility of services:** Municipalities must ensure that all citizens - regardless of race, gender or sexual orientation - have access to at least a minimum level of services. Imbalances in access to services must be addressed through the development of new infrastructure, and rehabilitation and upgrading of existing infrastructure. The Consolidated Municipal Infrastructure Programme has been established to provide capital grants to assist municipalities in funding bulk and connector infrastructure for low-income households and so extend access to services.

Accessibility is not only about making services available, but also about making services easy and convenient to use. Municipalities should particularly aim to ensure that people with a disability are able to access municipal services and amenities.

**Affordability of services:** Accessibility is closely linked to affordability. Even when service infrastructure is in place, services will remain beyond the reach of many unless they are financially affordable to the municipality. Municipalities can ensure affordability through:

- Setting tariffs which balance the economic viability of continued service provision;

- The ability of the poor to access services;
- Determining appropriate service levels. Services level which are too high may be economically unsustainable and jeopardise continued service provision;
- However, inadequate service levels may perpetuate stark spatial divisions between low, middle or high income users (particularly in urban areas) and jeopardise the socio-economic objectives of the Council;
- Cross-subsidisation (between high and low-income users and commercial and residential users) within and between services.

**Quality of products and services:** The quality of services is difficult to define, but includes attributes such as suitability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users. It also includes a professional and respectful relationship between service-providers and service-users.

**Accountability for services:** Whichever delivery mechanism is adopted, municipal Councils remain accountable for ensuring the provision of quality services which are affordable and accessible.

**Integrated development and services:** Municipalities should adopt an integrated approach to planning and ensuring the provision of municipal services. This means taking into account the economic and social impacts of service provision in relation to municipal policy objectives such as poverty eradication, spatial integration and job creation through public works.

**Sustainability of services:** Ongoing service provision depends on financial and organisation systems which support sustainability. Sustainability includes both financial viability and the environmentally sound and socially just use of resources.

**Value-for-money:** Value in the public sector is both a matter of the cost of inputs, and of the quality and value of the outputs. The above principles require that the best possible use is made of public resources to ensure universal access to affordable and sustainable services.

**Ensuring and promoting competitiveness of local commerce and industry:** The job generating and competitive nature of commerce and industry must not be adversely affected by higher rates and service charges on industry and commerce in order to subsidise domestic users. Greater transparency is required to ensure that investors are aware of the full costs of doing business in a local area.

**Promoting democracy:** Local government administration must also promote the democratic values and principles enshrined in the Constitution, including the principles provided by Section 195(1).

### **APPROACHES TO SERVICE DELIVERY IN SOUTH AFRICA**

Municipalities will need to seek an appropriate mix of service delivery options. Choices about delivery options should be guided by clear criteria such as coverage, cost, quality and the socio-economic objectives of the municipality.

Delivery mechanisms which municipalities can consider include the following options:

- Building on existing capacity.
- Corporatisation.
- Public-public partnerships.
- Partnerships with community-based organisations and non-governmental organisations.
- Contracting out.
- Leases and concessions (public-private partnerships).
- Transfers of ownership (privatisation).

**The introduction of performance-based contracts for senior staff:** Performance-based contracts can improve accountability and induce a focus on outputs. Municipalities should consider the introduction of performance-based contracts for the first two or three reporting levels of senior officials. These posts would remain professional appointments, but employment contracts would specify job outputs (results to be achieved) and performance standards. Contracts would be renewable

based on an assessment of performance against specified targets. The introduction of performance contracts would need to be in accordance with fair labour practice.

### **THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT, ACT 117 OF 1998**

Section 83 of the Local Government: Municipal Structures Act, Act 117 of 1998 under the general Functions and Powers of Municipalities reads thus:

- (1) A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution.
- (2) The powers and functions referred to in subsection (1) must be divide in the case of the district and local municipalities within the area of the district municipality, as set out in Chapter 5 of the Structures Act.
- (3) A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:-
  - (a) ensuring integrated development planning for the district as a whole;
  - (b) promoting bulk infrastructure development and services for the district as a whole;
  - (c) building the capacity of local municipalities in its area of jurisdiction to perform their functions and exercise their powers where such capacity is lacking; and
  - (d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

### **2.8 CONCLUSION**

As correctly illustrated by Bhatia, (1993) the concept of literature review refers to an evaluative report of information found in the literature related to a selected area of study. He further reflects that such a report should describe, summarize, evaluate and clarify the topic at hand with an aim of giving a theoretical base for the research and help the researcher to determine the nature of the results. All the text cited in the literature review aims at just achieving that.

The significance of a literature review in a research project is illustrated by Hart, (1999) as a process which helps researchers to draw strong motivation and argument points on a particular topic by having a clear account of the current state of affairs and to acknowledge the extent of work already carried out by other

researchers in order to frame and map out own research and filling in existing knowledge gaps. Although most scholars agree in that there is no common way of conducting a literature review but sources like previous research projects, thesis, journal papers and articles are critical reference points when conducting a literature review.

The chapter on literature review also discussed to a larger extent the vast literature contained in the field of leadership. This has been done through definitions, an outline into the concept of leadership, its evolution and practice in general. The levels at which leadership take place has also been extensively discussed. These levels are:

- Leadership in Governance;
- Leadership in Business;
- Leadership in Society.

The chapter on literature review also discussed at length the concept of service delivery. The Service Delivery Protests Barometer, (2014) and the Municipal IQ Report highlight to a larger extent how the issue of service delivery has impacted on the socio-economic status of our country. These two reports reflect on the both the internal and external factors leading into the outcry on the service delivery programme in communities.

Other scholars have went on to conduct extensive work in the form of best practices which can be used in improving the level of service delivery in communities. All this work has been done with an aim of suggesting a clear way forward for considerations and the replicability of the study on the role of leadership in the delivery of services to rural communities in particular.



**CHAPTER 3**  
**RESEARCH METHODOLOGY**

**3.1 INTRODUCTION**

Any research project can either be exploratory (primarily interested in sizing up new substantive and/or methodological developments in a given field), descriptive (primarily interested in verifying existing theories or developing new ones) or explanatory (primarily interested in synthesizing knowledge from different lines of research) Bhattacharjee, (2013).

There has however been, according to Cooper, (2015) developments in the social research which saw an addition in the social science research theories. This being the integrative method which has its primary focus on inferring generalizations about substantive issues from a set of studies with a direct bearing on those fields or issues.

According to Taveggia, (1974) the aim of an integrative review is to summarise the accumulated state of knowledge concerning the relations of interest and to highlight important issues that the research has left unresolved. This type of a review may then be used to replace papers that have fallen behind the research front and also to direct future research so that it yields a maximum amount of new information on the topic at every stage of the research project.

This though has herein been clearly summarised by the table below:

Stage Characteristics	Stage of Research				
	Problem Statement	Data Collection	Data Evaluation	Analysis and Interpretation	Data Presentation
Research Question	What evidence should be included in the review?	What procedures should be used to find relevant evidence?	What retrieved evidence should be included the review?	What procedures should be used to make inferences about the literature as a	What information should be included in the review report?

				whole?	
<b>Primary Function of the review</b>	Constructing definitions that distinguish relevant from irrelevant studies.	Determining which sources of potentially relevant studies to examine.	Applying criteria to separate “valid” from “invalid” studies.	Synthesizing valid retrieved studies.	Applying editorial criteria to separate important from unimportant information.
<b>Procedural differences that create variation in review conclusions</b>	Differences in included operational definitions.	Differences in the research contained in various sources of information.	Differences in quality criteria	Differences in the rules of inference.	Differences in guidelines for editorial judgement.
	Differences in operational detail.		Differences in the influence of non-quality criteria.		
<b>Sources of potential invalidity in Review Conclusions</b>	Narrow concepts might make the review conclusions less definitive and robust.	Accessed studies might be qualitatively different from the target population of studies.	Non-quality factors might cause improper weighting of study information.	Rules for distinguishing patterns from noise might be inappropriate.	Omission of review procedures might make conclusions irreproducible.
	Superficial operational detail might obscure interacting variables.	People sampled in accessible studies might be different from target population of people.	Omissions in study reports might make conclusions unreliable.	Review-based evidence might be used to infer causality.	Omission of review findings and study procedures might make conclusions obsolete.

### 3.2 THE TWO MAIN APPROACHES TO RESEARCH

According to Merriam, (1998) a research inquiry can either follow a quantitative, a qualitative. She further indicates that the nature of the study always determines the type of methodology to be followed by the research project. As the concept suggests, a quantitative research enquiry place more emphasis on statistical data while a qualitative enquiry gives meaning to the social phenomena through quality information acquired through verbal, visual, tactile, olfactory or gustatory data by following descriptive narratives such as filed notes, transcriptions, audio or video recordings, artefacts and other written recordings.

She further gives a comparative narrative between quantitative and qualitative research methods using various points of comparison as follows:

**Focus of the study:** On the Focus of the Study, a quantitative research project make emphasis on quantities (numbers) while a qualitative study focusses on quality information through a narrative form.

**Philosophical roots:** Quantitative studies are based on the Positivist philosophy wherein the data will be logical and based on empirical ideas. In a qualitative study the basis for argument is the phenomenological view characterised by the symbolic interactions between the interviewer and the interviewee.

**Common phrases:** Phrases associated with quantitative research methods are experiments, empirical and statistical analysis while in the qualitative research project common phrases are fieldwork, ethnography, naturalist, grounded theory and constructivist.

**Goal of investigation:** A quantitative research project aims at predicting the future. This it does by controlling, describing or confirming and testing existing hypothesis. The qualitative research on the other hand seeks to understand, describe, discover, derive meaning and generate a particular hypothesis.

**Design characteristics:** In a quantitative research inquiry, the methods of design are characterised by predetermined and structured findings while in a qualitative research project the findings are flexible, evolving and emergent in nature.

**Sampling methods:** In a quantitative research, the sample size is large, randomly selected and representative of the population which is being investigated. In a qualitative research method, the sample size is often small, purposeful, non-randomly selected and theoretical.

**Data collection:** In a quantitative research method data is collected using instruments like scales, tests, surveys questionnaires and computers while in a qualitative research project data is collected the researcher becomes the primary instrument for data collection. He uses methods like interviews, observations and the analysis of existing document on the topic.

**Mode of analysis:** In a quantitative research the mode of analysis is deductive using statistical methods while in a qualitative research inquiry the mode of analysis is inductive, mostly by the researcher.

**Findings:** In a quantitative research inquiry the findings are precise, to the point and are presented in a numerical order while in a qualitative research inquiry the findings are comprehensive, holistic, expansive and richly descriptive.

### **3.2.1 QUANTITATIVE RESEARCH METHODS**

The word methodology comes from the word method, which refers to procedures or ways of doing things in an orderly manner. Mouton (1996; 2005) argues that the methodological dimensions refers to the knowledge of how or knows how to do things or the total set of means the scientists employ in reaching their goal of valid knowledge.

### **EVOLUTION OF THE QUANTITATIVE RESEARCH PROCESS**

The advent of Social Sciences brought about what we call the Positivist Method of Enquiry which suggests that only Scientific methods can hold truth and objective

reality, Wagner, (2014). It holds that the methods, procedures and processes used in the natural sciences offer the best framework for investigating the social world.

## **QUANTITATIVE RESEARCH INSTRUMENTS AND PROCEDURES**

Quantitative Research instruments can, according to Wagner, (2012) be Google online questionnaires covering demographic information like gender, age group and geographic location. A number of questions covering research information like perceptions and the individual's experiences on a particular matter are used.

This method uses short and straight forward multiple choice questions which are mostly in a Likert scale format of 1 – 5 wherein 1 represents a low level of the attribute in question and 5 being the high level of such an attribute. Filling in the questionnaire should not take more than 5 minutes. According to Walonick, (2007) such questions may seek for variability on the answers in order to eliminate the element of uncertainty in the responses.

## **QUANTITATIVE RESEARCH DESIGNS**

There are, according to Bryman, (2012) five research designs constituting any research inquiry. He further reflects that these designs can be employed in order to match the purpose of the research and to answer the research questions. He argues that there should always be a co-relation between the purpose of the research and research questions. The five research designs herein referred to are listed and briefly discussed below as follows:

- Experimental Designs;
- Surveys or Cross Sectional Designs;
- Longitudinal Research Designs;
- Case Studies;
- Comparative Research Designs

These research designs enable the empirical collection of data from the sampled population of respondents. In addition to empirical evidence obtained, the research design must also enable the statistical evaluation and statistical modelling of these identified constructs. This is primarily done by using statistical modelling studies. The research design must also make possible the evaluation of a theoretical model's ability to predict the dependent variable.

## **EXPERIMENTS**

Wagner, (2012) further argues that quantitative research approaches are mostly used to describe, test hypotheses or determine relationships between variables. Examples of such designs are experimental/quasi experimental, longitudinal, case study, comparative study and cross sectional designs. A brief summary of these designs are herein discussed as follows:

Experimental research is done to demonstrate the causes and effects of relationships does exist between two conditions or events. The independent variable (causal) can be modified, regulated or otherwise manipulated and the resulting dependent (effect) variable can be measured in the participant. Quasi experimentation embodies all of the characteristics of experimental research with the exception of random assignment participants. This kind of design has high internal validity, low external validity and low applicability to social research.

## **SURVEYS**

One approach to collect empirical information is through the use of a survey from a large population sample.

According to Babbie, (1998); Kerlinger & Lee, (2000); Mouton, (2001); Newman, (1997) a combination of a survey and a statistical modelling study is the most appropriate research design to evaluate the research propositions. Surveys may be used to ensure that the research results are an accurate empirical evidence of that can be easily interpreted to determine if the research propositions set for the study can be confidently accepted or rejected. Multiple measures are mostly used in order to evaluate research propositions gathered through a quantitative research method.

## **LONGITUDINAL RESEARCH DESIGNS**

A longitudinal survey is a correlational research study that involves repeated observations of the same variables over long periods of time — often many decades. It is a type of a case study which suggests that the researcher has been part of the community for some time before attempting to undertake the inquiry. In this case, the

researcher may inject an additional longitudinal element either by using archived information or by conducting retrospective interviews, Bryman, (2012).

Longitudinal research can also, according to Bryman, (2012) occur when a case has been studied several times before and there still is a need to further explore it to justify its relevance and trustworthiness to current situations.

## **CASE STUDIES AND PHENOMENOLOGICAL RESEARCH DESIGNS**

Case studies and Phenomenology are some of the techniques for qualitative data collection and analysis. Merriam, 1998 describes a Case Study as one of many research designs aimed at giving shape to the data collection technique and analysis of such data. The collection and presentation of a particular case on a local issue is based on a case study. Usually a global issue or problem is explored through a specific case. Case studies place more emphasis on exploration and description of the social reality. Phenomenological analysis on the other hand begins with the experiences of an individual to those of lived experienced with others in a particular group. From these experiences we can then give an account of all what all participants have in common.

In empirical or experimental research projects, case studies include surveys, statistics, questionnaires and or field work. In theoretical projects case studies tend to look mainly at conceptual issues. Case Studies are therefore real world problems which one has to experience or is able to observe.

## **COMPARATIVE RESEARCH DESIGNS**

Comparative Research Designs, according to Bryman, (2012) entail studying two contrasting cases using more or less identical methods. Comparative Research Designs can either be used in qualitative or quantitative forms of research. It helps in drawing a clear comparative view on given contrasting phenomenon using a similar method or approach.

A practical case can be when a cross-cultural phenomenon between two countries or nations has to be examined with an aim of gaining insight into similarities and differences between the two nations. It can also help in drawing a deeper understanding on the social reality in different national contexts.





## **POPULATION SAMPLING TECHNIQUES IN BOTH QUANTITATIVE AND QUALITATIVE RESEARCH DESIGNS**

Another critical factor for consideration when conducting a research inquiry is, according to Laher and Botha as cited on Wagner (2012), the population sampling. It is often impractical and can also be time consuming for the researcher to reach out to the entire population when conducting a research project hence the population sampling.

Population sampling is however dependent on the methodology being followed by the research project. This therefore means that sampling techniques used in quantitative research projects cannot basically apply to qualitative research designs. In a quantitative research project the sample size is large, randomly selected and representative of the population being investigated whilst in a qualitative inquiry the sample size is smaller and is selected purposefully according to the relevance of each unit of analysis to the topic. The findings thereof are richly descriptive and comprehensively narrative thereby giving the researcher an opportunity to present such findings in a manner that represents the aspirations of the larger population.

The role of civic society leadership in the delivery of services to the community of KaMhlushwa Township will thus be pursued through the non-probability sampling technique as the study follows a qualitative method of research.

### **3.2.2 QUALITATIVE RESEARCH METHODS**

A researcher can either choose to use interviews, focus groups, observations, case studies or a combination of any two to triangulate the data and increase the trustworthiness of the study, Wagner. (2012).

Other data collection techniques like document or artefact analysis are best applicable when conducting in-depth analysis of studies previously conducted on a particular topic with an aim of qualifying or drawing a current observation. Projective techniques, on the other hand, refers to the assessment of feelings or thoughts using a certain stimulus to trigger such feelings or thoughts from participants without them noticing it.

The choice of a research method and technique is thus dependant on a number of attributes. These include, though not limited to:

- Whether the inquiry will follow a qualitative, quantitative or a combination of the two methods,
- Consideration on other techniques previously used in the same study,
- Suitability of the technique to collect data,
- It is lastly dependant on the sampling type to be used, whether a probability or non-probability sampling method has been used for the sampling.

### **QUALITATIVE RESEARCH DESIGNS**

Wagner, (2012) refers to the four basic designs of qualitative research as being ethnography, action research, grounded theory and phenomenology. He refers to interviews as useful tools for data collection strategies.

**Ethnography as a qualitative research design:** The purpose of ethnographic research is, according to Wagner, (2012) to describe and interpret cultural behaviour. This therefore means that ethnographic studies are aimed at conducting research on people's beliefs and attitudes. This type of a design was used by earlier anthropologists in the study of tribal cultures and by early sociologists as they studied American Workers. It is however also used frequently in other disciplines which include education, psychology and medicine.

**Action Research:** Action research or participatory research as it is commonly known may be used to improve or change a situation which is being studied. Practical examples of such may be a Teacher's willingness to improve his student's reading skills or a manager seeking to improve the performance of his management team. In all such cases, Action Research may be employed to yield the desired results, Wagner, (2012). Other texts may refer to action research as practitioner research, praxis research, collaborative inquiry, action inquiry or cooperative inquiry.

**Grounded Theory:** In a grounded theory, the researcher may generate theory from the data or expand or otherwise modify existing theory. Just like any other qualitative research designs, the grounded theory also relies on data collected through interviews, observation and document analysis, Wagner, (2012).

**Phenomenology:** Wagner, (2012) further describes Phenomenological research designs as studies which have a primary focus on the meaning that certain lived experiences hold for participants. This design describes a person's experience on something. It however does not seek to explain that particular experience. Like other qualitative designs, phenomenology is also used in a variety of social science disciplines.

### **3.3.1 DATA COLLECTION TECHNIQUES**

Qualitative research studies, according to Wagner, (2012), generally rely on three basic data collection techniques which are observations, interviews and document analysis. Each of these techniques can be subdivide into a wide variety of derivatives, with each having its own unit structure and potential application possibilities. These techniques are briefly discussed below as follows:

**Observations as Data Collection Techniques:** Observation is a method used in the social sciences to collect data about people, processes and cultures. This is a typical methodological approach of ethnography used mostly by teachers to collect data in their classrooms, by social workers in community settings and by psychologists in recording human behaviour. Observations are used in both qualitative and quantitative research studies. There are two major types of observations in a research inquiry and these are:

- ✓ Participant observation, wherein the researcher is both the participant and observer in an inquiry.
- ✓ Direct observation, wherein the researcher observes without any direct interaction with the objects/participants.

The stance/positioning of the researcher towards the participants is of critical importance to the validity of the study when conducting an observation. Observations may occur in a variety of forms. A researcher may choose to follow a covert

observation (where participants are being understudies without them knowing). The researcher may alternatively choose to follow an overt observation (wherein participants are well aware of the fact that they are being observed and their actions are being recorded).

**Document Analysis as a Data Collection Technique:** Document Analysis is, according to Wagner, (2012) part of the domain of documentary research methods. It is however not a universally recognised method as it is perceived by some researchers as not yielding sufficient systematic results. As such the findings may be misleading. It still can however be used to provide important insights into the study field.

There are three ways of classifying documents in a social research study and these are Primary (drawn from those who witnessed the incident), Secondary (those written after the event that the author has not personally witnessed) and Tertiary (which enables references such as indexes, abstracts and other bibliographies.)

The second form of document analysis is the Public and Private documents. These can be divided into four categories according to the degree of their ease of access. The third form of document analysis is the solicited and unsolicited documents which refer to documents which have been produced with an aim of research in mind (solicited documents). Unsolicited documents are those documents which has been produced for personal use like government surveys and many others.

## **INTERVIEWS AS THE RESEARCHER'S PREFERRED CHOICE FOR THE ENQUIRY**

There are, according to Wagner, (2012) also 4 critical questions which should be guiding the choice of a suitable research paradigm and methods, and these are as follows:

1. What is the nature or essence of the social phenomenon being investigated?
2. Are these phenomena objective in nature or just created by the human mind?
3. What are the basis of knowledge corresponding to the social reality and how can knowledge be acquired and also be disseminated?

4. What is the relationship of the individual with her environment in this case? Is she conditioned by the environment or is the environment created by her?

In this case it will allow the entire process to be phenomenological and symbolic in nature. It will also give meaning to the grounded and constructivist theory of enquiry making it easy for the reader to understand and interpret the data.

The qualitative inquiry is often referred to by many researchers as Critical Theory, Merriam, (2002). Merriam further states that Critical Theory emerged in the early 1920s by a group of German Scholars only known today as the Frankfurt Schools of Research.

These Scholars focused on emerging theory, practice and inquiry with a historically grounded understanding of contemporary, social, political and cultural issues. Since then Critical Theorists have been influenced by the work of Habermas who believed that human beings are unnecessarily oppressed by implicit cultural ideologies. Therefore, the goal of critical theory research is to make these unconscious belief systems explicit, thereby freeing individuals by providing alternatives through self-reflection and social action. Critical Theorists work for social justice by constantly challenging and questioning societal values and practices.

If one considers the above submission, it becomes worth noting that social movements and organisations have an impeccable space and power to drive development in their communities. Whether or not the structures involved in this inquiry are aware of such, remains to be seen.

The Constructivists paradigm is, according to Wagner (2012), viewing reality as being socially constructed and holds the view that there are multiple realities. It perceives knowledge as being subjective and idiographic wherein truth is dependent upon the context. This particular paradigm is value-laden and emphasizes that values influence how we think and behave as well as what we find to be important. Typical research designs followed by this particular paradigm are qualitative research methods such as phenomenology, ethnography, symbolic interaction and other naturalist forms of inquiries.

Wagner (2012) defines an interview as a two way conversation and a purposive interaction in which the interviewer asks the participant questions in order to collect data about the ideas, experiences, beliefs, views, opinions and behaviours of the participant on a particular issue. The process is aimed at obtaining rich descriptive data that will help us see the world through the eyes of the interviewee. He further states that interviews are adaptive in nature, allowing for data collection to cover a wide range of sub-topical issues at once. Such sessions also cater for interaction between the interviewer and the interviewee thus creating a conducive and relaxed atmosphere to enable enough rapport.

Interviews can either be semi-structured, structured or unstructured. In a semi-structured interview there is an interview schedule or guide which is followed to define the line of inquiry. In a structured interview however, all questions are pre-determined and put to participants in the same order. In an unstructured interview the set-up is basically formal. There is a scheduled time for the interviewer and the participants to sit down and engage on the topic. Unstructured interviews best apply on oral history, creative interviews and postmodern interviews. Unstructured interviews are evolving in nature and as such requires for follow-up sessions with individual participants to verify or clarify certain concepts or discussion points.

Attached as **Annexure A** of the Report are the interview questions which are directly linked to the Research Questions. These were used to lead the discussions throughout all the interviews with the participants in gathering data on the experiences and perceptions of individual role players on the role of Civic Society Leadership in directing the delivery of services to the community of kaMhlushwa Township. For this purpose the researcher identified the following participants to participate in the inquiry:

- Members of the Nkomazi Municipal Executive Committee;
- The Municipal Administrators;
- Members of the Ward Committees;
- Community Development Workers;
- The Ward Councillor of Ward NK 20 KaMhlushwa Township;

- Youth Organization Representatives;
- Home Based Care Organizations; and
- The Local Branch of the South African National Civic Organization.

All these participants are comprehensively profiled in the next chapter on the Presentation of the Research Findings.

It is not only professional to close any interview session with a thank you note but it also enhances courtesy. The researcher has, during all the interview sessions, allowed space for the respondents to add or make comments at the end of the session. This has proved necessary for all participants to air their views about the project and some even went further to make additional inputs on taking the discussion even further with additional stakeholders.

### **FOCUS GROUPS (AS PART OF INTERVIEWS) AND THEIR COMPOSITION**

Focus group interviews, according to Wagner, (2012) happen when the researcher decides to interview more than one person at a time and instead group the participants together for the purposes of the interview process. Some researchers argue that group interviews produce data which is rich in detail that is not possible to achieve with individual interviews. They share the belief that group interactions activate forgotten details, widens the range of responses on a particular issue and helps in releasing inhibitions which have a potential for discouraging participants from disclosing valuable information.

On the contrary, it must be borne in mind that some participants may feel threatened by other members of the group thus limiting their effective participation on the project. This therefore means that as a researcher, one has to be observant of the group behaviours to ensure timeous proper intervention. The strategic composition of a focus group is critical in ensuring the quality of the data. Participants in a focus group should be as representative as possible to the general population and, although it is often too difficult to attain, they should be as relevant to the topic as possible.

As a facilitator of the discussion sessions, the researcher begins by setting up the tone of every session by welcoming the participants. It is much advisable for the researcher to open up with more general questions to allow participants to settle down. During this stage, the researcher cautiously monitors the behavioural patterns of every individual participant, encouraging them to be more interactive and to be confident with everything they say.

This monitoring is vital to guard against the over domination of the more outspoken ones without inflicting any harm to the less dominant ones/introverts. The researcher will then move to the more focused type of questions which are directly linked to the research topic. At the end, the researcher will once again confirm or verify some of the aspects of the debate with the participants. The participants and the researcher will then together agree on the note at which to conclude the discussion.

It is much advisable for the researcher to organise a separate session with Professionally Accredited Assessors with an aim of ensuring validity and reliability of the data to ensure trustworthiness of the research findings.

### 3.3.2 DATA PRESENTATION

As reflected on the Statistical Survey of 2011 on infrastructure backlog in the area, KaMhlushwa Township has been no exception to the challenges faced by the local communities. The Table below illustrate the extent of infrastructure backlog as highlighted by the Statistical report of 2011.

---

#### BASIC SERVICE INFRASTRUCTURE

BASIC INDICATORS	SERVICE	Trend	Latest figure	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
		2001	2011			
% of households in informal dwellings		5.5%	2.9%	(+) (4.8%)	(+) (10.9%)	2
% of households with no toilets or with bucket system		29.7%	15.9%	(-) (10.8%)	(-) (7.2%)	18



% of households with connection to (tap) piped water: on site & off site	86.3%	81.5%	(+) (81.0%)	(-) (87.4%)	14
% of households with electricity for lighting	47.3%	83.3%	(-) (88.9%)	(-) (86.4%)	13
% of households with weekly municipal refuse removal	11.0%	20.3%	(-) (24.7%)	(-) (42.4%)	14

According to the picture painted above, the only service delivery area from the table which is better than the average for the whole district of Ehlanzeni is the provision of piped water on site or off site. However a comparison of 2001 and 2011 shows a decrease of 4.2 percentage points in the number of households accessing this service. This can most probably be attributed to the increase in the number of households and not a decrease in number of service sites. Access to clean water is closely associated with development and community health in particular. Nkomazi has the second worst Blue Drop status and the worst Green Drop water status in the province.

Even so, KaMhlushwa Township has always been among the areas receiving water on a ration basis. To add to the water crisis in the area, was the fact that the data collection phase of the project coincided with the 2015/16 *el nino* heat wave which forced the municipality to institute even more stringent measures against the water usage in the area. Pictures taken during events and during the interviews have also been kept as primary data and are going to be key in this part of the research project.

The Executive Mayor and other leading organisations took on to warn communities on water usage as a result of the current drought. The following picture captures the situation whereby community members were forced to fetch water using wheel barrows and also to begin doing their washing at the water collection points.

**PICTURE 1: Community members collecting water using wheel barrows as a result of the 2015 drought**



Although there have been significant improvements in other service delivery areas like the use of bucket toilets, electricity and refuse removal, as reflected on the Statistical Survey of 2011, the performance is still below the district average and the provincial ranking is 13 or higher.

These graphs, pictures and recordings taken during the interview sessions together with many other documents like the municipal IDP, Management Letters and documents from the various organisations who took part in the inquiry have been safely kept for use during this stage of the report as per the requirement WSG.

### **3.3.3 DATA ANALYSIS**

The analysis of research data can either be in a qualitative form (using qualitative data collected through interviews) and in a quantitative form (using statistical data collected through surveys and inferential statistics), Bhattacharjee, (2012). Numeric data collected in a research project can be analysed quantitatively using statistical tools in two different ways, Bhattacharjee, (2012).

- ✓ Descriptive analysis refers to statistically describing, aggregating and presenting the contrasts of interest between them.
- ✓ Inferential analysis, on the other hand refers to the statistical testing of hypotheses which is often referred to as theory testing.

In this particular inquiry the researcher has used data collected from documents such as statistical surveys, IDP Documents and the Municipal IQ Index to analyse the status quo in the municipality. The municipality is, according to the 2011 Statistical Survey, experiencing huge infrastructure backlogs as reflected in the table below:

---

**BASIC SERVICE INFRASTRUCTURE**

BASIC INDICATORS	SERVICE	Trend	Latest figure	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province	Ranking: best (1) – worst (18)
		2001	2011			
% of households in informal dwellings		5.5%	2.9%	(+) (4.8%)	(+) (10.9%)	2
% of households with no toilets or with bucket system		29.7%	15.9%	(-) (10.8%)	(-) (7.2%)	18
% of households with connection to(tap) piped water: on site & off site		86.3%	81.5%	(+) (81.0%)	(-) (87.4%)	14
% of households with electricity for lighting		47.3%	83.3%	(-) (88.9%)	(-) (86.4%)	13
% of households with weekly municipal refuse removal		11.0%	20.3%	(-) (24.7%)	(-) (42.4%)	14

Apart from infrastructure challenges, there are also social issues which currently characterise the situation at Nkomazi Local Municipality. The following is an illustration of the analysis of the state of affairs in the area.

**HEALTH STATUS IN THE NKOMAZI MUNICIPALITY, SOURCE: STATISTICS SOUTH AFRICA**

Ranking		No of People	%
1	Tuberculosis (A15-A19)	710	27.7
2	Cerebrovascular diseases (I60-I69)	480	18.7
3	Intestinal infectious diseases (A00-A09)	363	14.1
4	Influenza and pneumonia (J09-J18)	266	10.4
5	Human immune deficiency virus [HIV] disease (B20-B24)	129	5.0
6	Other viral diseases (B25-B34)	111	4.3
7	Other external causes of accidental injury (W00-X59)	108	4.2
8	Transport accidents (V01-V99)	104	4.1
9	Certain disorders involving the immune mechanism (D80-D89)	103	4.0
9	Non-infective enteritis and colitis (K50-K52)	103	4.0
10	Diabetes mellitus (E10-E14)	90	3.5

The table indicates the 10 most common causes of death in the municipality. Tuberculosis is the most common cause of death at 27.7%, claiming the lives of 710 people in 2009. Although only 5% of the deaths are attributed to HIV, it is well known that diseases such as tuberculosis, intestinal infections and influenza are often related to HIV and the decreased immunity associated with the virus.

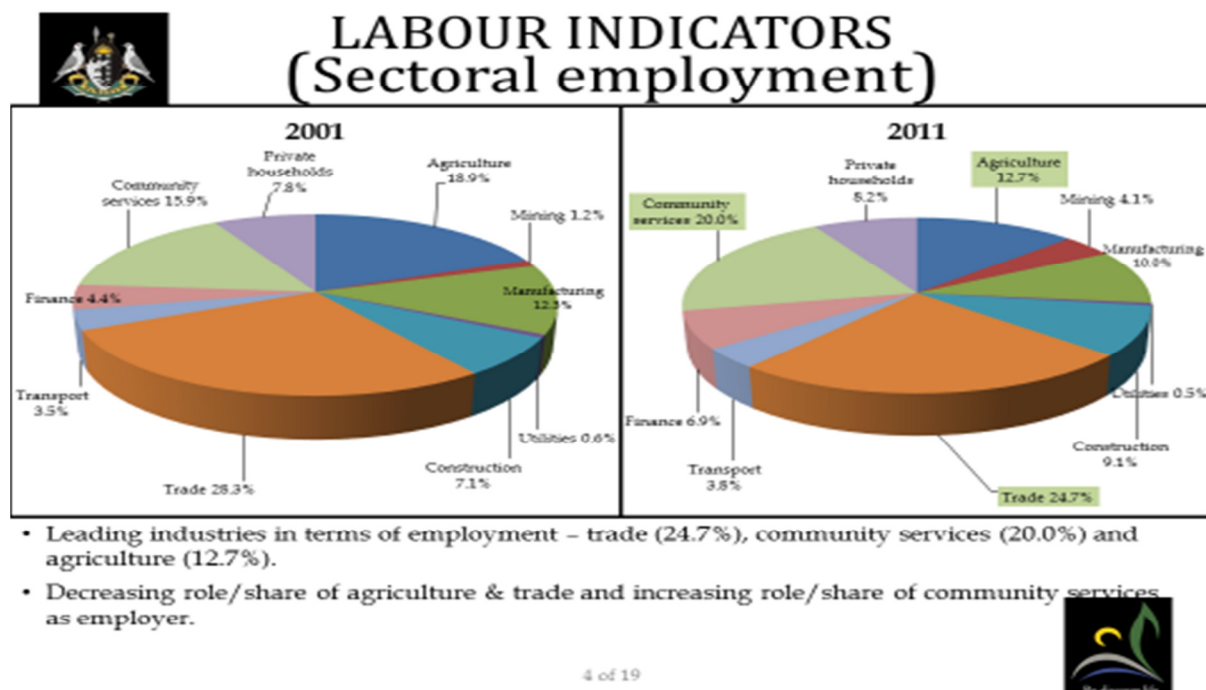
While government reports reflect on a sharp increase in the Human Development Index for the past two decades, there has been contrasting views with the reality on the ground as painted by the SERO report of 2011, the Service Delivery Barometer of 2014, the Municipal IQ Index and by Mbeki, (2015) who holds the view that the country has retreated significantly since 1994. He makes a reflection on the comparative view between the 2009 and the 2014 elections using the employment status of the ANC Voters as a point of reference.

<b>VOTING STATUS</b>	<b>2009 PERCENTAGE</b>	<b>2014 PERCENTAGE</b>
Working Full Time	24%	25%
Working Part Time	9%	11%
Do Not Work	67%	64%

**SOURCE: Ipsos Survey 2015**

Mbeki argues that according to the Ipsos Survey of 2015 conducted on the people who voted the ANC during the 2014 general elections 64% did not work and nearly half of them did not have formal education. This picture, according to Mbeki reflects on the serious challenges currently faced by society and as such critical questions need to be asked and addressed. The above table studied alongside the diagram below highlight some of the key facts which society has to begin to engage on.

The Labour indicators in the area are illustrated in the diagram below. It must be noted that the grant dependency and unemployment levels are as a result of the picture painted in the diagram.



Primary data collected through interviews with the various stakeholders confirm the situation painted by documents and reports as reflected above. These two sets of data combined assisted the researcher in coming up with an analysis of the situation in the area in as far as the delivery of services is concerned. Audio recordings and inputs by the various participants have been safely kept. These techniques are widely used in the grounded theory and can also be used in other qualitative

methods which involve the interpretation of text data. In grounded theory coding can be carried out using the open coding system, the axial coding system or the selective coding system. All such data has been kept safely for later use as when the School requires. This is part of the submission requirements for the project.

### **3.3.4 RELIABILITY AND VALIDITY OF THE COLLECTED DATA**

There are a number of mechanisms which can be employed to promote the validity and reliability of research data. These include though not limited to the following 5 key techniques:

By using collaboration one can ensure the credibility of the research data. Collaboration is a process which involves the participants as co-researchers throughout the project. It also helps in ensuring a collective ownership of the end product.

Thick, rich description refers to another procedure of establishing credibility in a research study. This is done by describing the setting, the participants, and all related themes in a rich, qualitative, thick and dense manner as opposed to giving mere information which lack detail.

A peer review is a process wherein the data is given to someone who is knowledgeable on the topic or the phenomenon with an aim of providing support and conducting a critical analysis of the data at hand until they are as credible as possible. Triangulation is a validity procedure researchers search for convergence among multiple and different sources of information to form themes in a research study.

This is a research data validity procedure wherein researchers disclose their assumptions, beliefs and biases which have a potential to influence the shape of the inquiry. In this stage, the researcher does so voluntarily without the influence of external stakeholders.

### **3.3.5 LIMITATIONS OF THE STUDY**

Every research method has its own limitations Wagner, (2012). Quantitative Data collection techniques which require self-reporting and the participants' liberty to

reflect on an issue such as questionnaires have an element of reactivity. Reactivity occurs when participants are aware that they are being studied and their personal interests in the topic can influence the outcomes of the study.

In this particular case, those who are directly involved or attached to the local leadership might have a biased input to the study and surely their actions might influence the outcome of the study. This phenomenon is called reactivity. For reactivity to be eliminated in a study, more management time would be needed to ensure a non-judgemental attitude to all respondents. A lot of time has to be dedicated to managing attitudinal and behaviours of individual participants than to manage the project. This can be time consuming and at times unbearable.

Bryman, (2010) states that for a study to warrant a more accurate and generalization of findings, a larger sample population has to be used. The sampling population as indicated above will be as inclusive of all the affected stakeholders as possible for the data to be reliable, trustworthy and reflective of the current reality in as far as the service delivery issue is concerned. It should however be acknowledged that would the study have allowed for more time and space to cover for a larger population sample like the province or even the country as a whole, the project would have been much enhanced. The researcher was only limited to the Nkomazi area and with specific sectors of society.

Again on both quantitative and qualitative research projects participants may sometimes get less interested during the session and thus contribute to statistical regression, (Wagner 2012, p83). When responding to a more or less similar question for more than once, the responses tend to regress to the average resulting in the outcome of the study being not reflective of the measured variable at that time. I will therefore ensure that I keep my participants actively involved throughout the session to mitigate against statistical regression.

The selective choice of data as a result of biasness from the researcher may also defeat the credibility of the study. As a researcher I will have to read widely on the concept of service delivery both in South Africa and abroad to allow a proper synthesis of the phenomenon.

Authors of articles may sometimes leave out valuable data which would have been useful to my study. This is however based on the individual author's interests on the topic wherein the social, political and economic environment calls for such elements to come into play. Manipulation of information systems like the internet can also play a major role in influencing what the public has to see and what not to in line with a particular social reality. It therefore becomes imperative to read and read widely on the topic to gather as much information as possible to avoid the omission of relevant data which might be useful in my study.

Conducting observations and interviews can be costly. The analysis and interpretation of such data can be problematic due to the coding system involved. Sampling of participants can also be a major problem. There is also an element of self-reporting biasness in writing up interview reports. The quality and accuracy of statistical data on demographics and socio-economic profile in the various municipalities is suspect often inconsistent with the previous reports and Stats SA making it difficult to accurately measure and compare performance on service delivery, municipal ability to generate revenues, and evaluate the impact of local economic development strategies.

### **3.3.6 ETHICAL CONSIDERATIONS**

According to Marlene, (2000). There is a need for the academic body to promote understanding of the harmful possibilities of a research inquiry and also to provide practical ways of dealing with ethical problems and dilemmas when conducting a research study.

Both the two requirements on ethical considerations like the moral culture and conduct of a researcher, Tester (1997) are contained in the Research Code of Ethics and they form the basic stipulations guiding the conduct and character of a researcher when conducting a research project. To ensure compliance and adherence to the research code of conduct, it is critical for the researcher to develop a confidentiality and consent letter which gives an assurance to the protection of every participant's identity in the study.



Such a letter has been drawn in line with the ethics code referred to above and has been attached as **Annexure B** of the project as per the requirement by the school. This code applies in both quantitative and qualitative research designs and addresses all the gate keeping protocol issues like culture and religion, requesting consent from the participant to participate freely in the study, confidentiality and privacy of the participant's information and responses including guarding against deception of every unit of analysis in the project.

### **3.4 CONCLUSION**

The chapter on the Theoretical Framework and the choice of a most suitable approach for any research project covered among other areas an in-depth understanding on the different research approaches. These are qualitative, quantitative and the combination of the two approaches. This chapter outlined the characteristics of each approach and its applicability in a research project.

This chapter also highlighted the importance of making an informed choice on the approach which will best suit the research project in the collection and analysis phase of the data. This understanding assists in arriving at the findings which do not fall far from the social reality which is being investigated.

The different data gathering methods between the two research approaches have been extensively discussed. A quantitative research project uses different techniques of data gathering to a qualitative research approach. This discussion has been clearly carried out such that a meaningful understanding on why a particular design has to suit a certain form of an inquiry.

A discussion on the methods of sampling has also been carried out in this particular chapter. Sampling in this study has been purposeful, in accordance with the participant's relevance to the purpose of the study and a limited number of people have been identified to represent the aspirations of civic society groups with regards to their role in the delivery of services in the community.

Unlike in a Quantitative Research where participants are selected randomly and are many in size, in this particular study, since it follows a Qualitative Method, the

sampling has been conducted using the Civic Society Groups/NGOs data base obtained from the Local Municipal Office at KaMhlushwa. The same data base/list of NGOs is the one used by both the Provincial and National Departments when conducting their intervention programmes in the area.

Out of the list of 10 NGOs, 4 were selected to participate in the inquiry and those are:

- ✓ KaMhlushwa SANCO
- ✓ Young Black Production
- ✓ KaMhlushwa Age in Action
- ✓ KaMhlushwa Home Based Care Centre.

It must however be noted that on the Unit of Analysis there will be an addition of the Ward Councillor and the Municipal Manager as representatives of Nkomazi Municipality although they do not form part of the list of participants stated above. This is however done to ensure a balanced case and to enable validity of the results as municipalities and councillors in particular are the closest link between government and the community.

A clear narration on how, where and when was the data collected is also outlined in each case. The chapter concludes by bringing in the ethical issues and how they were addressed. These include issues like observing the gate keeping protocols in any organisation, observing the privacy and confidentiality of participants, guarding against deception, getting a consent from participants before embarking on the project and ensuring the accuracy of reporting, to mention but a few. All such stipulations are contained in the Research Code of Ethics and a violation of each one of them can lead to harsh punitive measures.

## **CHAPTER 4**

### **PRESENTATION OF THE FINDINGS**

#### **4.1 INTRODUCTIION**

The systematic approach in presenting qualitative and quantitative data in any research inquiry is, according to Wagner, (2012) different from one approach to the other. She reflects that while Qualitative data is presented in a comprehensive, holistic, expansive and richly descriptive manner, Quantitative data is always precise, to the point and presented in a numerical order.

The research on the role of leadership in the delivery of services to the community of KaMhlushwa Township was conducted following the Qualitative Approach making the data presentation to be comprehensive, holistic, expansive and richly descriptive. Data has been collected using interviews with different stakeholders chosen in accordance with their relevancy to the topic, Wagner, (2012).

Primary Data has, has in this case been collected through interviews with participants. There are, according to Bryman, (2012) a clear distinction between structured and unstructured interviews. In as much as interviews can happen in both qualitative and quantitative research programmes, the two authors agree in that the approach will differ from one case to the other. Bryman further points out that in a qualitative research inquiry the interviews tend to be much less structured as compared to a quantitative inquiry.

Quantitative research interviews are fully structured to maximise the reliability and validity of key concepts following a specified set of questions set out by the interviewer. Interviewees are therefore only expected to answer to these questions with no option for additional information. Qualitative research interviews on the other hand are semi structured allowing for rapport between the interviewer and the interviewee. It also place more emphasis on greater generality in the formulation of initial research ideas and the interviewee's own perception on a particular matter. Rambling and going off tangents is often encouraged in qualitative research interviews than in quantitative research projects wherein the interviewee is only expected to stick to the question at hand.

As already indicated above, this particular project followed the qualitative (semi structured) type of a research interview as it was mainly qualitative. With all the various sectors being interviewed the main leading discussion questions covered were:

- What are the factors leading to the dearth of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality?
- What are the leadership trends in local government globally and locally?
- What are the leadership strategies which could be recommended for to the municipality for consideration?

#### **4.2 PARTICIPANTS' PROFILES AND RESPONSES**

**Respondent No: 1** in the interview holds a senior position in the Nkomazi Local Municipality. He is a Law Graduate by profession and has vast knowledge on law and constitutional democracy. Although it was his first term in office, hardly 3 years, he seemed very much abreast with the issues affecting the delivery of services in the area. Although the researcher planned to interview about 4 participants attached to the municipality, only two could be reached due to unforeseen circumstances.

Respondent No. 1 was quite helpful during the process. He is elaborate and gave the researcher more than he expected in terms of contributions to the project. He seemed very determined and passionate about his work. He shared with the researcher some of his strategies and ambitions in turning the municipality around. He agreed to the fact that a lot still needs to be done to ensure a highly consultative and structured intervention on social issues pertinent to the community.

Asked if he was aware of any causal factors to the dearth of leadership in directing the delivery of services to the community he pointed out on a number of both internal and external factors impacting on the delivery programme of the municipality. He was not convinced that the municipality is optimally reaching out to its communities with its current Public Participation's programme. There is surely a need to come up with a structured approach which will inform the plan of the municipality at all times.

He strongly holds the view that the escalating service delivery protests in communities are as a result of a leadership gap in communities and needed urgent attention.

He however remains concerned about such protests as they end up being destructive to property and even resulting in the loss of human lives. He however stressed out that on several occasions, the Executive Mayor has been on the media preaching to communities how to conduct themselves during these protests. He pointed out that a number of engagements have already been held with community leaders on the need to adhere to the Gatherings Act, Act 205 of 1993.

The issue of insufficient capacity within the municipality was also discussed at length. He however was quick to reflect on the support currently received from sectors like the Municipal Infrastructure Support Agency (MISA), provincial treasury and from the Department of Cooperative Governance and Traditional Affairs. He also reflected on the fact that even if it is like that, there was still more room for improvement in this area if and only if the municipality can have an informed Skills Development Plan.

To strengthen the skills capacitation programme further, he indicated that the municipality is also part of the minimum competency capacity building programme currently offered by National Treasury. The municipality is also planning to cascade such a programme to even lower and middle managers to ensure a total transformation of the municipality's capacity to deliver services to communities.

On the Municipal Support Programmes currently received from various sectors, he strongly argued that the holistic one size fits all approach is seemingly not helping the planning processes of the municipality. As such there is a need for the municipality to isolate the issues and structure the technical support offered to municipalities in accordance with the size, needs and capacity of individual municipalities.

Asked if he has anything to recommend to the municipality for consideration he strongly proposed a strengthened council/community engagements in accordance

with specific sectoral areas. He added that this approach may enhance the public participations programme of the municipality.

He also proposed that there was a need for the municipality to urgently fill up all critical vacant positions. He however was quick to reflect that his was only to advice, the decision on those positions rested with the council as they were employment contracts based on Section 56 of the Local Government: Municipal Structures Act, 117 of 1998.

On the leadership strategies, he proposed that the municipality need to have quality leaders who are able to deal decisively with issues. He pointed out that the current situation required for a vibrant type of leadership which will at all times be responsive to the issues on the ground. A type of a leader who will be guided by the will of the people and be able to face the facts in terms of redress where the municipality has failed in a particular duty.

**Respondent No: 2** is one of the community leaders at KaMhlushwa. He is a vibrant young man in his early 30s. The participant seemed highly committed to his work. It is his first term in that position and sounded very eager to run for a second term. Touching on the service delivery challenges faced by the community, he seemed very depressed as he is also seemingly not getting enough cooperation from his principals. He reflected on the fact that while the community is still trying to deal with huge infrastructure backlogs, there has been massive expansion of the village making it even worse to plan for future infrastructural projects given the scarcity of resources in the municipality.

On the factors leading to the dearth of leadership in directing service delivery in the community, he responded by saying that there is a need to educate our communities on the power of being organised. He referred to a nicely packed file kept as a portfolio of evidence of his calls for community meetings to discuss developmental issues but only the elderly show up. He lamented that the category of the community which is perceived to be resourceful always do not attend such meetings, as such lots of opportunities get missed by the community. He holds a strong view that the situation can indeed change with a little help from the community. He is keeping a

data base of all critical structures, key people and their contact numbers. He sounded pretty hopeful of a changed situation. He pointed out to the uncoordinated interface as a major cause for the misdirected or dearth of leadership at a local level.

Apart from infrastructure issues, Respondent No. 2 also reflected on some of the social challenges giving him nightmares on a daily basis. The ever escalating unemployment figures, particularly among the youth and the unavailability of recreational facilities, leaving a lot of young people loitering on the streets, are but some of his major concerns. "We are losing a lot of young people to drugs and all sorts of social ills due to the lack of programmes that appeals to young people in the area. Most of our academics never come back home after their varsity qualifications in Gauteng, Western Cape and other affluent provinces. As a result we are losing a lot of talent which should be assisting in developing our own communities." He lamented during the 45 minute interview.

He reflected on a number of strategies which could be deployed to change the situation around. Some of which are listed as follows:

- ✓ Strengthen Community Leadership: He argues that the community needs to start capitalizing on its potential to building strong community structures. This can be realised by establishing a Ward Committee which is clear about issues of development as opposed to the nomination of members based on their political affiliation to the community structures.
- ✓ Passionate Leaders: There is a need to identify people who are passionate about developing the area. These are people who might have relocated to other places but still willing to contribute to the developmental agenda of the area. Such people can be co-opted to serve in the various advisory councils and help the community to grow.
- ✓ Involvement of Civic Society Structures: He reflected on the need for the involvement of Civic Society Structures like the Local Branch of SANCO to the development of the community. He argued that such a

structure has not been visible in recent years while it is expected to be the voice of the community on all developmental issues.

The next interview session was with **Respondent No: 3** who is a member of one of the local Civic Organisation Structures. The respondent is an administrator by profession and is working for the Mpumalanga Provincial Department of Agriculture. He holds a Degree in Public Administration and has vast knowledge in the field of governance. During our engagement, he sounded very much politically inclined yet very humble.

The respondent was much aware of the role of his organisation in society. He was however concerned that not once did they ever been formally engaged on strategic developmental issues in the area. "The only time we get a call from the municipality is when we have to feature in a funeral program of a late comrade and that will be it. There is just no clear line of interaction between us and the leadership in the municipality. You sometimes here that there was a community meeting and when you ask around, nobody knows of such a meeting except for their allies." He claimed.

Asked how he would like to see things being done, he was quick to point out that he would like to be consulted on developmental issues in the area and his organisation has a lot to contribute in that regard. "You will only appreciate that for this to happen, someone has to create the platform, if there are no platforms for engagement it becomes fruitless to talk and shout in a hall full of less interested people." He reflected. He further pointed out the need for a separate session between his organisation and the municipal officials on developmental issues than to club everybody together which end up defeating the objectivity and level of engagement on critical issues.

On the Friday of 16/09/2016, the researcher got invited to an afternoon practice session by one of the prominent youth organisations in the area. This is where the meeting between the researcher and **Respondent No: 4** took place. It happened after they received a letter requesting their participation in the research project on developmental issues in the area. This requested presented an opportunity for them



to give the researcher a feel of what the organisation is all about before the actual interview can commence.

A lot of talent was displayed by these young people on that afternoon. To them, this was one moment they could not miss, they were so optimistic that an opportunity like this one might open even more doors for their production even though it was indicated that the interview was aimed at gathering information for research purposes. Although the group seemed much organised and the respondent was part of the executive structure, he could not recall any meeting with the Municipal Officials on service delivery issues. He cited that they were most of the time in contact with the Department of Arts and Culture both provincial and National. They were however appreciative of the fact that they have been identified to form part of the entertainment groups during the 2014 Samora Marchel Commemoration Event in Mbuzini. He believed that opportunities like this one can give them the necessary exposure and the much needed marketing mileage as a production group.

The respondent is a qualified Journalist and has been at home unemployed since 2005. He was quick to reflect on most of the issues affecting the youth in the area as there were no recreational facilities around. He pointed out on the need for government to support small initiatives like theirs as they can alleviate poverty by creating more jobs for the locals, especially the youth. Asked of the kind of support that they needed from government, he reflected on a number of issues ranging from skills development classes, SMME development and assistance in the form of stipend through the EPWP initiative as follows:

- ✓ Building on the Local Economy: As reflected in Tukwayo, (2014) he cited on a number of strategies which might help in building on the sustainability of the local economy. He pointed out on strengthening on youth cooperatives with an aim of ensuring an integration of the youth in the economic mainstream.
- ✓ Skills gaps and capacity building: He reflected on the need to further capacitate the youth through FET studies and internships. He is not convinced if government understands what it means by saying the youth are the future of the sustainability of the country, because if they did, they should be going all out in ensuring that they leave behind a capable young

generation which is skilled enough to tackle all the challenges the future is bringing with.

- ✓ Education: On education he called for a total reform of the education system such that it addressing the demographics of the country. He argues that the white minority continue enjoying quality education over the poor majority. He doubts if government is doing enough to ensure that there is quality education in our public schools as such the black majority continue to be recipients of meagre type of education which tends them inferior.

The group also had big ambitions of opening a theatre and cinema in the area one day. “Such amenities can take a lot of our youth away from the streets and can begin to give them a new meaning to life.” Respondent No. 4 pointed out as we concluded the session. With a little bit of support from government all these programmes can be made possible.” He concluded.

Late that evening as the researcher was still renegeing on the abundance of talent there is in the area, one was quickly reminded of an article by Hebert, T. as cited in Merriam (2002) titled Jermaine: A gifted Black Child living in Rural Poverty. The researcher made it a point that he once more go through that article as it sounded more relevant now than ever before.

The author reflects that although Jermaine was a Pine Grove Alabama resident in the U.S, the hardships he endured through growing in a deep rural village are as similar as the ones experienced by any young elsewhere in the world. Poverty has no respect for boundaries. The unavailability of support structures like family, proper schooling systems and social infrastructure cost society a lot of talent as young people tend to resort to drugs and all sorts of mischiefs in frustration after realising that their talents and efforts are worthless. Investing in young people’s talents can really change the face and shape of society. Such was the story of Jermaine: A gifted Black Child living in rural poverty.

Respondent No. 5 is the convener of one of the NGOs at KaMhlushwa. She is in her late 60s and still going strong. She seemed pretty organised and energetic. She gave a quick orientation on all the programmes run at the centre on a daily basis reflecting on the charts hanging all around the cramped tiny office space. The centre is a lobby and advocacy group for healthy ageing. They work closely with the Department of Social Services and have programmes which address social issues among the senior citizens in the community.

The group boasts a membership of about 250 active participants. The respondent pointed out that they do a lot of gardening, exercising and promote healthy eating among the aged. They have recently hosted a Fun Walk event which was fully supported by the community. She however seemed not to be clear between municipal meetings/programmes and political meetings organised by the ANC in the area. As long as the Executive Mayor and her Ward Councillor are in attendance, to her it is a government meeting.

She wished to see a more interactive approach with government as the senior citizens often feel left out when it comes to the allocation of resources. She cited some of the challenges faced by the elderly as ranging from abusive acts from members of the family, particularly their own grand children to those effected by members of the community through verbal attacks, calling them names on the streets and the general failure by society to tolerate their presence in the community.

The respondent was however optimistic that if there can be a proper engagement with government, a lot can be achieved by the community. Asked if she knew anything about the 16 Days of Activism against any abuse to women and children in society, she remained mum and very uncertain. It must be noted that the interview took place towards the end of September and that the said programme runs annually between November and December with the very same aim of addressing some of the challenges highlighted by the interviewee in her submission to the project.

The last session was held later on the same day with one of the administrators of a local Home Based Care Centre. This particular interview lasted for about an hour.

**Respondent NO: 6** is quite a talkative somebody. She never received any formal

education and is however well versed and abreast with developmental issues. To her, this was an opportunity not to miss as she kept on checking if there are any prospects of a grant funding to be expected should the report pass its assessment stages. This happens though, after it has been clearly spelt out that the session was only aimed at conducting a research study on service delivery issues in the area.

The centre is one of many organisations providing Care and Support Programmes to bed ridden community members mostly due to HIV/AIDS, TB and other related illnesses. They work closely with the Department of Social Services, Department of Health and the Nkomazi Department of Community Services. She pointed out on the fact that they really have a lot in their hands and the that the centre was run professionally with all documents ranging from the constitution of the organisation to minutes of all meetings held in the recent past. There are stickers all over the walls. These are time sheets, mottos, important notices from the Departments for everyone to see. Respondent No. 6 reflected that although their job seem so daunting, they were humbled by the support they are receiving from all stakeholders involved. They were getting regular training and counselling programmes from government officials.

She reflected on some of the challenges as attributed to late payments and sometimes none at all for the whole year or even for two consecutive years. She was however quick to point out that if they were doing it for salary, they would have picketed or just vacated the centre a long time ago but that they were driven by passion and theirs is not just any job but a calling.

#### **4.3 SITUATIONAL PROFILE**

The study was conducted during harsh times in the South African socio-economic position. This was when the country was still trying to recover from the global economic meltdown. A lot of considerations were made by various governments both locally and abroad in trying to resuscitate the ailing economic status.

As if that was not enough, there was also the *el nino* drought which left half of the country parched. Stringent measures were put in place in trying to save the agricultural sector as the most affected of all sectors by such a drought.

The picture below highlights the effects which this drought had on the local residents as they were subjected to ferrying water using wheel barrows from nearby ponds.



There was a call by the municipality to use water sparingly. Community members felt the pinch as the municipality continued to effect even much stringent orders in the water usage. Rationing of water became more reduced. Water has to be provided through water tankers and through wheel barrows from nearby ponds. The situation could never been worse than that.

While nature was not being so favourable to the South African society, parliamentary decisions also seemed to have taken a centre stage. A lot of time was spent clarifying the President's decision on changing Finance Ministers at such a crucial economic environment. He was hugely criticized by international stakeholders until such a decision was finally rescinded.

The escalating Service Delivery Protests were hugely alarmed by the recent Fees Must Fall Campaign which also reached its peak stages around September throughout all South African Universities. These are but some of the few incidences which characterised the time at which this study was conducted.

#### **4.4 INTERVIEWS WITH THE COMMUNITY**

Interviews were held with a number of members of the community. What came out sharp from all such engagements was the fact that they needed more interaction with the municipality in directing the delivery of services to the community. While most of the community members seemed very much aware of the power that the community holds in directing the service delivery agenda, some remained with the belief that such was the responsibility of only the elected officials. Such was the reason to opt for staging service delivery protests as opposed to engaging in a formal manner with the authorities.

Asked if there were aware of any factor leading to the dearth of leadership in this area, they indicated a strong call for a change in the manner in which the municipality is conducting its business. They confirmed the abundance of leadership in the community but feel that most quality leaders are being suppressed and not given enough space to take over leadership roles. They shared strong sentiments about leaders who do not feel comfortable with the emergence of the young crop of leaders who have shown signs of quality leadership in society. Nepotism and partisanship are said to be reversing the gains so far made by this country. These petty issues remain at the core of the dearth of leadership in the municipality.

They argued that the only time they get to see their leaders is when they are preparing for elections. They have in a number of occasions been lamenting on minor issues which could have been resolved timeously but with the current situation, they always found it difficult to. They argue that once people get appointed to leadership positions they usually relocate to town leaving their constituencies behind. Such a situation, in as much as it is done within the premise of “personal growth and development” they should be discouraged as they have a tendency of creating a leadership vacuum behind.

On the leadership trends, most of the community members felt strongly about electing into power people who will be grounded, people who are knowledgeable

about the plight of the community and those who are passionate about the development of the community and not their own personal ambitions alone.

Asked if they have any strategies which can be recommended with an aim of changing the situation around, most community members felt that there is a strong need for the emergence of the Great Man leadership theory in the community. Such should be characterised by selfless service, a passion for one's community, care for others regardless of their political affiliation, race and nationality. They felt that it is now time for establishing strong community structures which should be driving the developmental agenda of every locality.

A clear call for an on-going interaction between government and the community was placed at the centre of all the discussions. They suggested a vibrant Public Participations Programme which will ensure a structured interface with the municipality.

#### **4.5 INTERVIEWS WITH CIVIC SOCIETY STRUCTURES**

Three Civic Society Structures participated in the project. This being the fact that the research is around establishing the role that Civic Society Organisations can play in directing the delivery of services to the community. From their submissions one can establish that there is no clear platform for engagement between these structures and the municipality. They are however optimistic of a changed situation should there be a more coherent and structured way of engagement.

Asked of strategies which could help the situation to improve, most of the participants suggested how they would like to see things being done differently. They were quick to point out that they would like to be consulted on a more structured and coherent manner through the municipality's public participation programme.

Most of the NGO members who were interviewed felt the need to capitalise on the emergence of the Great Man Leadership theory in the community. They argued that there are a lot of leaders who can be easily be in the class of Ghandi and Nightingale particularly the old women who are, on a daily basis, giving care and support to bed ridden members of the community without any monetary gain.

They also argued that there is a need to building on the Local Economy as reflected in Tukwayo, (2014). They hold the view that there is a lot of talent particularly among the youth which goes to waste for lack of support by government. They reflected on a number of strategies which might help in building on the sustainability of the local economy.

Skills gaps and capacity building were also reflected by most groups as a solution to capacitate the youth and have them participating in the mainstream of the local economy. Further Education and Training studies were identified as one of the catalyst together with internships for exposure to the real work environment. These and many other strategies were cited as solutions which can help the government in building what these structures call the sustainability of the country.

A number of them made valuable inputs on the need to transform the education system in the country. They argued that the system still favours the white minority as opposed to the black majority. They pointed out that campaigns like #FeesMustFall should have been long avoided should the leadership had stuck to the contents of the constitution of the Republic. Apart from the fee structure and entry levels at universities, they argue that the education system has never been accommodative of the fundamental education needs of the black majority as they are still subjected to learn and articulate a foreign curriculum. They call for a strong regime change and transformation on the content of the type of education currently offered in South African Schools.

#### **4.6 INTERVIEWS WITH GOVERNMENT OFFICIALS**

Respondents No. 1 and 2 are government officials employed by the municipality. In as much as they displayed an awareness on the service delivery issues affecting the community, they seemed hugely challenged by the ever increasing demand for services in a state where there is just insufficient supply of resources.

A vast literature carrying the voice of government through Statistical reports, the Service Delivery Barometer and the Municipal IQ have also been interacted with to bring about an understanding on the contrasting views coming from the different



angles of society. Some of the issues which came of the interactions with government officials include the following:

They both agreed that the holistic one size fits all approach is not working and needs reviewing. They reflected on the need to review their Public Participation Strategy as one of the starting points. In so doing the council-community engagements may be enhanced.

They both agreed to the fact that the municipality is not taking full advantage of the leadership which is there in abundance in communities. They reflect that should the situation allow for the emergence and promotion of the Great Man Leadership theory, a lot can be achieved in a short space of time. That however should not be left to government or the municipality but to the communities themselves to learn to support each other all the time.

On the escalating service delivery protests, they reflected that such is a democratic right of communities to illustrate their frustration through protests all over the world. This has however to be done in a more civil manner by ensuring that there is no destruction of property through burning tyres and that all human lives are protected throughout the so called protests. This can however be ensured through by adhering to the Gatherings Act, Act 205 of 1993.

On skills gaps and capacity building in the municipality, the government officials reflected that the performance of the municipality will never improve for as long as the existing skills gaps prevail. They indicated that the municipality is participating in the Minimum Competency Capacity Building programme currently offered by National Treasury. They reflected on that the municipality is also planning to cascade such a programme to even lower and middle managers to ensure a total transformation of the municipality's capacity to deliver services to communities.

They also reflected on the need for the municipal leadership to fill all vacant critical positions as per the requirement by National Treasury. They were quite optimistic that should that be adhered to, a lot can be achieved by the municipality.

On the factors leading to the dearth of leadership in directing service delivery in the community, they both saw a need to educate communities on the power of being organised. They reflected that now is the correct and relevant time for the emergence of the Great Man Leadership in society. They however warned that people should not take advantage of the situation the community finds itself in and use that to score cheap popularity points. Such can be their downfall at the end of the day. Instead they should be committed to serve the community without eyeing on any material gains.

Apart from infrastructure issues, the two government officials also reflected on some of the social challenges giving him nightmares on a daily basis. The ever escalating unemployment figures, particularly among the youth and the unavailability of recreational facilities, leaving a lot of young people loitering on streets, are but some of his major concerns.

#### **4.7 INTERVIEWS WITH FOCUS GROUPS**

As reflected in Chapter 3 above, Focus Groups are, according to Wagner, (2012) when the researcher decides to interview more than one person at a time and instead a group of participants together for the purposes of the interview process. Some researchers argue that group interviews produce data which is rich in detail that is not possible to achieve with individual interviews. They share the belief that group interactions activate forgotten details, widens the range of responses on a particular issue and helps in releasing inhibitions which have a potential for discouraging participants from disclosing valuable information.

On the contrary, it must however also be borne in mind that some participants may feel threatened by other members of the group thus limiting their effective participation on the project. This therefore means that as a researcher, one has to be observant of the group behaviours to ensure timeous proper intervention. The strategic composition of a focus group is critical in ensuring the quality of the data. Participants in a focus group should be as representative as possible to the general population and, although it is often too difficult to attain, they should be as relevant to the topic as possible.

For these purpose, the researcher has interacted with the following stakeholders as focus groups:

- The Local SANCO
- The Home Based Care Centres
- Youth Organisation

All these respondents were much aware of the role of their organisations and the responsibility they hold in society. They were however concerned about the interaction with the municipality. They lamented that there is no structured way of engaging with the municipality on developmental issues. They actually would prefer a situation where they are engaged separately from the other members of the community as the issues and interests are just not the same.

Asked of factors leading to the dearth of leadership in directing the delivery of services to the community, most of the participants reflected on the unclear interaction approach often used by the municipality to reach out to communities. They argued that meetings are often called at very awkward hours and the only time you get to hear of a meeting happening at a convenient time is when they want community members to elect them into power and once that has happened they just disappear for good.

They are concerned about the fact that every time someone emerged as a front runner in a particular campaign, they are soon deployed into government positions and their voice vanishes. While the community remains concerned about these tactics by government officials, they are equally concerned about the lack of integrity from some of their leaders as they say that they often use the plight of the community to position themselves for deployments into government positions.

On leadership trends, they were in agreement that the current situation requires for a sober leader who will carry the interests of the people at heart. They reflected on corruption as the major concern reversing all the gains of the democratic project in the country today.

Most of the members of focus groups felt the need to capitalise on the emergence of the Great Man Leadership theory in the community. They argued that there are a lot of leaders who can be easily be in the class of Ghandi and Nightingale particularly the old women who are, on a daily basis, giving care and support to bed ridden members of the community without any monetary gain.

They also argued that there is a need to building on the Local Economy as reflected in Tukwayo, (2014). They hold the view that there is a lot of talent particularly among the youth which goes to waste for lack of support by government. They reflected on a number of strategies which might help in building on the sustainability of the local economy.

Skills gaps and capacity building were also reflected by most groups as a solution to capacitate the youth and have them participating in the mainstream of the local economy. Further Education and Training studies were identified as one of the catalyst together with internships for exposure to the real work environment. These and many other strategies were cited as solutions which can help the government in building what these structures call the sustainability of the country.

A number of them made valuable inputs on the need to transform the education system in the country. They argued that the system still favours the white minority as opposed to the black majority. They pointed out that campaigns like #FeesMustFall should have been long avoided should the leadership had stuck to the contents of the constitution of the Republic. Apart from the fee structure and entry levels at universities, they argue that the education system has never been accommodative of the fundamental education needs of the black majority as they are still subjected to learn and articulate a foreign curriculum. They call for a strong regime change and transformation on the content of the type of education currently offered in South African Schools.

#### **4.7 EXAMINATION OF RECORDS FOR CROSS-VALIDITY**

There are a number of mechanisms which can be employed to promote the validity and reliability of research data. These include though not limited to the following 5 key techniques:

By using collaboration one can ensure the credibility of the research data. Collaboration is a process which involves the participants as co-researchers throughout the project. It also helps in ensuring a collective ownership of the end product.

Thick, rich description refers to another procedure of establishing credibility in a research study. This is done by describing the setting, the participants, and all related themes in a rich, qualitative, thick and dense manner as opposed to giving mere information which lack detail. A peer review is a process wherein the data is given to someone who is knowledgeable on the topic or the phenomenon with an aim of providing support and conducting a critical analysis of the data at hand until they are as credible as possible.

Triangulation is a validity procedure researchers search for convergence among multiple and different sources of information to form themes in a research study.

This is a research data validity procedure wherein researchers disclose their assumptions, beliefs and biases which have a potential to influence the shape of the inquiry. In this stage, the researcher does so voluntarily without the influence of external stakeholders.

Below is a Table showing the interpretation of statistical data which can as well be cross-examined using water and sanitation as the main focal points to establish the reliability of the findings. It must be noted from the table below that should there be contrasting figures between the two components, then something is not right on the findings of the study. The table is an extract from the Statistical figures distributed by Stats SA after the 2011 Household Survey.

**Table4: Number of households with access to water and sanitation in Ehlanzeni**

Municipality	2013/14				
	Total No of Households	Water	To date	Sanitation	To date

Mbombela	181 309	130 063	71.2%	72%	161 773	100%	44%
Bushbuckridge	134 199	110 656	82.5%	42%	111 983	83.4%	87%
Nkomazi	96 201	77 829	80.9%	69%	64 286	66.8%	84%
Umjindi	19 563	18 467	94.4%	90%	19 563	100%	89%
Thaba Chweu	33 352	31 623	94.8%	87%	33 052	99.1%	88%
<b>EHLANZENI</b>	<b>464 624</b>	<b>368 638</b>	<b>82.8%</b>	<b>72%</b>	<b>390.657</b>	<b>87%</b>	<b>78%</b>

## **4.9 CONCLUSION**

The chapter on data presentation carries a discussion on findings on the collected data. This chapter highlights the different techniques used in presenting each set of data in the report.

To arrive at this particular point the researcher had to undergo an extensive illustration to highlight such a systematic approach in presenting qualitative and quantitative data in the research project as accorded by Wagner, (2012). Data presentation differs from one approach to the other. She reflects on the fact that while Qualitative data is presented in a comprehensive, holistic, expansive and richly descriptive manner, Quantitative data is always precise, to the point and presented in a numerical manner.

Both these techniques have vastly been discussed in the chapter under review and an example or even examples were shared to substantiate each argument made. Presentation of primary data was used focussing mainly on the documents cited above.

These were all useful documents in informing and identifying any underlying gaps which might be a course for the lack of leadership to drive service delivery to the community. Documents like the Municipal IDP which contain the municipal public participation strategies and programmes were to this end been useful. Other document are the relevant policies and organisational constitutions of the various organisations who were identified to take part in the project.

The presentation of secondary data was also discussed. This is the data collected through the interview sessions. The chapter outlines at length all the processes leading to each interview sitting. Profiling of participants and incidences is one particular factor that features prominently on the chapter.

A number of key issues were raised from these engagements and of which have been extensively discussed in the chapter on data presentation. While external stakeholders like the NGOs did not generally believe that they were given the necessary attention by their political counter parts, government officials were

convinced that there are doing everything they can to harness relations between them and the community through their public participation programmes. This chapter has therefore afforded the researcher an opportunity to present all such findings in a manner which is clearly understood and traceable on the ground.



## **CHAPTER 5**

### **INTERPRETATION AND ANALYSIS OF THE FINDINGS**

#### **5.1 INTRODUCTION**

The chapter on interpretation and analysis of data will cover among other aspects, an illustration of the linkages between the problem statement and the conceptual framework as already discussed in the previous chapters. It will afford an opportunity for members of the community to air their voices. Civic Society Organisations and Government Officials will also make their contribution to the project. This, the researcher will do through consulting with relevant structures and articles already shared on the public domain.

Mentz as cited on Wagner, (2012) reflects that descriptive statistics are used to explain the data set from the sample. This is but one of many methods of quantitative data analysis which can be used in making sense of the numerical data collect throughout a research project. She further warns that using incorrect data may affect the validity of the results at the end.

In the case of population statistics, a sample which is a subset of the entire population will be used to the represent the aspirations of the entire population as it will be just time consuming, costly and practically impossible to test the entire population on a particular matter at the same time. Researchers therefore use sample statistics to describe or estimate population parameters.

#### **5.2 PROBLEM STATEMENT AND THE CONCEPTUAL FRAMEWORK**

The study acknowledges that there is a lack of leadership in directing the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality. From collected evidence through interviews and related documents there seems to be a positive agreement on the fact that there is indeed a lack of leadership in the delivery of services to the community. From the conceptual framework discussed in detail in Chapter 2 on the Literature Review, it has been made clear that the study will be carried through a qualitative research method using interviews as a means of collecting data.

After having considered both the epistemic and cognitive factors as cited in the research problem and purpose statements above, it became imperative that the project follows a qualitative research methodology. In this case it will allow the entire process to be phenomenological and symbolic in nature. It will also give meaning to the grounded and constructivist theory of enquiry making it easy for the reader to understand and interpret the data.

The qualitative inquiry is often referred to by many researchers as Critical Theory, Merriam, (2002). Merriam further states that Critical Theory emerged in the early 1920s by a group of German Scholars only known today as the Frankfurt Schools of Research. These Scholars focused on emerging theory, practice and inquiry with a historically grounded understanding of contemporary, social, political and cultural issues.

Since then Critical Theorists have been influenced by the work of Habermas who believed that human beings are unnecessarily oppressed by implicit cultural ideologies. Therefore, the goal of critical theory research is to make these unconscious belief systems explicit, thereby freeing individuals by providing alternatives through self-reflection and social action. Critical Theorists work for social justice by constantly challenging and questioning societal values and practices.

If one considers the above submission, it becomes worth noting that social movements and organisations have an impeccable space and power to drive development in their communities. Whether or not the structures involved in this inquiry are aware of such, remains to be seen. The Constructivists paradigm is, according to Wagner (2012), viewing reality as being socially constructed and holds the view that there are multiple realities. It perceives knowledge as being subjective and idiographic wherein truth is dependent upon the context.

This particular paradigm is value-laden and emphasizes that values influence how we think and behave as well as what we find to be important. Typical research designs followed by this particular paradigm are qualitative research methods such as phenomenology, ethnography, symbolic interaction and other naturalist forms of inquiries.

## **5.2.1 THE VOICE OF COMMUNITIES ON THE DEARTH OF LEADERSHIP IN THE DELIVERY OF SERVICES IN THE AREA**

Makananisa, (2011) reflects on the need to harness relations between councilors and the community they serve in his report on the investigation he undertook on the state of service delivery in rural South African Municipalities using the Vhembe District Case Study in Limpopo.

The study highlights community's perceptions on the municipality to deliver basic services, the role of councilors in ensuring the delivery of services in the communities they serve, the extent of community engagement and participation in influencing the developmental agenda of the community and lastly the need for councilor training to bridge the skills gaps that exist in our municipalities.

This particular study acknowledges the fact that there is a general consensus among the community members that the state of service delivery in the area is deteriorating. This notion is further qualified by the escalating service delivery protests which have lately been a common feature in the community. Further to this the issues highlighted on the Service Delivery Protests Barometer and Municipal IQ reports confirm to a larger extent all such motions.

On the interactions had with various members of the community of KaMhlushwa Township, the following issues were established:

Most of the community members seemed very much aware of the power that the community holds in directing the delivery of services to communities which is why they always opted in staging service delivery protests as opposed to engaging in a formal manner with the authorities.

Asked if they there are any active leaders in the community which can be relied upon in driving such an agenda, most of them confirmed the abundance of leadership in the community. They are however concerned about the fact that once someone emerge as a front runner in a particular campaign, they are soon deployed into government positions and their voice will no longer be heard. While the community remains concerned about these tactics by government officials, they are equally

concerned about the lack of integrity from some of their leaders as they say they often use the plight of the community to position themselves for deployments into government positions.

On the strategies which can be recommended with an aim of changing the situation around, most community members felt that there is a strong need for the emergence of the Great Man leadership theory in the community. Such should be characterised by a selfless service, a passion for one's community, care for others regardless of their political affiliation, race and nationality. They felt that it is a time for establishing strong community structures which should be driving the developmental agenda in the area.

### **5.2.2 THE VOICE OF CIVIC SOCIETY ORGANISATIONS**

In highlighting the voice of Civic Society Organizations in directing service delivery to communities the researcher first discusses Robert F. Kennedy's "Speaking Truth to Power" campaign, the power of the Kerala people in directing service delivery in India and later on the slacktivism campaigns which have seemingly taken South Africa by storm.

The "Speaking Truth to Power" campaign remains to be a global multi-faceted initiative aimed at advancing human rights and justice since the late fifties. The campaign was aimed at lobbying for, among other things, the fight against slavery, environmental activism, religious self-determination and political participation. He knew very well what it takes to challenge big institutions like the government. For such universal principles to be realized, one has to be prepared to endure hardships and to undergo some sacrifices in life. Although this might be a concept which is more than a century old, it still is as fresh as relevant even in this day and age.

The researcher will therefore illustrate the role of leadership in society by bringing in Moyle, (2015) in a book titled after Robert F. Kennedy's initiative: Speaking truth to Power which illustrates how a small NGO called AIDS Law Project (ALP) together with its allies like the Treatment Action Campaign (TAC) managed to advance the constitutional rights of people living with HIV and AIDS in South Africa.

These organizations used legal platforms like the courts and staged mass participation campaigns until such time that the South African government started paying attention to the HIV and AIDS pandemic. The stigma and all the myths attached to the virus were eventually dealt with through this activism. Today South Africa has laws which protect the rights of people living with HIV and AIDS and is said to be among the leading countries with a progressive and largest treatment programme for HIV and AIDS in the world. This particular situation could not have been realized if it was not for the commitment of Civil Society Organizations like the Treatment Action Campaign and the AIDS Law Project.

Wells, (1993) makes an account on the history of Women's Resistance to Pass Laws in South Africa during the 50s. It is out of this national campaign that South African women managed to mobilize and stand against an oppressive law which did not only regulate their identity but to curb their geographic movement and even went on to lock them up in employment structures even when conditions were no longer favorable.

In a case similar to the texts cited above wherein the mass/social power is reflected as a force to drive development in society, Isaac and Franke, (2002) gives a practical illustration on how the Kerala People in India managed to drive and direct the developmental agenda in their community. Through their support to the political vision, they managed to craft a societal mass movement which gave meaning to the community's needs instead of folding arms and waiting for the government to deliver for them.

The Kerala experiment can be viewed as not just a mechanism for development but a formidable force for resistance against corruption, maladministration and nepotism. Through this initiative, the Kerala people fought all neo-liberal strategies by officials aimed at amassing their own wealth at the expense of the poor. The Chapparappadavu People's Bridge is but one such project which illustrates the mass power in driving development in society.

The recent technological developmental trends of the 20<sup>th</sup> century has brought about a totally new form of activism in society called slacktivism. This is a portmanteau of

the words (slacker) and (activism). It is believed that the term was first used by Dwight Ozard and Fred Clark in the 1995 Cornerstone Journal Festival titled: Use of the term Slacktivism. They defined slacktivism as the act of showing support for a cause by a click of a button and not physically participating in the so-called campaign or movement. Although slacktivism might generally be criticized by the general public citing that these campaigns entail underlying assumptions that all problems can be seamlessly fixed using social media, while this might be true to local social issues, it can prove negative on global predicaments, argues Clark.

Three Civic Society Structures participated in the project. This being the fact that the research is around establishing the role that Civic Society Organisations can play in directing the delivery of services to the community. From their submissions one can establish that there is no clear platform for engagement between these structures and the municipality. They are however optimistic of a changed situation should there be a more coherent and structured way of engagement.

Asked of strategies which could help the situation to improve, most of the participants suggested as follows:

how he would like to see things being done, he was quick to point out that he would like to be consulted on developmental issues in the area and his organisation has a lot to contribute in that regard. "You will only appreciate that for this to happen, someone has to create the platform, if there are no platforms for engagement it becomes fruitless to talk and shout in a hall full of less interested people." He reflected. He further pointed out the need for a separate session between his organisation and the municipal officials on developmental issues than to club everybody together which end up defeating the objectivity and level of engagement on critical issues.

That there is a need to capitalise on the emergence of the Great Man Leadership theory in the community. They argued that there are a lot of leaders who can be easily be in the class of Ghandi and Nightingale particularly the old women who are, on a daily basis, giving care and support to bed ridden members of the community without any monetary gain.

They also argued that there is a need to building on the Local Economy as reflected in Tukwayo, (2014). They hold the view that there is a lot of talent particularly among the youth which goes to waste for lack of support by government. They reflected on a number of strategies which might help in building on the sustainability of the local economy.

Skills gaps and capacity building were also reflected by most groups as a solution to capacitate the youth and have them participating in the mainstream of the local economy. Further Education and Training studies were identified as one of the catalyst together with internships for exposure to the real work environment. These and many other strategies were cited as solutions which can help the government in building what these structures call the sustainability of the country.

A number of them made valuable inputs on the need to transform the education system in the country. They argued that the system still favours the white minority as opposed to the black majority. They pointed out that campaigns like #FeesMustFall should have been long avoided should the leadership had stuck to the contents of the constitution of the Republic. Apart from the fee structure and entry levels at universities, they argue that the education system has never been accommodative of the fundamental education needs of the black majority as they are still subjected to learn and articulate a foreign curriculum. They call for a strong regime change and transformation on the content of the type of education currently offered in South African Schools.

Focus Groups are, according to Wagner, (2012) when the researcher decides to interview more than one person at a time and instead a group of participants together for the purposes of the interview process. A number of issues were highlighted by the focus groups during these interviews.

Some researchers argue that group interviews produce data which is rich in detail that is not possible to achieve with individual interviews. They share the belief that group interactions activate forgotten details, widens the range of responses on a particular issue and helps in releasing inhibitions which have a potential for discouraging participants from disclosing valuable information.

On the contrary, it must however also be borne in mind that some participants may feel threatened by other members of the group thus limiting their effective participation on the project. This therefore means that as a researcher, one has to be observant of the group behaviours to ensure timeous proper intervention.

The strategic composition of a focus group is critical in ensuring the quality of the data. Participants in a focus group should be as representative as possible to the general population and, although it is often too difficult to attain, they should be as relevant to the topic as possible.

For these purpose, the researcher has interacted with the following stakeholders as focus groups:

- The Local SANCO
- The Home Based Care Centres
- Youth Organisation

All these respondents were much aware of the role of their organisations and the responsibility they hold in society. They were however concerned about the interaction with the municipality. They lamented that there is no structured way of engaging with the municipality on developmental issues. They actually would prefer a situation where they are engaged separately from the other members of the community as the issues and interests are just not the same.

Asked of strategies which could help the situation to improve, most of the participants suggested as follows:

how he would like to see things being done, he was quick to point out that he would like to be consulted on developmental issues in the area and his organisation has a lot to contribute in that regard. "You will only appreciate that for this to happen, someone has to create the platform, if there are no platforms for engagement it becomes fruitless to talk and shout in a hall full of less interested people." He reflected. He further pointed out the need for a separate session between his organisation and the municipal officials on developmental issues than to club everybody together which end up defeating the objectivity and level of engagement on critical issues.



That there is a need to capitalise on the emergence of the Great Man Leadership theory in the community. They argued that there are a lot of leaders who can be easily be in the class of Ghandi and Nightingale particularly the old women who are, on a daily basis, giving care and support to bed ridden members of the community without any monetary gain.

They also argued that there is a need to building on the Local Economy as reflected in Tukwayo, (2014). They hold the view that there is a lot of talent particularly among the youth which goes to waste for lack of support by government. They reflected on a number of strategies which might help in building on the sustainability of the local economy.

Skills gaps and capacity building were also reflected by most groups as a solution to capacitate the youth and have them participating in the mainstream of the local economy. Further Education and Training studies were identified as one of the catalyst together with internships for exposure to the real work environment. These and many other strategies were cited as solutions which can help the government in building what these structures call the sustainability of the country.

A number of them made valuable inputs on the need to transform the education system in the country. They argued that the system still favours the white minority as opposed to the black majority. They pointed out that campaigns like #FeesMustFall should have been long avoided should the leadership had stuck to the contents of the constitution of the Republic. Apart from the fee structure and entry levels at universities, they argue that the education system has never been accommodative of the fundamental education needs of the black majority as they are still subjected to learn and articulate a foreign curriculum. They call for a strong regime change and transformation on the content of the type of education currently offered in South African Schools.

### **5.2.3 THE VOICE OF GOVERNMENT ON THE ROLE OF LEADERSHIP IN THE DELIVERY OF SERVICES**

As highlighted above on the Background of the research, both the Service Delivery Protests Barometer (2014) and the Municipal IQ Journal indicate an outcry in society based on government's ability to deliver basic services to communities. These pointers are further elaborated by the texts cited below:

In a study conducted by Butterworth, (2010) in a form of a literature review, the researcher makes a valuable attempt to outline the concept of service delivery in a more general but rapid sense. The study aims at identifying some of the key debates, terminologies and examples which might be useful in the broader understanding of the service delivery concept particularly the rural communities. The provision of domestic water has been used throughout the study to measure governments' ability to address some of the challenges faced by communities today.

After the concrete diagnosis of the systems failure to address community issues, the study goes further to recommend a more holistic and systematic approach to dealing with basic service delivery challenges if indeed the Millennium Development Goals are to be realized.

A vast literature carrying the voice of government through Statistical reports, the Service Delivery Barometer and the Municipal IQ have also been interacted with to bring about an understanding on the contrasting views coming from the different angles of society. Some of the issues which came of the interactions with government officials include the following:

- They both agreed that the holistic one size fits all approach is not working and needs reviewing. They reflected on the need to review their Public Participation Strategy as one of the starting points. In so doing the council-community engagements may be enhanced.
- They both agreed to the fact that the municipality is not taking full advantage of the leadership which is there in abundance in communities. They reflect that should the situation allow for the emergence and promotion of the Great Man Leadership theory, a lot can be achieved in a short space of time. That

however should not be left to government or the municipality but to the communities themselves to learn to support each other all the time.

- On the escalating service delivery protests, they reflected that such is a democratic right of communities to illustrate their frustration through protests all over the world. This has however to be done in a more civil manner by ensuring that there is no destruction of property through burning tyres and that all human lives are protected throughout the so called protests. This can however be ensured through by adhering to the Gatherings Act, Act 205 of 1993.
- On skills gaps and capacity building in the municipality, the government officials reflected that the performance of the municipality will never improve for as long as the existing skills gaps prevail. They indicated that the municipality is participating in the Minimum Competency Capacity Building programme currently offered by National Treasury. They reflected on that the municipality is also planning to cascade such a programme to even lower and middle managers to ensure a total transformation of the municipality's capacity to deliver services to communities.
- They also reflected on the need for the municipal leadership to fill all vacant critical positions as per the requirement by National Treasury. They were quite optimistic that should that be adhered to, a lot can be achieved by the municipality.
- On the factors leading to the dearth of leadership in directing service delivery in the community, they both saw a need to educate communities on the power of being organised. They reflected that now is the correct and relevant time for the emergence of the Great Man Leadership in society. They however warned that people should not take advantage of the situation the community finds itself in and use that to score cheap popularity points. Such can be their

downfall at the end of the day. Instead they should be committed to serve the community without eyeing on any material gains.

- Apart from infrastructure issues, the two government officials also reflected on some of the social challenges giving him nightmares on a daily basis. The ever escalating unemployment figures, particularly among the youth and the unavailability of recreational facilities, leaving a lot of young people loitering on the streets, are but some of his major concerns.

#### **5.4 CONCLUSION**

The chapter on the interpretation and analysis of the findings have allowed the researcher an opportunity to discuss at length his findings and how they seek to address or respond to the research questions.

This exercise was carried through a distinct separation between the two sets of data which are primary data and secondary data respectively. The analysis of the primary data has been carried out using documents like the Municipal IDP, the Constitution of SANCO and other relevant documents like the data base of NGOs in the area. Municipal officials and leaders in the various organisations were very helpful during this exercise.

Secondary data was collected through interview using highly knowledgeable people as units of analysis. Each and every interview was professionally handled with all the processes of a research interview being adhered to.

## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

South Africa is now 21 years into democracy and 15 years into a formalised Local Government Sector. A lot of lessons have been learn over this period. We owe it to no one else but to ourselves for having taught ourselves all these valuable lessons. There has been a number of challenges along the way. As indicated in Service Delivery Protest Barometer, the country has lately been characterised by sporadic service delivery protests which reflect a somewhat failure by government to deliver basic services to communities.

Contrary to the above painted picture, there is an indication of a sharp increase on the South African Human Development Index. Analysts believe that this is attributed to the decent housing developments seen over the past years in rural communities, the grant allocation and basic care and support programmes particularly to the elderly and the youth.

Leadership at all levels will therefore have to be cautious of all these developmental trends as they dictate the agenda of any developing country. If there was ever a time to conscientize communities on the role they can play in directing the development in their localities, surely that time will be now than ever before. Civic Society structures have the power to lobby and advance community needs. Our constitution promotes participatory democracy particularly on socio-economic and political issues. If this notion can be advanced, a lot can be achieved.

#### **6.2 MAJOR CONCLUSIONS**

#### **CHAPTER 1**

In chapter 1 the researcher gave an account on the introduction and background leading to the study on the role of leadership in the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality. There are also a number of areas which have been covered by this chapter which includes, though

not limited to, the problem statement which have to a greater extent been linked to the conceptual framework of the study.

The researcher also covered, as part of chapter 1 of the report, the purpose of the study and the research questions. It must however be noted that such research questions have also been linked to the interview questions which have been attached as an annexure to the report. The researcher also used this chapter to discuss the significance of the study. The final segments of the report covered the report outline and the conclusion to the chapter.

## **CHAPTER 2**

Chapter 2 of the report covered the literature review. In this chapter the researcher discussed the definitions and significance of a review in a research project. As correctly illustrated by Bhatia, (1993) as he defines the concept of literature review by saying that a literature review is an evaluative report of information found in the literature related to a selected area of study. He further guides that such a report should describe, summarize, evaluate and clarify the topic at hand with an aim of giving a theoretical base for the research and help the researcher to determine the nature of the results. Indeed the review assisted the researcher a great deal in determining the nature of the outcomes of the project.

The significance of a literature review in a research project is illustrated by Hart, (1999) as a process which helps researchers to draw strong motivation and argument points on a particular topic by having a clear account of the current state of affairs and encouraging consideration of work already carried out by other researchers in order to frame and map out own research and filling in existing knowledge gaps. Although most scholars agree in that there is no common way of conducting a literature review but sources like previous research projects, thesis, journal papers and articles are critical reference points when conducting a literature review.

The chapter on literature review also discussed to a larger extent the theoretical framework bringing in the concepts of leadership and governance to the fore. This part of work assisted the researcher in coming up with a suitable framework for the

inquiry at the end. The rationale for such a choice has also been conclusively discussed.

The chapter on literature review also discussed at length the concept of service delivery. The Service Delivery Protests Barometer, (2014) and the Municipal IQ Report highlight to a larger extent how the issue of service delivery has impacted on the socio-economic status of our country. These two reports reflect on the both the internal and external factors leading into the outcry on the service delivery programme in communities.

Other scholars have went on to conduct extensive work in the form of best practices which can be used in improving the level of service delivery in communities. All this work has been done with an aim of suggesting a clear way forward for considerations and the replicability of the study on the role of leadership in the delivery of services to rural communities in particular.

The literature review concluded with a conclusion covering all topical points contained in the chapter.

### **CHAPTER 3**

The chapter on the research methodology covered among other areas an in-depth understanding on the different research approaches. These are qualitative, quantitative. This chapter outlined the characteristics of each approach and its applicability in a research project.

The different data gathering methods between the two research approaches have been extensively discussed. A quantitative research project uses different techniques of data gathering to a qualitative research approach. This discussion has been clearly carried out such that a meaningful understanding on why a particular design has to suit a certain form of an inquiry.

A discussion on the methods of sampling has also been carried out in this particular chapter. Sampling in this study has been purposeful, in accordance with the participant's relevance to the purpose of the study and a limited number of people

have been identified to represent the aspirations of civic society groups with regards to their role in the delivery of services in the community.

Unlike in a Quantitative Research where participants are selected randomly and are many in size, in this particular study, since it follows a Qualitative Method, the sampling has been conducted using the Civic Society Groups/NGOs data base obtained from the Local Municipal Office at KaMhlushwa. The same data base/list of NGOs is the one used by both the Provincial and National Departments when conducting their intervention programmes in the area.

It must however be noted that on the Unit of Analysis there will be an addition of the Ward Councillor and the Municipal Manager as representatives of Nkomazi Municipality although they do not form part of the list of participants stated above. This is however done to ensure a balanced case and to enable validity of the results as municipalities and councillors in particular are the closest link between government and the community.

A clear narration on how, where and when was the data collected is also outlined in each case. The chapter concludes by bringing in the ethical issues and how they were addressed. These include issues like observing the gate keeping protocols in any organisation, observing the privacy and confidentiality of participants, guarding against deception, getting a consent from participants before embarking on the project and ensuring the accuracy of reporting, to mention but a few. All such stipulations are contained in the Research Code of Ethics and a violation of each one of them can lead to harsh punitive measures.

#### **CHAPTER 4**

Chapter 4 of the report covered extensively the all the processes around data presentation. This chapter highlighted to a larger extent the different techniques used in presenting each set of data in the report.

To achieve this particular milestone, the researcher had to undergo an extensive illustration to highlight the systematic approach in presenting qualitative and quantitative data in a research project as accorded to by Wagner, (2012). Data



presentation differs from one approach to the other. She reflects on the fact that while Qualitative data is presented in a comprehensive, holistic, expansive and richly descriptive manner, Quantitative data is always precise, to the point and presented in a numerical manner.

Both these techniques have vastly been discussed in the chapter under review and an example or even examples were shared to substantiate each argument made. Presentation of primary data was used focussing mainly on the documents cited above. These were all useful documents in informing and identifying any underlying gaps which might be a course for the lack of leadership to drive service delivery to the community. Documents like the Municipal IDP which contain the municipal public participation strategies and programmes were to this end been useful. Other document are the relevant policies and organisational constitutions of the various organisations who were identified to take part in the project.

The presentation of secondary data was also discussed. This is the data collected through the interview sessions. The chapter outlines at length all the processes leading to each interview sitting. A number of key issues were raised from these engagements and of which have been extensively discussed in the chapter on data presentation.

While external stakeholders like the NGOs did not generally believe that they were given the necessary attention by their political counter parts, government officials were convinced that there are doing everything they can to harness relations between them and the community through their public participation programmes. This chapter has afforded the researcher an opportunity to present all such findings in a manner which is clearly understood and traceable on the ground.

## **CHAPTER 5**

The chapter on the interpretation and analysis of the findings have allowed the researcher an opportunity to discuss at length his findings and how they seek to address or respond to the research questions. A clear link between the problem statement and the conceptual framework have been illustrated.

This exercise was carried through a distinct separation between the two sets of data which are primary data and secondary data respectively. The analysis of the primary data has been carried out using documents like the Municipal IDP, the Constitution of SANCO and other relevant documents like the data base of NGOs in the area. Municipal officials and leaders in the various organisations were very helpful during this exercise.

Secondary data was collected through interview using highly knowledgeable people as units of analysis. Each and every interview was professionally handled with all the processes of a research interview being adhered to. The chapter concludes by drawing up the most significant findings on the study.

## **CHAPTER 6**

The main features of chapter 6 are the concluding remarks of the research report. This is largely characterised by the major conclusions per chapter as discussed above. This chapter is also important in that it brings about signage and co-relation in the narration of all the chapters.

It is also constituted by the recommendation segment whereby the researcher proposes some of the major steps which need to be taken in order to ensure continuity and replicability of the topic under review. The limitations of the study are also herein shared in this chapter.

### **6.1 RECOMMENDATIONS FOR FURTHER CONSIDERATION BY OTHER RESEARCHERS**

Considering the data collected from both the documents discussed under the literature review and actual interviews with participants, the following are some of the recommendations made by the researcher for further studies on the topic.

- a. Researchers should further explore the causal factors to the dearth of leadership in communities,
- b. There is also a need to evaluate the effectiveness of the current public participation strategies in municipalities,

- c. The project has a potential to take up a constructive discussion which will highlight the type of leadership expected by the modern society,
- d. There is room for further discussing leadership trends which can be responsive to the needs of society today.

## **6.2 RECOMMENDATIONS FOR REPLICABILITY**

Considering the data collected from both the documents discussed under the literature review and actual interviews with participants, the following are some of the recommendations made by the researcher for replicability elsewhere in similar cases in the world.

- a. There is a need for municipalities to have a clear public participation programme through which they will run their councillor-community relations,
- b. There is a call for society to adopt the transformational leadership approach when selecting their representatives,
- c. There is a need for government to invest in “Township Economy” in order to stimulate the local economy,
- d. There is a need for municipalities to urgently fill up all critical positions,
- e. There is a need for municipalities to give priority to all issues raised by the Auditor General in previous management letters,
- f. There is a need for municipalities to consider using Statistical reports like Household Surveys and the Census reports as a basis for planning,
- g. there has to be a more effective monitoring and evaluation mechanism as an oversight tool to monitor the performance of councilors,
- h. There has to be an extensive capacity building program for councilors to assist them in carrying out their legislative and electoral mandate, and
- i. It is essential for the successful implementation of a new system of local government that programmatic support is provided to municipalities to assist them during the next phase of the transition process.

## **6.3 CONCLUSION**

The study on the role of Civic Society leadership in directing the delivery of services to the community of KaMhlushwa Township in the Nkomazi municipality has been carried out using the grounded theory following a qualitative research method. The study assisted in highlighting some of the pertinent challenges hindering the effective delivery of services to the community. It is only after there has been interactions with various role players that clear recommendations on such challenges can be drawn for possible use and replicability elsewhere in addressing similar cases. Conducting this particular study has indeed been an eye opener.

## REFERENCES

Bhatia, V. (1993). *Analysing Genre*, Longman: London.

Butterworth J, (2011). *A Brief Review of Service Delivery Concepts: A literature review*.

The Hague: International Research Council for Water and Sanitation Centre, (2014).

Conger, J. Kanungo, R & Menon, S. (2000) *Charismatic Leadership and Follower Effects: Journal of Organizational Behavior*. Vol. 21, 747 – 767.

Cooper, H. (2015) *Scientific Guidelines for Conducting Integrative Research Reviews: Review of Educational Research Journal*. Vol. 52 No. 2 of 1982, American Education Research Association, USA.

De Laine, M. (2000) *Fieldwork, Participation and Practice: Ethics and Dilemmas in Qualitative Research*, SAGE Publications Ltd, London.

Dlamini, A. (2015) *Municipalities in Gauteng are ganging up for loans to deal with infrastructure backlog: The Star News Paper*, January 29, 2015.

Du Toit, D. Knipe, A. Van Niekerk, D. Van der Walt, G. Doyle, M. (2002) *Service Excellence in governance*, Heinemann Publishers (Pty) Ltd. Sandown.

Fukuyama, F. (2014) *Political Order and Political Decay*, Guardian Books, USA.

Groenewald, L. (2013). *MBA's and Leaders: It's all about Movement: Models, Principles and Behaviours*, April 3, 2013.

Hart, (2012) *Doing the Literature Review*: Longman, London.

Hersey, P. Blanchard, K. (2014). *Situational Leadership*: SAGE Publications Ltd, London.

Isaac, T. and Franke R. (2002). *Local Democracy and Development: the Kerala People's campaign for decentralized planning*; Rowman and Littlefield Publishers, Inc. USA.

Jartese, (2013) 8 Differences between Traditional and Collaborative Leadership: *Thought Leadership Journal*, November 21, 2013.

Kotter, J. (2013). *Management is (Still) not Leadership*: Penguin Publishers, USA;  
Lunenburg, F. (2011) *Leadership versus Management: A key Distinction – At Least in Theory*; *International Journal of Management, Business and Administration*: Vol. 14, NO: 1.

Makananisa, T. (2011). *An investigation into the state of Municipal Service Delivery: A case study of Vhembe District*.

Mandela, N. (1994) *Long Walk to Freedom*; Little, Brown and Company: Great Britain, London.

Mbeki, M. (2016). *A Manifesto for Social Change, How to Save South Africa*; Pan Mac Millan: South Africa.

McNamara, C. (2013). *Guidelines to understanding Literature about Leadership*.

McCarthy, D. (2015). *What is Leadership? 30 Definitions*.

Merriam S, (2002). *Qualitative Research in Practice: Examples for Discussion and Analysis*; Jossey-Bass Publishers, San Francisco.

Moyle, D. (2015). *Speaking Truth to Power*; Jacana Media (Pty) Ltd, Auckland Park, South Africa.

Northouse, (2007) 8 Differences between Traditional and Collaborative Leadership: New Edition.

Obama, B. (2004) Dreams from my Father; Clays Ltd, St Ives plc, Great Britain.

People in Politics: Quarterly Review of Political Leadership, (1991) 4<sup>th</sup> Quarter Vol. 1 NO: 1. Durban Institute for a democratic alternative.

Perdue, J. (2012) 5 Leadership Approaches for Knowing, Being and for Doing.

Peters, T. (1987) Thriving on Chaos: A Handbook for a Management Revolution. Harper & Row Publishers, New York.

Powell, D. & De Visser, J. (2012) Service Delivery Protest Barometer: Multi-level government initiative, Community Law Center, Cape Town.

Teelken, M. Ferlie, E. and Dent, M. (2012) Leadership in the Public Sector: Promises and Pitfalls; Routledge Taylor and Francis Group; London and New York.

Tester, K. (1997). Moral Culture; SAGE Publications (Ltd); London.

The Holy Bible: New International Version (1982) Bible Society of South Africa; Cape Town.

Tukwayo, T. (2015). Investing in Township Economy.

Tzu, S. & Cleary T. (2005). The Art of War: Shambala, London.

Ward S, (2014). Small Businesses Need Leadership Too; London.

Wagner, C. Kawulich, B. Garner, M (2012) Doing Social Research: A global context, McGraw Hill Higher Education.

Wells, J. (1993). *We now Demand! The History of Women's Resistance to Pass Laws in South Africa*; Witwatersrand University Press, Johannesburg.

Zeitchik, S. (2014) *Secretes of Leadership Success: A Leadership Definition Journal*.



## **ANNEXURE A**

### **INVITATION TO PARTICIPATE IN THE RESEARCH STUDY ON THE ROLE OF LOCAL LEADERSHIP IN THE DELIVERY OF SERVICES TO THE COMMUNITY OF KAMHLUSHWA TOWNSHIP IN THE NKOMAZI MUNICIPALITY**

Good Day,

My name is Roy Steven Makwakwa and I am registered with the University of the Witwatersrand's Faculty of Commerce, Law and Management as a Post Graduate Student under the Public and Development Management Studies and am currently conducting a research study for the Masters' Degree on the role of the local leadership in directing the delivery of services to the community of KaMhlushwa Township in the Nkomazi Municipality.

I am writing to request you to participate in the above stated research by sharing your personal experiences and perceptions leading to the dearth of leadership in the delivery of services to the community. Your contribution and submissions to this inquiry will never be used for other purpose other than the academic one as laid out on the research objectives.

You are also herein guaranteed that all your responses, identity and any other ethical considerations will be kept privately to ensure the protection of your rights. A consent letter will also be signed between yourself and the interviewer before the session commences, should you wish to participate in the study. The interview will not last more than thirty minutes.

It will be a great pleasure to have you on the programme and please kindly indicate your availability and willingness to participate by calling me on: 079 5299 908 or email: [rmakwakwa@gmail.com](mailto:rmakwakwa@gmail.com)

Thank you in anticipation for your support to the initiative.

Regards,

Roy Makwakwa

## ANNEXURE B

### INTERVIEW QUESTIONS

#### SECTION A: DEMOGRAPHIC INFORMATION

<b>A1</b>	<b>GENDER (Tick the appropriate Box)</b>			
	Male		Female	

<b>A2</b>	Age Group	18 - 25	26 – 35	36 - 45	46 +
	(Tick the appropriate Box)				

<b>A3</b>	Education Level	Below Metric	Metric	M + 3	Above
	(Tick the Appropriate Box)				

A4. State your position in the municipality/in your organisation.

---

A5. How many years have you been with your organisation?

---

#### SECTION B GENERAL QUESTIONS

B1. What are the factors leading to the dearth of leadership in directing the delivery of services to the community of KaMhlushwa Township?

---

---

B2. Who, according to your understanding is responsible for bringing about service delivery in the community and why?

---

B3. Have you or your organisation ever been involved in the planning of developmental programmes and projects in the area? If “yes” what were your experiences in that meeting and if “no” what do you think needs to be done to get your organisation’s involvement in the planning of local programmes?

B4. What do you understand the role of your organisation to be in relation to the delivery of services in the community?

---

### **SECTION C: LEADERSHIP TRENDS IN THE DELIVERY OF SERVICES**

C1. What have been some of the leadership trends globally and locally in directing the delivery of services to communities?

---

C2. Which of these have worked and which have failed?

---

C3. Support each of your submission made in point C2 above.

---

C4. Does the Great Man leadership theory still have a role in directing and influencing the developmental agenda in modern societies?

---

C5. What have been your personal experiences on the role of Transformational Leaders/Great Men in the planning and delivery of community projects and programmes?

---

## **SECTION D: LEADERSHIP STRATEGIES TO ENHANCE SERVICE DELIVERY**

D1. What do you think are the courses of the service delivery protests in the area?

---

D2. What are some of the leadership strategies which needs to be considered in directing the delivery of services to communities?

---

D3. What can you recommend to be done by the municipality to ensure an effective delivery of services to the community?

---

D4. What needs to be done by the community to ensure an effective delivery of services in the area?

---

D5. In your own understanding, do you think the community has the power to direct the delivery of services?

---

D6. In closing, is there any other issue which needs to be considered in carrying this discussion forward?

---