



**Assessing the ward councillors' leadership characteristics
and their impact on service delivery
in eThekweni Metropolitan Municipality**

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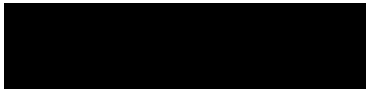
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DECLARATION

I, Zamokuhle Mbandlwa, hereby declare that this dissertation is my own work and has not been previously submitted for any degree or evaluation at any other University. This dissertation is being submitted in fulfilment of the requirements for the Master's Degree in Public Management in the Faculty of Management Sciences. I further declare that:

- (i) The work reported in this dissertation, except where otherwise indicated; is my original work.
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05/04/2018

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ABSTRACT

The local government level is considered as the first level of government that is closer to the people and expected to deliver the needs of the people. The ward councillors are entrusted with the responsibility of delivering the public services at local government level and also entrusted with control of the government resources of local government. The individual leadership characteristics of ward councillors contribute to how decisions are made at local government level and eThekweni Metropolitan Municipality as a big metropolitan in the country is viewed as a very important municipality, which is expected to produce effective leaders who will protect the image of the municipality and at the same time attract more investors from other countries to invest in the municipality and create employment opportunities for the people. The leadership characteristics of ward councillors have certain elements that can easily satisfy the needs of the people if they are applied effectively. The majority of ward councillors who participated in this study had a positive attitude towards the assessments of their leadership characteristics, but some individuals did not find it useful to participate in some of the questions due to personal reasons. Most of the ward councillors indicated that they found it difficult to fully participate in the making of by-laws, primarily because they lack the understanding of the local government policies; while others have lost interest in participating because the majority always make decisions against their wishes or views. The mixed methods approach for this particular study was used because the study seeks to discover human actions, institutions, events and customs with the aim of constructing what is being studied in sufficient depth and detail. This approach is more relevant to investigate service delivery issues in the municipality. A sampling size table developed by Krejcie and Morgan (2011:607-610) was used to determine that 86 participants formed an appropriate sample size for this study. Simple random sampling was used for this study because the whole population and sampling frame were available. The primary data was collected through self-administered questionnaires that were personally administered by the researcher to the ward councillors.

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ACRONYMS

ANC	African National Congress
APL	African Political Leadership
COGTA	Department of Cooperative Government and Traditional Affairs
DA	Democratic Alliance
DPSA	Department of Public Services and Administration
EMBP	eThekweni Municipal Budget Policy
ETUD	Education and Training Unit for Democracy
GDP	gross domestic product
HDI	Human Development Index
IDP	Integrated Development Plan
IEC	Independent Electoral Commission
ILGRP	Independent Local Government Review Panel
ISS	Institute of Security Studies
LGA	Local Government Act
MEC	Members of the Executive Council
MSA	Municipal Structures Act / Municipal Systems Act
NQF	National Qualifications Framework
PSC	Public Service Commission
SADC	Southern African Development Community
SALGA	South African Local Government Association
SALGC	South African Local Government Council
SAQA	South African Qualifications Authority
SDBIP	Service Delivery and Budget Implementation Plan
SPSS	Statistical Package for the Social Sciences
STATS	Statistics South Africa

CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

This chapter provides an introduction to the study and outlines the background and rationale for the importance of ward councillors having good leadership characteristics; needing to communicate effectively with the community; and the underlying factors contributing to miscommunication between the public and ward councillors. The chapter also includes the objectives of the study; the methodology employed by the study; and its significance in the context of the municipal environment. The contemporary dominant narrative regarding leadership characteristics in South Africa is also discussed.

1.2. BACKGROUND

A study conducted by the Institute of Security Studies (ISS, 2014:15) shows that the public protests in many communities across South Africa are related to the leadership of ward councillors, especially concerning their leadership characteristics and their role in service delivery. The ISS recorded that two-thirds of protests have been violent and mainly in the Metropolitan areas. Public protests have the potential of turning into a revolution as this problem is linked with the frustrations of empty promises of service delivery or the failure of ward councillors to provide an effective leadership role (Hough, 2008:08).

Leadership challenges have not been a South African problem only. This is a problem facing many countries in the world. However, Africa as a continent has been a historical victim of lacking good leadership characteristics from its leaders. Poncian and Mgaya (2015:111) argued that many leaders in African countries and particularly at local government levels acted based on public opinion rather than based on planned programmes to improve the living conditions of society. African leaders in democratic governments are trying to emulate Western governance models instead of learning from what African leaders in the pre-colonial period did.

The rise in the population rate in Africa has been viewed as one of the reasons that African leaders fail to provide clear leadership direction to advance the interests of

the people. Lagging political and institutional reforms have been characterised by political fragmentation, recurring conflicts, and authoritarian rule that has affected the development of democratic institutions and economic reform. Everyone in society belongs to the local government level and a rise in the population becomes the direct burden of the ward councillors because people expect the supply of service delivery from ward councillors (Abed & Davoodi, 2003:08). Local government leaders have also failed to reduce the rate of domestic violence in many communities. Furthermore, and due to these problems, a large percentage of people decided to migrate from their original homes and move to urban areas and live in the slums, with some living on the streets (Statistics South Africa 2011:12).

Afegbua and Adejuwon (2012:141) suggested that most African countries are suffering from politico-economic crises and the problems are caused by the political, social and economic instability in our societies. This seems to have resulted in leaders perceiving that being in leadership assists them to improve their lives economically. Low levels of accountability of African leaders in many African countries have resulted in political instability and violence.

In South Africa, local government (which is also known as the council) is responsible for handling community needs, such as waste collection; public recreation facilities; and town planning and infrastructure development. A related structure is that of Australia, with their policy (Australian Gazette 2015:144) stating that the government of Australia has categorised the local government levels into cities, shires, towns or municipalities, but the role and the manner in which leadership are elected is the same and this type of government level requires a high level of discipline. Generally, local governments are mandated to solve the problems of the local community but it has been discovered that there is a lack of good leadership characteristics amongst the local leadership, which creates a gap in service delivery (Public Service Commission 2014:02)

Leadership characteristics are essential for the leaders as they must have the ability to make change happen. Leadership characteristics are defined as the qualities that are essential to ensure that leaders achieve a fine balance between traits, abilities, behaviours, sources of power and aspects of the situation. Leadership characteristics become the determining factor of the ability of leaders to influence followers and

accomplish group objectives. Leadership characteristics assist leaders to begin with the end in mind and to formulate an idea and then work through that idea to commit every thought, feeling, and emotion (Marilyn, 2010:01).

English political analyst, Hambleton (2016:10), argued that although power has been given to local government leadership, the indication of a lack of good leadership characteristics creates the possibility of moving power away from local communities. The most lacking characteristic in local leadership is becoming a convenor and a place shaper for local services. The lack of effective communication between the councils and their citizens in England is a similar problem to what South African local government councils are facing currently.

The expected leadership characteristics of ward councillors in England were defined by James and Cox (2007:10) who stated that community members have to be more actively engaged by their leaders and that leadership must have certain skills to empower their respective communities. On the other hand, James and Cox (2007:11) added that leadership should not promise too much because they end up 'burning out' after failing to deliver.

The role of councillors in community development is widely recognised by James and Cox (2007:11) who stipulated that ward councillors must share their values with the community and that they should be skilled advocates for the community. Councillors should also be able to speak freely about issues affecting their communities and be able to make informed decisions. In the case of Uganda, Asimo (2016:02) highlighted that local council leaders (councillors) are a link between the grassroots and national leadership levels. Asimo (2016:02) further acknowledged that their duties, as stipulated in the 1997 Local Government Act (as amended) of Uganda, include: to legislate; consult with citizens on their development needs and possible solutions; and monitor government-funded development programmes. This is based on the understanding that a councillor is elected to serve the constituency and the councillor therefore relates better to the needs of the society because they are better positioned to make decisions on behalf of the people. This is the main ideology behind a decentralisation policy.

Nkwana (2012:155) argued that the local government is the most important government level of the three government levels, namely the national, provincial and local government. All citizens in all countries rely on getting services at the local government level because it is the closest government to the people and is regarded as the face of service delivery. As reported by the South African Local Government Association (2016:12), municipal councillors have to provide an effective leadership role for the municipality in order to strengthen service delivery and to economically guide the municipality in day-to-day activities. The legislative framework contains the leadership developments of ward councillors in the municipality. It is more important to make or to suggest relevant recommendations to assist ward councillors to work more effectively towards achieving community objectives. Local leadership is also important because the development of communities in a local government rely mostly on the ward councillors (Paradza, Mokwena & Richards 2010:06). Therefore, it is imperative for ward councillors to have good leadership skills and possess the required leadership characteristics.

Overall, all countries need good leadership characteristics for the effective well-being of the local citizens through sustainable local economic development. After all, the Handbook for Municipal Councillors indicates the broad mandate of local government officials as one of promoting developmental local government and facilitating socio-economic development at the local municipal level (Paradza *et al.*, 2010:08).

In South Africa, political party politics have played a significant role in how councillors are being elected to represent their communities, irrespective of the democratic processes the community prefers. The political and electoral systems in South Africa are democratic systems but community members do not have an influence on who the political party decides to deploy to power because citizens vote for the party and not for the individuals. The electoral system favours the political party's leadership because the political party leadership can decide to deploy, recall and redeploy at any time without the approval of voters. The community members, the voters, feel betrayed by the system because they have no control over the behaviour of the people they have voted for. In the South African electoral system, half of the councillors in the municipality are elected through a proportional representation ballot and the other half are elected as ward councillors by residents in each ward (Helen Suzman Foundation 2014:15). This particular electoral system deprives community

members of electing their own preferred candidates to represent them because the political parties use a different system of electing people, one that will represent the interests of the political party and the community votes for the candidate that has been endorsed by the party. The community does not have a chance to ascertain the leadership ability of the deployed person which creates a communication gap (Education and Training Unit 2016:09).

Service delivery remains one of the most important aspects that affect many communities in the country. The services provided to communities do not meet the prescribed requirements of the municipal documents, including the White Paper on Transformation of service delivery (Thornhill & Dlamini, 2012:41). The first port of call is the leadership characteristics of local leaders like councillors, who are there to ensure that their communities are well serviced and that the desires and aspirations of the populace are attended to. It is acknowledged that councillors are not directly involved in service delivery. However, they play a critical role as the interface between residents and the municipal administration. Research has shown that in local areas where councillors effectively and openly oversee municipal progress and constantly update their subjects, residents appear to be more satisfied with service delivery or have an understanding of the challenges the municipality is facing (Paradza, Mokwena & Richards 2010:03). This has an overall effect of low protests and a very active citizenry engagement. Effective communication skill is a key characteristic that all councillors should possess. Furthermore, if councillors are active and effective, municipal administration realises that they can be held to account and thus improve their service to the residents.

Public service delivery protests in South Africa have been associated with a lack of adequate skills and competencies from the authorities to take firm decisions (De Wet, 2015:04). Public protests have been prolonged and have escalated into a situation that cannot be controlled and which becomes more violent because of limited leadership skills of ward councillors to handle the situation. Burger (2009:155) argued that the primary reason for public protests is dissatisfaction with the service delivery of basic municipal services such as running water, electricity and toilets (especially in the informal settlements); poor infrastructure; and a lack of houses. The socio-political instability has played a big role in the contradictions between councillors and the municipality. The politicians who will be appointed after the elections, including

the ward councillors, need to take the responsibility for the promises they make and the expectations they create. The problem of fulfilling promises could arise due to lack of experience, low literacy levels of ward councillors and their unwillingness to work for the communities that elected them. An understanding of how to utilise the available resources at their disposal also plays a big role in service delivery.

1.3. PROBLEM STATEMENT

The rise in the number of public service delivery protests in communities against ward councillors has been viewed as a national problem, especially in the recent past when the country was preparing for the local government elections of 03 August 2016. However, this problem has been in existence for many years (Aucoin, 2016:03). Local communities do not develop or benefit in terms of business opportunities from the municipality. Furthermore, there is a clear lack of provision of basic services and councillors fail to implement by-laws that will be helpful to the communities. Councillors sometimes fail to protect community members that are not interested in embarking on a protest, and ward councillors fail to play their interrelationship builder role between the municipality and the community (Thornhill & Dlamini, 2012:38).

As a result of limited leadership skills, some protests are violent, destructive and very protracted to the extent of reversing the gains on service delivery over the past two decades. A good example is violent protests witnessed in Vuwani, Limpopo over the demarcation of the community into two different municipalities. The extent of the protests shows that the leadership skills of ward councillors are limited and this compromises the communication between the community, municipality and broader government and its agencies. A lack of communication skills and insufficient leadership characteristics of ward councillors to provide necessary leadership has resulted in community members leading themselves and destroying many facilities (Shields, 2014:11). The eThekweni Municipality has been a victim of serious public protests in the past few months whereby community members even decided to close big national roads in the eThekweni Municipality, such as the N2. The residents blocked the N2 highway by burning tyres while demonstrating over a number of housing issues (Mthethwa 2015:01).

1.4. AIMS, OBJECTIVES, AND RESEARCH QUESTIONS

1.4.1. Aim of the study

The aim of the study was to evaluate the leadership characteristics of ward councillors and to determine how such characteristics influence public service delivery in eThekweni Municipality. The following objectives were pursued:

1.4.2. Objectives

- To examine the leadership characteristics of ward councillors in eThekweni Municipality;
- To identify the factors that hinder ward councillors' leadership performance on their duties in eThekweni Municipality;
- To determine the impact of ward councillors' leadership skills on service delivery; and
- To suggest steps that can be followed to improve the leadership of ward councillors in eThekweni Municipality.

1.4.3. Research questions

The study addressed the following questions

- What are the common leadership characteristics amongst ward councillors in eThekweni Municipality?
- What factors affect ward councillors to successfully do their jobs, and provide effective leadership?
- What impact do the leadership characteristics of ward councillors have on the process of service delivery?
- What steps can be followed to improve the leadership skills of ward councillors?

1.5. SIGNIFICANCE OF THE STUDY

The main and primary reason for conducting this study was to contribute to the body of existing knowledge in order to assist ward councillors to be able to perform their duties effectively in their respective communities. The findings of the study will assist municipalities to devise a mechanism that can be used to minimise the number of

public protests against ward councillors, as well as to minimise the damage to public and private property. The leadership characteristics of each ward councillor play a significant role in how a councillor performs services in the community. The study assessed different kinds of leadership characteristics and recommendations have been made on the kind of characteristics that are useful for ward councillors to meet the demands of their communities. Ward councillors also serve as the link between the community and other leadership. Councillors are in touch with the realities on the ground. They therefore can better advise top leadership of the desires and aspirations of the community, especially if they are educated/informed and have good leadership qualities which enable them to gather information from the community and report it effectively to the top leadership. In that context, communication becomes a key leadership characteristic.

Local government must find ways to meet the needs of the people, and closely with community members they need to find sustainable ways to meet their social, economic and material needs. Furthermore, the need exists to rely on the leadership characteristics together with good communication skills of municipal ward councillors, as reported in the White Paper on Local Government (South Africa 1998:19).

1.6. STRUCTURE OF THE DISSERTATION

Chapter 1: Introduction

In this chapter, the reader is provided with the background to this study; introduced to the study objectives; and the significance of the study research.

Chapter 2: Literature review

Literature pertaining to the leadership role required in society; democratic principles; the role of ward councillors including leadership characteristics; and the expected level of literacy and accountability from ward councillors are critically discussed in Chapter 2.

Chapter 3: Research methodology

This chapter outlines the research design and methodology used in this study.

Chapter 4: Data analysis and interpretation

In this chapter, the results of the study are presented, analysed and discussed in terms of the research objectives and relevant theory.

Chapter 5: Conclusion and recommendations

This chapter draws conclusions and offers recommendations based on the findings of the study.

1.7. SUMMARY

This chapter articulated the importance of ward councillors having good leadership characteristics in order to provide proper and effective service delivery to communities. The chapter included the objectives of the study; the method employed for the study; and its significance in the context of the municipal environment. The contemporary dominant narrative regarding leadership characteristics in South Africa was also articulated. This chapter also presented the problem statement and outlined the research questions which guided the study.

The next chapter outlines the relevant theories in the literature and aims to provide an in-depth understanding of the theoretical underpinnings relevant to this study.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

This chapter defines key concepts and provides reviews conducted of the various theories and empirical literature related to public management, leadership and leadership characteristics. The theoretical study and empirical studies are used to provide more clarity and discuss the leadership characteristics and challenges facing local government leadership. The reviewed literature summarises the overall challenges that the country has with regard to leadership characteristics, and includes the situation in other countries. The chapter is divided into six main sections, each with various sub-sections.

2.2. KEY CONCEPTS

This section presents the key concepts used in this study, and defines and contextualises them. For this particular study, the following concepts guided the direction of the study.

2.2.1. Leadership

The Collins English dictionary (2013:19) defines leadership as the leader of a party or a group. However, it also specifies that a leader can also be any person that has been given authority or power over other people, but is also persuasive. On the other hand, Reh (2016:05) defined leadership as the timeless practice guiding others in pursuit of a certain goal or objective and leaders' work varies from era to era in different situations. What separates leaders from other people is the fact that they have a clear vision of what they want to achieve and clear goals in their minds with timeframes of what needs to be done and to be achieved. The more relevant and applicable definition of leadership to this study is the definition by Mind Tools (2012:02), in which leadership refers to individuals who help themselves and others to do the right thing and also to set direction; build an inspiring vision; create something new; and have the ability to work in a team.

Jooste (2016:25) defined leadership as a complex process by which a person influences others to accomplish a certain mission or a task. A leader is the kind of

person that directs the organisation in a way that makes it more cohesive and coherent. Political leadership is therefore regarded as leadership that shapes the future of all people in society in all fields and all ages and generations. It is this premise that deemed it important for the researcher to examine local leadership in eThekweni Municipality. The current models and competency frameworks in use in the private and public sectors are somewhat limited versions whereby transformational leadership is highly promoted. This particular leadership competency framework mainly focuses on the behaviour of the leaders. For example, a leader might not have effective leadership skills to lead society. However, if that person is prominent or well respected in society, they will be considered as a good leader. The majority of other frameworks go beyond definitions of behaviours and consider some of the cognitive, affective and inter-personal qualities of leaders. Furthermore, the role of followers is also recognised and leadership is conceived as a set of values, qualities, and behaviours exhibited by a leader that also encourages the participation, development and commitment of followers (Bolden, Gosling, Marturano, & Dennison, 2003:37). The different leadership styles applicable to this study are discussed next.

2.2.1.1. The transformational leadership style

The transformational leadership report (2007:03) argued that transformational leadership does not have the same meaning for everyone, but it depends on the person that is defining it and the context in which it is used. While people have different versions that make sense to them, there are two main points of view of transformational leadership, namely the theoretical and the applied. The applied is the interpretation and the applied action is in a specific field of endeavour, which is informed by the personal transformational leadership journey. The theoretical definition comes from those who studied leadership for academic purposes, for example qualifications to write long dissertations on the subject. Both definitions are applicable to this study.

2.2.1.2. Personality leadership style

The personality of an individual plays a significant role when that person is given a leadership responsibility. A good personality contributes positively. Meyer and Salovey (1997:11) identified 'personality' as something that is used in everyday

language and refers to someone's general behaviour pattern or the natural being of an individual. Haider-Markel and Meier (1996:332) defined personality as "the ingrained pattern of behavior, thoughts and feelings consistent across situations and time". Accordingly, people act differently in different situations and they have certain tendencies, even if they are given a leadership responsibility and behave as if they are not in leadership. Bernstein, Roy, Srull and Wickens (1991:535) believed that 'personality' is the enduring pattern of psychological and behavioural characteristics by which everyone can be compared to other people and that this characteristic is a unique pattern for each individual.

2.2.1.3. Charismatic leadership style

Charismatic leadership is one of the most important styles or approaches of leadership, both in the public and private sectors. Kippenberger (2002:20) described charismatic leader as the kind of leader who has a powerful vision; a great deal of self-confidence; a strong conviction that they are right; and an assertive personality. This kind of leadership style helps leaders to come out of difficult situations or out of trouble. Charismatic leadership is perceived as the leadership style that appears to be attractive to the people because the leader is loved by the people. However, this does not necessarily mean that the person in a leadership role will perform well.

2.2.1.4. Autocratic leadership style

The autocratic leadership style is the kind of the leadership style that is selfish and liberal in nature because there is a lack of involvement of other people. Lanaj, Johnson and Lee (2015:01) unpacked the autocratic leadership style as that which suppresses the creativity of other people including the suppression of their excellent and bright ideas to help leadership to improve services. Cuba and North Korea are amongst countries that operate under autocratic leadership style and some authors, like Hoffman and Whitehead (2016:06), did not believe that Cuban leadership was going to be able to sustain the economy of Cuba under the autocratic leadership of the late Cuban President. However, it was actually sustainable and Cuba was an exemplary example to many countries across the African Continent and abroad.

2.2.1.5. *Laissez-Faire leadership style*

This kind of leadership style is commonly perceived as a negative leadership style because of the lack of minimal participation of leadership and the allowance of the constituency to lead themselves in many key and important decisions that have to be taken. Leaders do not do anything, which impacts negatively on the outcome or end results of many essential activities. The effect of doing nothing eventually impacts badly on the leadership because when there are mistakes or wrong things that happen, people will not blame the constituency but they will actually blame the leaders for failing to provide effective leadership, regardless of the leadership style being used or applied (Chaudhry & Javed, 2012:259)

2.2.1.6. *Democratic leadership style*

Choi (2007:246) stated that the democratic leader is the leader that shares decision making with other members and they are associated with higher morale in most situations. This kind of leadership is also associated with increased follower productivity, satisfaction, involvement and commitment. Ward councillors who are likely to use this particular leadership style have greater chances of being re-elected into power because community members feel in control or in charge of their development.

2.2.2. Behaviour, principles and personal values of leadership

Principles are regarded as the fundamental norms, rules or values that represent what is desirable or needed and positive for a person, organisation, community or group. The principles help to determine right and wrong actions and the principled leaders are expected to guide the society and do what is expected by the community. The values that the community leaders have play a big role in the relationship between the community and the leader (Business Dictionary 2011:15).

Webster (1828:30) defined principle as a rule or code of conduct that is perceived as right in society, institutions and in organisations. The above definition is applicable to this study because the councillors who are good at respecting the principle are perceived as good leaders who will always do the right thing, even if no one is watching them. Ward councillors are regarded as the first line of service delivery and therefore their behaviour is highly monitored by the community because people will

not have a problem with the councillors if they know the effort the councillors put into facilitating the supply of public services.

Perceptions, attitudes, motivation, personality, skills, experience and commitment are some of the important values that leadership has to possess in order to ensure that they understand the behaviours of the society and respond to their demands and needs. The personality of ward councillors is also a contributing factor to how a councillor leads the community. The personality of the ward councillor has to be identifiable with the community a councillor is leading or else there will be personality challenges and misunderstanding (Bruno & Eduardo, 2006:02).

Many different leadership behaviour styles are expected from leaders as leadership behaviour is a powerful display to convey the message of the organisation a person represents. Task-oriented behaviour is important for leaders because they reach their goals quickly (Holloway, Traube, Schrager, Levine, Alicea, Watson & McKay, 2012:11).

According to International Leadership (2013:22), effective leaders are the kind of leaders that have a clear and focused vision of where they want to take the organisation or the people to. These leaders communicate their vision with the community in order for the community to accept their vision. Leaders who embrace personal values emulate the 'walk the talk' and have ethics.

Passion, commitment, and the ability to recognise problems and seek solutions to the problems have been identified as the most important leadership qualities. Passion is something that a person cannot study but has to practise it in order to be able to understand it. Some people are born with it. The ward councillors have to be passionate about the community, especially about the behaviour of community members because people do not think in the same way (Support Centre 2008:12).

McCuddy (2008:10) discovered that the values-based leadership emphasises that the human change in the world is depending on the individual effort to embrace all the good things, fair, right and just. The ward councillors' personal value system and humanity are essential during their term of office. The values-based leadership is characterised by the spirit of Ubuntu and that embraces the idea of putting people's

needs before personal needs. The ward councillors are expected to be exemplary to the society.

Leadership should at all times prioritise other people's values so that the programmes to be implemented will not have problems in the society, and the community members will feel part of the programmes and this will help to reduce chaos in the community. The ward councillors have to be able to accommodate all people in the society regardless of their beliefs, religion, race and tradition (Fairholm, 2009:07).

Folarin (2013:2) stated that the African political leadership have been associated with political corruption, manipulation of electoral processes, political assassination, failed policies and different ideologies, and that this has often resulted in maladministration and disunity in many instances and contributed to poor service delivery. This situation has also been the case in South Africa, particularly in KwaZulu-Natal in the last local government elections in August 2016, when politicians were assassinated. The infighting between members of the ruling political party has cost many lives of those who were available to contest as ward councillors and who were popular with the community and members of the ruling party. Those who wanted to be ward councillors but who were not favoured by the conditions resorted to killing their opponents within the same political party.

The kind of leaders that apply the in-role behaviour are regarded as the more effective leaders because they focus on their roles and behave as such, without entertaining emotional challenges. Ward councillors have the role to be a deciding factor when there is a conflict in the community and these councillors are entrusted with power to make genuine decisions without favour (Gilley, McMillan & Gilley, 2009:39).

The primitive man is less individual and more completely moulded by his society than civilized man. This actually implies that simpler societies are more uniform, in a sense that they call for opportunities for a smaller diversity of individual skills and occupations, than a more complex and advanced society. Increasing individualisation is the product of advanced society and runs through all its activities from top to bottom. It is however important to emphasise that the development of society and the

development of the individual go hand in hand and condition each other, and hence the challenge facing leaders is the uniqueness of the societies they are leading (Carr & Morland, 2006:30).

2.2.3. Leadership characteristics

Spears (2010:26-29) stated that the leadership role should be given to people who are servant-leaders and that it begins with a natural feeling of passion to serve people. Spears (2010:27) further emphasised some of the relevant and important leadership characteristics, which include listening, empathy, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of people, and building the community. These leadership characteristics must embrace and complement each other in order to bring about effective service delivery.

There are a number of leadership characteristics needed by councillors to fulfil the mandate given to them by communities. However, the following characteristics are perceived as key characteristics:

- Listening to and involving the local communities – Councillors need to be in touch with all parts of their community;
- Building vision and direction – Effective community leadership involves securing the commitment of partners to delivering a shared vision for their area and also to shape it in the right direction;
- Working effectively in partnerships;
- Making things happen – Community leadership involves more than having a sense of direction;
- Standing up for communities – Local people want to know that the people they elected are standing up for them;
- Empowering local communities – Councillors must create an environment in which other leadership roles can develop and foster the development of active human beings and local communities;
- Accountability to communities – The local leadership always has to be accountable to the local citizens for any action taken or not taken;

- Using community resources effectively – Communities, councils and partners have a wide range of resources. It is therefore expected that all public resources are used effectively at all times, without any favour or any delays.

Bell and Mjoli (2013:454) discovered that organisational commitment has been conceptualised in different ways, which plays a big role in identifying the different characteristics of leaders and subordinates. However, the argument also exists regarding the contradictions between individual satisfaction of community members and councillor performance and commitment. The commitment and performance of ward councillors must not be in general, but must be able to address the needs of the community at all times.

Leadership attributes are broken into two words but with a similar objective. The Oxford Dictionary (2012:177) defines leadership as the action of leading a group of people or an organisation, whereas Webster (2009:150) defines attributes as the inherent characteristic and the accidental quality. Ward councillors are expected to be patient and consistently humble themselves and be loyal to the people.

2.2.4. Leadership skills

Bennis, Sample and Asghar (2015:34) argued that not every great person is a leader and not every leader is a great person. They also emphasised that talent, skill or merit, intelligence, popularity, and luck are not enough either. Furthermore, the combination of all these characteristics is also not enough. What is more important is to add the capacity to overcome failure. The ability to overcome or to process failure makes great leaders.

George (2015: xiii) analysed the argument between Sample and Bennis when they discovered that leadership is an art and not a science because there are no sure-fire formulas and no one size fits all approaches.

A variety of personal leadership traits play a significant role in the effectiveness of the leader. Personal qualities and characteristics that contribute to leadership effectiveness include personality attributes, motives, values, cognitive abilities, social and problem-solving skills (Zaccaro, 2007:15).

According to Mihelic, Lipicnik and Tekavcic (2010:32), ethics are the moral requirements and behaviours which suggest that there are acceptable and unacceptable ways of behaving. Leadership signifies relations between a leader and his followers within a situational and organisational context. Municipal leadership in the form of ward councillors should also be people who subscribe to the expected morals and ethics within their respective communities.

2.2.5. Leadership performance

Chou, Lin, Chang, and Chuang (2013:7) discovered that leadership is a cultural context and there are many elements that contribute, namely communication styles, work ethics and behaviours. The trend of praising individuals amongst a group will always have an impact on the output.

Traditional leadership in different areas has to be accommodated and be transformed within the system to understand the main objectives of government and the communities. The demarcation board established the manner in which areas should be demarcated and the manner in which wards have to be structured. This included people of different cultures and of different races, but this did not change the manner in which leaders behave or act towards the community and perform their duties. However, there is a complication because traditional areas are defined in such a way that is difficult to ascertain the exact boundaries of the traditional authority concerned (White Paper on Traditional Leadership 2003:23).

Carroll, Levy and Richmond (2008:367) argued that the discourse of those engaged in leadership development revealed the explicit and implicit reference to practice as it relates to the construct of leadership. They further discovered that the trap of intellectual centrism is problematic and it is therefore important to capture the way practice is evoked every day and in the moment by practitioners.

Communities of practice are also not isolated because they are indeed part of broader social systems that involve other communities, movements and institutions. People also live and learn across a multiplicity of practices and it is important to constitute both the emergence of such a system and the personal experience thereof (Wenger, 2010:03).

2.2.6. Information sharing

Information sharing refers to the information that is communicated by one party to another. When information is available, it becomes easy for people to perform their tasks. It also becomes more effective and high levels of satisfaction are experienced (Mohr & Spekman 1994:29).

Nonaka and Takeuchi (1995:3) classified knowledge into tacit and explicit knowledge. Explicit knowledge is visible and can be presented in words or numbers and easily communicated and shared. On the other hand, tacit knowledge reflects how an individual sees the world and how they perceive the future. However, Boone (2000:131) described tacit knowledge as the knowledge in an individual's head and explicit knowledge as the knowledge that is captured and modified and has to be visible in the organisation. These particular types of knowledge are very important and have to be present in the local leadership in order to substantiate their existing personal knowledge.

2.2.7. Principles of good governance

Good governance at local government level is coupled with a number of principles, such as civic leadership which involves the capacity to develop a vision for an area together with governance arrangements that ensure effective and accountable delivery of the vision. Transparency is fundamental not only in building trust and confidence in the political process, but also in ensuring efficiency (Hambleton, 2016:05).

According to Gingerich and Mainstone (2012:10), values-based leadership is the quality of something that is desirable which is seen as good, fair, right and just. Values are not always positive in nature and uplifting of humanity but they can reflect negatively and be destructive to humanity. It depends on individual preferences.

The population's decline of trust in leaders is characterised or informed by two fundamental factors, which comprises the striking developments since the late 1990s; the proliferation of codes of conduct and standards, as well as the principles that attempt to set the bar higher. The other factor is that the public began to redefine the source of information it would turn to and trust as it determined (Oster, Montañez & Kelley, 2012:02).

2.2.8. Municipal council

According to the Education and Training Unit for Democracy (2011:03), South Africa is divided into local authorities in the form of municipalities with the aim of making it easier for the community to access services. Each and every municipality has their own municipal council and municipal staff or officials that have a responsibility to implement the decisions taken by the municipal council. The council consists of the elected councillors in their respective wards and the work of the Council is monitored by the Mayor that is elected by the council. According to Local Government Action (2014:02), council is the body that makes by-laws in the municipality and the council also forms an executive committee which elects the Mayor of the municipality. The council also has a responsibility to appoint standing committees and those committees are headed by councillors who are then referred to as portfolio heads in their respective portfolios. For example, safety and security, water and sanitation, human resources, etc.

2.2.9. People-centred development

People-centred development is regarded as development that prioritises the needs of the people in terms of giving them the opportunity to voice their views about what should be done in their communities. Sometimes the reverse applies, whereby municipal officials visit the community and tell them about the developments that will take place within their communities. Failing to go to the community to ask them about what should be done has resulted in many problems in different communities, resulting in some communities deciding to embark on mass action (Powell & Dimaggio, 2012:22).

2.3. CONTEXT OF THE STUDY

Christiansen and Dahl (2005:02) argued that 'context' refers to the section of the real world where activities or events take place. It is sometimes confused with the knowledge of things. They further argued that the context is a collected body of represented knowledge of what has been learnt by attending a given discourse up to a certain level or point.

Context is defined by two perspectives, namely the representational problem or the interactional problem. The first perspective is when context is viewed as the form of

information that is delineable, stable and is an independent activity. It consists of the implicit attributes. The second perspective of context is when it is seen as arising from the activity from which it can be separated.

Context is also defined as the information that can be used to characterise the situation of entities like a person, place or an object that are considered relevant to the interaction between the user and the application (Lopes, 2009:37). The latter definition of context is applicable to this study.

The biggest problem facing councillors is their literacy level, as some councillors cannot apply their minds to the documents written by municipal officials (Statistics South Africa 2011:13). Angry communities end up fighting with the ward councillor not knowing that the municipality has a certain plan to develop the community. However, the main problem is that the plans are not being communicated effectively to the community. The capacity and the potential of the individual to be fit enough to represent the community therefore plays an important role (Afesis, 2016:07).

Paradza *et al.* (2010:12) outlined the clear role of ward councillors in the community and specified that ward councillors are the link between the community and the municipality and that their task is to ensure that the community participates in council programmes. They also facilitate community participation in municipal policy making. Participation in policy making depends on the experience and personal attributes of ward councillors to mobilise community members to participate. The public protests regarding service delivery in South Africa have been a problem for many years. Many previous researchers, such as Mileham (2009:66), did not focus on the potential and capabilities of ward councillors but mainly focused on the processes and training of councillors after they have been elected.

Buhlungu, Daniel, Southall and Lutchman (2007:13) pointed out where the public protests come from and what informs these public protests. The studies further stipulated that in July of 2004 in Johannesburg, about 3000 protesters marched on the streets demanding councillors be sacked because of the lack of proper service delivery, and particularly of basic human services; this protest spread to all provinces. This particular problem is becoming worse as time goes on. There is however a gap in the body of knowledge because many authors and researchers view the public

protests and service delivery unrest as a problem on the side of the municipality and not on the side of ward councillors and their competency to hold office (SAHO 2014:05).

2.3.1. Local government service history in South Africa

The apartheid government segregated the black community in homestead areas where there was no access to basic municipal services such as clean water, electricity, and sanitation and refuse removal. The apartheid arrangement created a big gap between black people and white people in terms of service delivery (Ijeoma, 2015:16).

Schore (2015:1) argued that the majority of people who are experiencing a lack of service delivery are people living in informal settlements. They are excluded from the economic activities. The majority of these people are unemployed and unemployable in the formal business sector and in government.

Studies have discovered that when four top senior officials in a municipality have many years of experience in public service, it improves the performance of the municipality. The top four municipal officials are the municipal manager, finance manager, service manager and technical services manager (Hoffman, 2012:22).

The general structure of the local government in South Africa is designed to reproduce the urban system in accordance with the policy objectives of the government. Local government in South Africa was the mechanism used by the apartheid government to segregate people based on their colour. Consequently, a radical change in the structure is needed. Rural areas and semi-rural areas are normally not taken into consideration when the history and the radical development plans of municipalities are discussed (Tsatsire, Taylor, Raga & Nealer, 2009:23).

History shapes the attitude of the people, the land and infrastructure capacity is a factor that plays a prominent role for governments to provide expected services to the people. The council must use appropriate status, but also within certain guidelines and not contrary to national government. The hopes of the community members in all communities within eThekweni Metropolitan Municipality rely on the decisions taken by the Municipal council with regard to service delivery. In the

previous undemocratically elected council, Black people who are the majority were not accommodated in service delivery and were not considered in economic activities, such as the right to own a business (Alexander, 2010:15).

Lievens and Geit (1997:418) argued that the identification of leadership qualities is something that is highly expected by community members for the local government leaders, particularly ward councillors. Transformational leadership development programmes are also expected to be provided to leaders so that they will be able to effectively lead the society in a manner that is expected. Ward councillors are regarded as role players and exemplary to the public. Therefore, their leadership qualities should be at a high level. Ward councillors are shaping the direction of the transformation that the community expects and should be at the forefront of the transformation battle of the community they are leading.

South African modern communities have developed a dependency syndrome whereby they rely on the government to provide for their needs, not only basic services but also for their personal needs such as groceries. The modern community does not subscribe to the old ways of doing things, such as communal farming and the barter system that was used by the people in the previous centuries (Harvey & Lind, 2005:04).

Ward councillors as leaders should develop a mechanism that will equip community members with skills and enable them to participate in economic development and to avoid the dependency syndrome.

2.3.2. Political role of the councillors

Councillors have a responsibility to play a leadership role in the communities that elected them and also to abide by the municipal code of conduct. Councillors also become public figures and have to represent everyone in the constituency, regardless of their political party preferences (Joseph, 2002:25).

ISS (2012:4) discovered that councillors are the key decision makers and the results of their decisions will not only affect individuals or families but also council employees, businesses, customers and partners. Some people regard the councillor

position as a reward for them, whereas the community sees a hope for service delivery.

According to Nkwana (2012:158), councillors serve as facilitators and the communication link between the council and the community. Councillors also have a role to monitor municipal performance and provide feedback to their constituency or the community. Councillors must have leadership ability and skills to influence each other in pursuit of service delivery.

According to SALGA and GTZ (2006:VI), ward councillors have a very important mandate to fulfil and for them to be able to deliver what is expected by the community, they will require specific expertise and knowledge. Councillors must know what their communities expect from them and champion all the interests of their communities without any hiccups. Councillors must understand the interests of the different groups within their communities, including the age differences of the community. They should be able to mobilise relevant resources to address the needs of the community.

2.3.3. Councillor selection principles

Each political party has their own method or system to select candidates that will represent the political party in the local government election. 'Through the eye of the needle' is the selection method used by the African National Congress to select candidates, which comprises certain requirements such as the understanding of policies; accessibility and flexibility in leaders; and also a leader should not arrogate to himself the status of being the source of all wisdom in the society (ANC 2016:22).

The Democratic Alliance (DA) have a system of calling all the potential candidates to become ward councillors and ask them to do the presentation to the panel that is dealing with election matters for the organisation (DA 2016:23).

Nyalunga (2006:4) argued that as much as the leadership crisis plays a big role in service delivery in South Africa, people still have to understand that the democratic dispensation has inherited a public sector that is marked by fragmented gross inequalities.

Every citizen who qualifies to vote in South Africa has the right to stand for being elected as a councillor. Councillors serve for a period of five years and may leave the office after five years, or they can vacate the office or be removed from office in terms of Act 32 of 2000 (Municipal Structures Act 2003:17). If a councillor dies before finishing the term of office or decides to resign before the term of office end, a by-election takes place facilitated by the Independent Electoral Commission (IEC) and the newly elected councillor will have to serve the remaining period of the term of office.

2.3.4. Functions and role of the municipal council

The municipal council has an oversight view of all activities taking place in the municipality. The council has the power in all programmes and has legislative authority, which is the power to make by-laws and ensure those by-laws are effective (Municipal Systems Act 2000:14).

Developmental local government requires leaders that are very strong and have a clear vision to uplift the lives of the people on the ground. Accountability and good governance are also highly expected from local government leadership (Carr, 2015:676).

According to the Constitution of South Africa (1996:75), there is a component of local government in Section 154 which stipulates the core values that guide municipal councils in all local governments in South Africa. Amongst those values are democracy, human dignity, equality, human rights and freedom, non-racialism and non-sexism, supremacy of the Constitution, and the rule of law. The Constitution also stipulates that local government leadership has a responsibility to be accountable to local citizens and that they have a significant role to play in the delivery of public services. Local government obliges the council to be accountable and compliant as well as the employees or officials of that local government.

2.3.5. Legislative framework

The historical background of South Africa had boundaries which structured demographics according to the race of the population and in accordance with the Group Areas Act of 1959, which is no longer applicable. The new and current Constitution of South Africa allows municipalities to be people-centred, accountable

and democratic. The Municipal Structures Act 117 of 1998 contains the criteria for determining when an area must have category A, B and C Municipalities (Madumo, 2015:155).

Local government does not operate on the periphery or as an island, but it operates in the country with policies and regulations. South African governmental relations are classified into three categories, namely inter-governmental, intra-governmental, and extra-governmental (Hattingh, 1998:19).

Intra-governmental relations refer to the relations within governmental bodies. This study is more focused on intra-governmental bodies because of the reporting lines between the council, Members of the Executive Council (MEC) and the Minister of Co-operative Governance and Traditional Affairs, also known as COGTA. Intra-governmental relations could be vertical or horizontal which makes it easy for those in leadership to be accountable for their actions and to take responsibility for their actions (Hattingh, 1998:27).

Freedman (2013:01) stated that the legislative authority in South Africa is divided into three spheres of government. This is also supported by Section 43 of the Constitution. The legislative authority of the national spheres is vested in Parliament. The legislative authority of the provincial government is vested in the provincial legislature and the legislative authority of the local government is vested in the municipal councils. This particular arrangement of dividing levels of government and their different legislative authority further limits the powers. Local government cannot make by-laws on behalf of another municipality outside of the jurisdiction of that municipality (Cameron, 2001:97).

According to Professor Knoetze (2014:171), Section 152(1) of the Constitution provides a clear regulation on how local government systems should operate. Amongst the critical factors he mentioned is accountability to local communities. The regulation further emphasises that service delivery must always be in a sustainable manner, at all times. The legislation also directs municipalities to use their available resources effectively, without any maladministration involved.

All the available legislative frameworks do not directly guide the systems that are used by political parties to nominate and elect their ward councillor candidates.

Therefore, contradiction is created between the political party systems and government systems because both systems have different goals and objectives. The goals and objectives of the government are different from those of political parties, which negatively affects the elected leadership because they will be compelled to choose between the two.

2.3.6. White Paper on Local Government

Global and national trends force municipalities to comply with the economic challenges that are taking place in their locality, surrounding regions, in the nation and globally. Services offered to the community must comply with the culture of the community. It is therefore important for the local leadership and councillors to ensure that they understand the needs of the community and also uplift the well-being of the community, which needs good leadership characteristics (White Paper on Local Government 1998:18).

Local government has been aligned with traditional leadership and the Department of Co-operative Governance and Traditional Affairs (COGTA) is the umbrella Department that accommodates both political and traditional leaders. According to Mufamadi (2003:07), the objectives of the White Paper on Traditional Leadership are very clear with regard to the transformation of public services. The following key objectives are addressed by the white paper as set out in a framework:

- Define the place and role of the institution within the new system of democratic governance;
- Transform the institution in accordance with constitutional imperatives ; and
- Restore the integrity and legitimacy of the institution of traditional leadership in accordance with customary law and practices.

According to the White Paper on Local Government (2000:13), there are guiding principles to govern local government. Those principles include representation, participation, and a right to vote. The right to vote might be a problem for traditional leaders as they are part of local government leadership simply because they are traditional leaders. They sit in council meetings and are bound by the decisions of the council. They can also be removed. Traditional leadership also has provincial and

national structures like political leaders, but they work together with the council to achieve the needs of the community.

2.3.7. Municipal Systems Act

The amended Municipal Systems Act (2003:31) stipulates that community involvement is very important to development and any other activities taking place within the community. Chapter 4 provides further details about that which the community must be hands on and also be part of the implementation and the review of development programmes. They must also participate in the drafting of the key performance indicators and performance targets for the community.

The Local Government: Municipal Systems Amendment Bill (2010:10) as proposed to support the Systems Act stipulates that managers and acting managers are accountable to municipal managers. The bill introduced new provisions for the minister to determine, by regulation or through guidelines, criteria in relation to skills, expertise, competencies or qualifications. The amendment also proposes the same procedure for the appointment of municipal managers. This could be helpful to employ suitable candidates in the municipality. At the same time, it is perceived that the role of the municipal council has been undermined. Hence, the council is the decision-making body in the municipality.

2.3.8. Leadership development

Leadership theories have identified techniques for determining the right leadership styles and characteristics, and further identified that leadership characteristics and styles are influenced by the type of work that needs to be done, situational variables, the type of followers, and the type of the community that a councillor leads (Oracle White Paper 2012:07).

Nkwana (2012:159) stated that leadership development programmes cannot be developed and consequently evaluated in isolation. The legislative frameworks and policies that are relevant to human resource development in local government have to be reflected upon. The impact of the political and administrative interface on leadership development of councillors in municipalities should be taken into account in order to contextualise effective leadership development of councillors in municipalities.

2.3.9. Good governance

Pieterse, Parnell, Swilling and Van Donk (2008:10) highlighted that responsibility and responsiveness are at the heart of effective and accountable governance. Local political leadership is responsible for local conditions and local demands. They further argued that government has done a lot to improve the lives of the people, but there is still a large proportion of people which continue to experience socio-economic exclusion and spatial poverty, without reasonable opportunity to transform their reality.

The consultation draft for an international framework (2013:13) discovered that in order to have good governance in the public sector, governing bodies and individuals working for entities need to work together to make sure that they act in the interests of the people at all times. Government bodies and public sector officials must be consistent in delivering services, as well as very consistent with the legislation and government policies that are in place. This kind of unity will then result in effective service delivery and implies benefits to the wider society and to stakeholders.

Fakir (2014:05) discovered that poor governance leads to poor service delivery, which results in public protests because the community will then be frustrated. People are primarily protesting because of the feeling of not being part of the service delivery and also not being aware about the service delivery progress as well as not having a say in the service delivery that will directly and indirectly affect them. Councillors are therefore the first line of service delivery to the community and they are expected to lead the community effectively and also to lead the municipality effectively by providing solutions to municipal problems through decisions that are taken in council meetings.

2.3.10. King Report IV on Local Government

Reddy and Badal (2016:04) argued that the key feature of the King IV report is the principles that make reference to the governing body, which is the structure that has accountability for governance, leadership and performance. Good corporate governance and leadership are co-dependent on each other and it is clear that the overarching high-level leadership responsibility of the governing body produces a golden thread throughout.

Effective local government leadership is the kind of leadership that primarily embraces the inputs and contributions made by stakeholders. Consequently, participatory governance and multi-stakeholder arrangements are important as part of the process. The process of partnering helps local government to effectively provide services to the community and specifically the basic needs of the community (Baud & Dhanalakshmi, 2007:134).

2.3.11. Provision of services

Middleton, Goldblatt, Jakoet and Palmer (2011:08) are the view that the first consideration for local authorities should be the requirement in the Constitution and Municipal Systems Act to provide services in a sustainable manner. This actually means that everything the municipality does must be done in a manner that promotes clear attainment of environmental rights. Lack of definition of scheduled functions to be carried out by the municipality is a problem.

The future of local leadership is informed by the ability of leaders to engage with the community in a dialogue about the extent of state support available and about the roles of, and relationships between the state, individuals and the community. This particular dialogue needs to be open and realistic, and at the heart of a new way of working between the community and local government leadership (Local Government Association 2012:10).

Shezi (2013:22) argued that service delivery to the community becomes easier and more effective if political leadership has a good relationship with public officials that are working for state organs. Political leadership therefore finds it easier to play a leadership role and liaise with the community and the public officials in terms of the community developments and challenges, as well as to be able to address challenges during the implementation of public services. The councillor, community and municipal officials therefore work as a team to champion community challenges and advise each other during difficult times and testing periods of service delivery, which could then avoid public protests because there will be a clear understanding and expected remedies when there are problems in the community.

2.3.12. Leadership challenges in eThekweni Metropolitan Municipality

The South African government has committed itself to prioritising the needs of the poor, particularly in deep rural areas. The early and more recent policy documents produced by the Durban local government did give priority attention to those who are living in the townships and informal settlements that had been previously denied basic infrastructure and services. The policy documents re-shaped the budget of the municipality in order to be flexible and ready to deliver the needs of the people in eThekweni Metropolitan Municipality (Integrated Development Plan 2016/17:69). The main challenge is the leadership capacity of those who are leading the council to champion those policies that have been drafted, as well as the challenge of wanting to come up with new ideas and new staff without evaluating the progress of the existing ideas and the evaluation and monitoring of existing municipality staff (Robbins 2005:24).

According to Singh (2016:02), service delivery protests that blocked the N2 near Shaka's Head in Durban North were politically motivated because some political leaders were unhappy about the proposed candidate as they had their own preferred candidate. The lack of leadership has been characterised by councillors who are not even known by the community and the candidates who were elected and supported by the community were not supported by the leadership (Activist Guide 2016:14).

McKinney, Visser and Erasmus (1995:85) stated that internal control is very important to ensure that everyone understands their roles. The understanding of internal control is very important because ward councillors have to understand the internal processes that have to be followed when public services have to be delivered. Internal control assists ward councillors to understand internal policies and how to respond to community members who might not understand the processes and policies. Responsibilities must be determined and assigned in order to ensure efficient evaluation, improvement and reporting on internal control. Documentation, personnel supervision, vulnerability assessments and internal control reviews must be priorities for the municipal council in ensuring that there is effective service delivery in the eThekweni Metropolitan Municipality at all times. However, internal control needs the council to firstly understand it and also to understand the tools to be used to have effective internal control and service delivery within the municipality.

Preventative control measures are perceived as the more effective control measures by authors such as Sawyer and Dittenhofer (1996:89) who believe that these measures have been designed to predict, forecast, and determine the occurrence of errors. It is therefore saves much money and time that would otherwise be wasted when an undesired outcome occurs. This particular type of control measure is useful in assisting the council to provide effective leadership and to ensure employees and officials abide by the rules.

2.3.13. Budgetary approach

The eThekweni Municipality Budget Policy (2011:01), which is a reflection of many municipalities in South Africa, stipulates that the accounting officer with the chief financial officer takes responsibility to draft the budget. After the draft budget has been drawn up, it is then taken to the public for inputs and comments. The recent eThekweni Municipal Budget Policy (IDP 2017/2018:100) states that the service delivery and budget implementation plan (SDBIP) provides clear operational content to the end of year service delivery targets. The SDBIP of eThekweni Metropolitan Municipality is designed to accommodate an eight-point plan that has been designed in accordance with the Integrated Development Plan (IDP). Amongst other important things that the municipality is paying close attention to, are the training and skills development of ward councillors in terms of leadership requirements and cascading information to the citizens as per the programme of the municipality.

The municipality then facilitates public hearings on the draft budget in April and invites the public and stakeholder organisations to submit comments on the draft budget. After the process has been followed, the budget is then tabled at council and approved. What is more contradictory to the municipal policy with a people-centred budget is that the community is being told about the plans of government and the community have to fit their plans into an already existing plan, instead of the government going to the community and asking the community before even drafting the budget, in order to have a true reflection of what communities need (eThekweni Municipality Draft Process Plan 2017:04).

2.3.14. Capacity building of local leadership

The South African Qualifications Authority (SAQA) have authorised the Centre for Leadership and Governance (2016:02) to facilitate accredited training to ward councillors and have accredited a qualification that assists ward councillors to understand their fundamental roles and responsibilities within the council. This particular training helps councillors to act as representatives of the communities they are serving; to provide effective leadership roles in the council; and also to act as a custodian of public finance. The training consists of different levels and different qualifications or fields ranging from public administration to public finance and the material is designed to ensure that all councillors understand the study material and apply what has been documented. Local government experienced facilitators are assigned to provide training to the ward councillors. The training takes four weeks and ward councillors are awarded NQF level 3 and 5 National certificates after they have successfully completed the programme. The NQF Level Three Certificate is accredited as the National Certificate: Local Government Councillor Practices (SAQA ID 58578). The NQF Level Five Certificate is accredited as the National Certificate: Municipal Governance (SAQA ID 67467). The training takes place in areas that are identified by the council as the most suitable and economically affordable.

The South African Government (2014:5, 8) introduced a number of turnaround strategies to help and equip councillors develop the economies of their respective communities and municipalities. Amongst the government strategies are local economic development, financial management, service delivery and also public participation. The training and workshops have equipped councillors with the new systems or methods of reporting, which makes it easier for councillors to report wherever they are and in the most effective manner with the use of developed modern technology.

2.3.15. People-centred power

Samuel (2012:02) argued that the political perspective goes beyond playing a leadership role but further equips or empowers marginalised people to speak for themselves and stand for what they believe in. The value-driven process seeks to address unjust and unequal power relations. For example, prominent people or people who are in leadership positions in society should not oppress those who are

not in leadership, and those who are not in leadership should be given an opportunity to raise their concerns and views without any fear of victimisation by those who are in leadership positions.

Each and every one in society has a role to play and the community is regarded as one of the important pillars that assists human beings to grow up in a good way and to be able to face all life's challenges. Individualism should not find any space in society, for the upbringing of people in the society and for unity of the society which will then assist the community to speak in one voice (Cha & Edmondson, 2006:06).

2.3.16. Leadership in government

Northhouse (2015:56) argued that the main theories of leadership revolve around four themes: trait theories which are based on the perception that leadership ability relies on certain characteristics shared by leaders to influence others; behavioural theories which suggest that the behaviour of leaders determines their effectiveness in leadership; contingency theories which suggest that the situation at a particular time will guide the leaders, whether prepared or not. The last theory is the leader-member exchange theory which mainly concerns the charismatic characteristics of the leader and the transformational aspect.

Khan and Naidoo (2011:92) found that the ability to communicate well plays a prominent role in how leaders advance the interests of the people, which contributes to the effectiveness of the leaders. Communication is thus an important aspect that contributes towards effective leadership. Therefore, it is important to have councillors trained in communication skills so that it will be easy for them to report back to the community about the community developments and community projects that are progress, as well as future plans in their respective wards.

Leadership is defined as a unique property of extraordinary individuals whose decisions are capable of sometimes radically changing the stream of history. This particular definition or argument does not necessarily mean that leaders must bring about change even if it is not needed, but change should be informed or characterised by the needs of the community, time and space for bringing the change (Zaccaro, 2007:06).

Cameron (2009:916) argued that the public sector frameworks that are in place do not necessarily contribute much because political office bearers interfere with the human resource processes. Political office bearers therefore do not only play a leadership role but also want to play a management role, which is tasked to the public managers. This particular situation has influenced many sections in government institutions at all levels of government and has twisted the conventional new public management system.

Public management challenges are known by many public officials and political deployees. The Department of Public Services and Administration (DPSA 2007:34, 49) also highlighted some of the challenges in a report which included the lack of effective delegation of public officials by political office bearers and poor decision making.

Gruening (2001:07) argued that the new public management field or discipline is regarded as the combination of classical and neo-classical public administration which was highly challenged by public choice theory. Neo-classical public administration was also disowned from the dominant stream of behavioural and positivist research, mainly by other scholars and public management experts. These arguments were based on giving the people an opportunity to develop themselves and to live good lifestyles, but at the same time for them to be given an opportunity to be role players in their affairs and development.

2.3.17. Expected leadership attributes

Leadership attributes play a critical role in how leaders lead the community, including the ward councillors. Servant leadership theory has ten attributes that positively contribute to effective leadership, i.e. listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of the people and building community (Russell & Gregory, 2002:145). Ward councillors are expected to possess all leadership attributes in order to be able to overcome all the challenges. Ward councillors are very important in their communities as they are regarded as first citizens in their respective wards. The leadership character of the ward councillor determines the type of relationship the ward councillor will have with the community. Ward councillors should be a deciding factor and be able to resolve conflicts in their communities and this is only possible if the ward councillor has good

leadership characteristics, which then leads to good relationships with the community.

Hansen (2001:115) highlighted that councillors have been attributed the role of decision-makers, as well as to provide overall guidance to the financial frames of the municipality and to decide on all municipal projects. Councillors must know and understand each and every role they have to play in ensuring that the municipality performs very well in providing public services. Robbins (2005:33) argued that the ward councillors of eThekweni have to be skilled enough to take critical and important decisions, not only in service delivery but also in raising and uplifting the economy of eThekweni. The council of eThekweni Metropolitan Municipality has been failing to devise an effective strategy to create more business opportunities for the people, as well as to produce more products to be exported to other countries. Durban has moved the position of the local economy and imported more than exported products as early as the 1990s. Business skills and leadership skills are therefore necessary for eThekweni ward councillors to ensure that the people on the ground receive all the necessary services that are expected.

Zaccaro (2007:07) argued that leader attributes likely exhibit complex multiplicative and curvilinear relationships with leadership outcomes. The attributes approach must consider the situation under which the leader is elected or appointed to lead, which basically suggests that ward councillors should embrace certain leadership attributes based on their expected role in different circumstances in their respective communities.

Public administration serves as the government's vehicle for providing services to the people, as well as for expressing values and preferences of citizens, communities and societies as a whole. The administration of public institutions serves as the instrument to effectively and efficiently provide public services. It is therefore very important to have leaders that will provide proper guidance to employees in the interest of the public at large (Perry & Wise, 1990:368).

Hanekom (1987:164) implied that the improvement of service delivery quality should depend on an understanding of ethical norms guiding the activities of politicians and officials engaged in administration and the culture of ethical conduct must be instilled

in all areas of the public service, including senior political office bearers. The two groups of functionaries, namely the political group (council) and the administration group (municipal officials) should work together and politicians should have a clear understanding of all the activities taking place in the municipality, as well as the implementation process of by-laws passed by the council.

The possibility of providing effective service delivery to the local community relies mostly on the element of professionalism not only in employees but also in political officials because that helps the leadership to have a better understanding of the complexity of public administration and, by implication, also to improve the quality (Visser & Erasmus, 2010:313).

2.3.18. Democratic, empowering, participative leadership

It is very important for leaders to be democratic at all times and to empower the community in how to take useful decisions, thereby making the community participate in taking decisions in such a way that it is not easy to determine or assess who is leading and who is following (Bass, 2000:25).

Tshabalala and Lombard (2009:397) argued that community participation is regarded as a way of empowering the community by giving people a chance to develop their skills to negotiate their demands. Political influence, however, plays a big role in how a community participates and contributes to development.

On the other hand, Williams (2009:4) discovered that the effectiveness of community participation in the programmes of development depends on the collective skills of the leadership at the local level. Therefore, local government level leadership influences the participation of the community and ward councillors have a big role to play.

Brown and Trevino (2006:597) defined ethical leaders as the kind of leaders that are fair and principled decision-makers who care about the people and the society as a whole. Furthermore, they are personally ethical and professional at all times and also trustworthy. However, this is sometimes problematic because in the build up to the local government elections of 2016, there were many incidents of public protests about the ward councillor candidates, particularly about their behaviour in their

communities. Many community members in different wards were protesting simply because they were not happy about the ward councillors that were contesting on behalf of certain political organisations and they ended up with their own candidates that were referred as the community councillors.

Leaders have a primary responsibility towards the constituency, which is to be exemplary and have a positive ethical influence on the people they are leading. Leaders are supposed to have good behaviour in the eyes of the people they are leading and to do well even if no one is watching them. Leaders should be at the forefront in achieving the goals of the community. Leaders are responsible for the implementation of the goals and visions of the society as a whole and they must listen to the views of the public at all times before implementation can take place (Mihelic, Lipicnik & Tekavcic, 2010:37).

2.4. THEORETICAL LITERATURE

The theoretical underpinnings of this study have been derived from different leadership theories articulated by various researchers and authors. Hodgetts (1993:278) posited that many researchers have tried to pinpoint the key factors that contribute to effective leadership and they concluded with the idea that if leaders possess superior qualities that differentiate them from followers, discovering these qualities should be very possible. The following leadership theories are related to the study: trait leadership theory, situational theory, servant leadership theory, and action-centred leadership theory.

2.4.1. Trait leadership theory

Bolden, Gosling, Marturano and Dennison (2003:26) described trait leadership theory as a way of identifying the key characteristics of successful leaders. This theory has identified some important aspects that play a significant role in the characteristics of the leaders, namely handy technical skills, friendliness, task motivation, and leadership innovation, application to task, group task supportiveness, social skill, emotional intelligence, and emotional control. Ward councillors of eThekweni Metropolitan Municipality therefore need to possess technical skills but these skills also need to be supported by friendliness and self-motivation because people want to

feel close to their leaders. People want to feel important to their leaders and want to be able to speak to their ward councillors anytime and about anything.

In the context of communication action, Habermas (1984:15) clearly stipulated that a person that is rational is not only able to put forward an assertion and when criticised, be able to provide grounds for it by pointing to appropriate evidence, but also, if they follow an established norm, they are able to justify action by explicating the given situation in the light of legitimate expectations. A person is also rational when making their desires known, expresses feelings and confesses to deeds. A good leader is someone who possesses the characteristic of reassuring critics with regard to the revealed experience by drawing practical consequences from it and behaving consistently thereafter. This study derives from the above theoretical angle of identifying the correct and useful characteristics that will fully assist ward councillors to effectively perform their duties.

2.4.2. Situational leadership theory

McCleskey (2014:118) argued that the situational leadership theory requires a rational understanding of the situation and a suitable or appropriate response rather than a charismatic leader with a large group of dedicated and loyal followers who hardly ask questions of the leadership. The situational leadership theory was established by Paul Hersey and Ken Blanchard in 1969, with the purpose of providing the importance of the contingency on the abilities of leaders to modify their leadership behaviour and uplift the followers' level of maturity. Directive behaviour and supportive behaviour play a significant role in leaders and the people that they lead. This particular leadership theory is necessary and can make an effective contribution to how the councillors of eThekweni lead the community in their respective wards (Blanchard, Zigarmi & Halsey, 2013:07). This kind of leadership evolves from task-oriented versus people-oriented leadership. Mwai (2011:04) discovered that the situational leadership style brings more attention to the role of the followers, that leadership is flexible, and that this type of leadership is regarded as the life cycle theory of leadership.

The situational leadership theory varies according to circumstances, the maturity of the leader and the knowledge and skills of the leader. When leaders have an ability to adapt to the situation as quickly as possible, everyone benefits. This is however

based on the maturity of those that are being led and their willingness to listen to the leader. This particular type of leadership theory allows leaders to be flexible and match their leadership style to the experience and ability of those they are leading. Most people then agree that flexible leaders are good leaders because they adapt in any situation and intervene decisively (Team FME 2015:25).

2.4.3. Servant leadership theory

Many people desire to be seen as servant leaders but it is not possible for all leaders to be servant leaders because of the requirements for an individual to be considered a servant leader. Boden, Richards and Hoeldtke (1981:104) discovered that servanthood is a high and special calling that involves a controversial calling with God and it is therefore not a forced obedience to the master. Marshall (1991:69) argued that servant refers to the leader's nature, not basically the leadership style of the leader. Furthermore, servant leaders can be found in different leadership styles. True servant leaders are discussed by Marshall (1991:71) with the assistance of the following characteristics:

- A servant leader's paramount aim is always the best interests of those they lead;
- Paramount satisfaction lies in the growth and development of those they lead;
- There is a willing acceptance of obligation;
- Has a desire for accountability;
- Has caring love for those they lead;
- Is willing to listen;
- Has genuine humanity of heart and because of that realistic and sound judgement as to the things they can do well and the things they cannot; and
- Is willing to share power with others so that they are empowered.

Brubaker (2013:123) postulated that the acceptability of servant leadership in Africa is based on the cultural values such as Ubuntu. However, he contradicted himself when he further discovered that servant leadership is fundamentally concerned with the leader's predisposition toward putting people's needs and interests first, whereas servant leaders assume a posture of follower-focused leadership and affirming

dignity, humanity and mutuality of all within the shared community. Ward councillors of eThekweni Metropolitan Municipality have to be seen as servant leaders in order to have communities that will invest more in them. The ward councillor must show sympathy and humanity in the eyes of the public. eThekweni ward councillors are from different wards with different cultural backgrounds.

2.4.4. Action-centred leadership theory

According to Team FME (2015:07), action-centred leadership theory reconciles the various goals and desires of individuals, while at the same time accomplishing the specific goals that have been designed to be achieved by a team and the project as a whole. The key elements of action-centred leadership theory are the possibility of effectively empowering individuals, focusing on the area of the task and the power to build the team. When all three elements are properly implemented, the end result will be highly successful and activities will be effectively achieved. The leadership role is informed by the goal in mind and someone has to be in charge to direct the team toward that particular goal.

2.5. EMPIRICAL LITERATURE

According to Cahoy (2016:01), the empirical study is based on observation and derives knowledge from actual experience rather than from theory or belief. The empirical study was necessary for this particular research in order to provide different angles of the leadership characteristics of ward councillors at eThekweni Metropolitan Municipality. The African continent has similarities in leadership challenges and the empirical studies on leadership characteristics in Africa have been used as topical studies. This review is divided into three sub-sections with full details, which are studies in developed countries, studies in developing countries, and studies in Southern Africa.

2.5.1. Studies in developed countries

Trela and Whalley (1990:1200) defined a 'developed country' as a country that has improved its market share in a global market and meets the standard of being categorised as a 'developed country'. The primary factor used to differentiate between a 'developing country' and a 'developed country' is gross domestic product (GDP) per capita, which is a figure that is calculated by dividing a country's GDP by

its population. Developed countries are experiencing leadership challenges, especially in governance. Studies conducted in developed countries on leadership challenges have been used to crosscheck similarities.

Certain factors play a significant role in providing effective leadership in developed countries globally. Amongst those factors are inspiring others, guiding change, leading a team, and managing internal stakeholders and politics. Developed countries also face leadership challenges simply because the life of a modern-day leader is clearly not easy as they need to lead and motivate a diversified group of people in terms of race, religion and culture. Many leaders feel ill-prepared to tackle these challenges and leadership training is essential (Gentry, Eckert, Stawiski & Zhao, 2015:03).

Collinson (2011:181) critiques power relations and identity constructions through which leadership dynamics are often reproduced. The leadership characteristics of most developed countries are complex. Leaders are unique in developed countries and are in charge of decision making. Followers take orders from the leadership.

William *et al.* (2015:09) discovered that the biggest challenge and fear for leaders in many developed countries is to motivate other people, primarily those who are under their supervision. They also fear taking decisions. It has also been discovered that team management or synergy is viewed as a big challenge for developed countries. However, there have been mechanisms put in place to overcome those challenges. Leaders should not only play a leadership role but also play an effective mentoring role, coaching and developing others and many developed countries have achieved this.

Australia is one of the most developed countries in the entire world and the per capita GDP of Australia in 2016 was at \$49,144, which ranks above any reasonable threshold for developed country status. Australia is using Integrated Planning and Reporting as a tool to provide effective and efficient service delivery to the people at a local government level. There are certain skills that a councillor candidate has to possess if an individual is willing to contest the local government elections. Those skills include: communication skills, teamwork skills, organisational skills, the ability to engage with community, leadership quality, problem-solving and analytical skills,

understanding of relevant state legislation, understanding of local government functions, an understanding of social justice principles, ethical and accountable behaviour, an understanding of strategic planning, financial planning, and a reporting process. The local government of Australia is highly monitored by the municipal council and the behaviour of councillors is also viewed as an important aspect to ensure that there is a discipline within the local government. The municipal councils of Australia do not have high numbers of ill-disciplined councillors because of the disciplinary systems in place (Independent Local Government Review Panel 2012:04).

According to Investopedia (2016:03), Chile is the only country that is developed in Latin America. It possesses a Human Development Index (HDI) of 0.82 which is slightly above the threshold of 0.8. The country has improved in terms of the economy but in terms of the leadership, the country is facing challenges. The per capita GDP in Chile is at \$22,145; life expectancy is 75 years and infant mortality has drastically decreased over the past few years. The leadership challenges of Chile derive from the external influence of other countries with the intention of destabilising the economy of Chile.

According to Network for Business Sustainability (NBS) (2015:04), the relationship between local leadership, local communities and local businesses is not good to generate the economy for the local community. The local leadership of Chile is failing to build and maintain a good relationship between businesses and the community in order to ensure that the economy is growing, which will enhance the speedy delivery of public services. The biggest challenges are the changes of leadership, which make it difficult for businesses to have the same understanding and relationship with the new leaders. The case of Chile is similar to what the eThekweni Metropolitan Municipality is facing because when leadership takes over and comes into power, everything has to change and leaders identify their own preferred business people to supply goods and services for the community.

According to Listovative (2015:01), who utilised the necessary format of rating countries in the world in terms of the economy and HDI to determine whether the country is developed or not, Norway is the number one developed country in the world. Norway has an HDI of 0.944 and the economy of Norway is forever growing

because of the proper use and management of natural resources, which are oil and gas. The GDP of Norway is \$277.1 billion and \$55,009 per capita and the life expectancy of Norway is 80.57, higher than any European countries and the entire world.

The Norwegian Ministry of Local Government (2014:13) states that the local governments in Norway determine their own ground rules for the organisation of municipalities. The municipal council of Norway is elected through a similar process to South Africa and proportional representation is used. However, the challenges of the South African local government, with specific reference to eThekweni Metropolitan Municipality, cannot be the same as those in Norway especially the economic and leadership sides of the challenges. The biggest challenge facing local leadership of eThekweni Metropolitan Municipality is benchmarking the municipalities that are not on top in terms of the economic and leadership development.

When South Africa prepared for the 2010 FIFA World cup, eThekweni Metropolitan Municipality was amongst the biggest municipalities in the country and was expected to make the FIFA World Cup a success at all costs. eThekweni Metropolitan Municipality's local leadership, consisting of council members, had to visit Germany as the country that had hosted the World Cup in 2006 to learn strategies and tactics to successfully provide good leadership and proper security for all visitors to the city. The FIFA World Cup was viewed as the turnaround economic strategy for local citizens, but only a few people benefitted because the actual strategy of comparing developed countries, particularly Norway, with South Africa was not followed as the benchmark in the economic and leadership development (Public Sector Manager 2014:113).

Norway, as the number one developed country in the world, is not immune from leadership challenges that are facing many countries in the world. According to SGI (2016:01), the most critical challenge Norway is facing is to reduce the dependency on oil and to have more commodities that will be able to sustain the economy of the country. The biggest shortcoming of Norway's local governments was revealed when Norway was attacked by terrorists in 2011. The political and intelligence system failed to detect the terrorists before they attacked the country. Norway, as the exemplary country for many countries, has an effective local government system that

assists the municipalities to distribute the economy to local citizens and also to deliver public services effectively and efficiently.

Carmichael (2016:01), in the Gazette Review, stated that Finland was the latest country to be classified as a developed country, joining many other countries. The lifespan of people in Finland has increased from 71 to 78 for men and from 79 to 84 for women, and the education system has improved extensively. Finland has previously not been regarded as a developed country, but through effective government and proper management of the economy, it has become possible. The local governments of Finland have been taking instructions directly from the local citizens, which has assisted the country to have enough resources and proper management of resources, as well as effective accountability of the municipal councils and municipal officials.

Based on all the developed countries reviewed, it is very clear that local government plays a significant role in how the economy of the country progresses. The leadership characteristics of local leaders are a most important aspect to shape the economy of the country and to provide effective leadership. South Africa can be classified as a developed country if local leaders and senior levels of leadership in government could provide leadership and work together in ensuring that the economy of the country grows in terms of the GDP per capita and the HDI.

2.5.2. Studies in developing countries

The Educational Pathway International (2010:01) clearly defined a developing country as a country that has a relatively low standard of living, undeveloped industrial base and moderate to low HDI. The index is measured through poverty, literacy, education, life expectancy and other factors (worldwide). All the factors that contribute to a country being classified as a developing country are affected by the leadership styles and leadership vision of the country. Government leaders are at liberty to make drastic changes in terms of the economy and assist the country to develop.

Developing countries have been observing the developed countries in terms of how the economy is handled and also in terms of the leadership characteristics that are useful to maintain the economy and to provide effective leadership. Gutterman

(2015:01) stated that leadership studies have long been primarily focused on Western leadership styles and practices. Reasons for this are that many critical researchers are based in the US and most companies are also operated in the US. The study also discovered that leadership in developing countries and the training of prospective leaders in those countries is important for various purposes but mainly to create a vision, direction, social development and also to uplift the economy in those countries.

Many developing countries in the early 20th century have assumed that people have to become leaders by virtue of their personal characteristics. This was considered as the trait approach, which isolated the qualities displayed by good leaders. Other key factors such as intelligence, self-confidence, dominance and energy were all cited as key traits, but this also makes it hard to distinguish between leaders and non-leaders (Bolden *et al.*, 2005:05).

Andrews, McConnell and Wescott (2010:10) argued that modern leadership in developing countries has its deepest roots in writings about individual leaders, based on the set of personal characteristics that set them apart from others. The constituency or the communities therefore see leaders as honest, forward-looking, competent, inspiring and intelligent to lead society. This has assisted to minimise the number of public service delivery protests in many developing countries.

The African continent has identified some of the countries as developed countries when compared with other African countries in terms of the economy, using GDP per capita and HDI in the African context. The African countries that are viewed as developed countries in Africa are, however, viewed as developing countries in the global economy by comparison. According to Africa Ranking (2014:05), Seychelles is the number one developed country in Africa which has subsequently met all the Millennium Development Goals (MDG) with an HDI score at 0.806. Seychelles is regarded as the richest country in Africa and the country has a good infrastructure with \$25,229 GDP per capita. Seychelles is the smallest country in Africa, with a 116 islands, but the local government is effective and the leadership has been able to assist relevant stakeholders to develop the economy.

China is also viewed as a developed country. However, it is still rated as a developing country with a population of 1.3 billion and 9.6 million square kilometres. China is one of the top countries that exports goods to many countries in the rest of the world. China is one of the politically matured countries in terms of having less political intolerance and using the multiparty co-operation system, and political consultation is led by the Communist Party of China (Shah, 2006:142).

According to Zhong (2003:03), China is not as democratic as people of other countries might see or think. The local government structure has failed to provide effective political leadership and the government has dismally failed to resolve the rural areas' political problems. Policy implementation at local levels has not been effective enough to uplift the living conditions of the people. The lack of implementation of relevant and important local government policies in China is similar to the eThekweni Metropolitan Municipality, whereby people decide to embark on mass action because the municipality failed to deliver or to keep promises to the local community.

According to Cohen (2006:64), the high population density in developing countries minimises the effect of man on local ecosystems. The high population in developing countries lowers the per capita cost of providing infrastructure and basic services. People that are residing in urban areas of developing countries have easy access to basic services such as water, electricity and infrastructure development. The balance between the rise of the population and the economy is not in equilibrium, which creates a burden for local governments in developing countries. Developing countries do not have a mechanism in place to reduce the rise of the population while trying to ensure economic development.

Grindle and Mason (2002:16) argued that it is very necessary to assess the experiences of developing countries that have done extremely well in governance in order to find strategies and tactics that are relevant. Costa Rica, Kerala, Poland and Sri Lanka are countries that have done very well over the past few years and it is therefore important to copy their strategies. The local governments of developing countries have a very important role to play in ensuring that their governments contribute to their country's economy. The local governments of the above-mentioned developing countries have performed very well and attained clean audits

for many years. It is therefore important that local government authorities of eThekweni Metropolitan Municipality view similar strategies and tactics to provide the necessary leadership and to uplift the economy of the city.

Developing countries are now embarking on e-governance in order to speed up the service delivery. However, human beings are still needed. E-governance is a system that assists public officials to ensure that community members receive necessary services with expected speed. E-governance can be an advantage and disadvantage for different people, depending on their preferences and age. Sometimes, e-governance results in more costs for governments because officials have to be trained by experts. When local government needs more money, the local citizens have to pay more. One of the key arguments that affected developing countries with regards to e-governance is that some people lost their jobs or potential employees could not be employed because the technology fulfilled the required tasks (Chen, Chen, Huang & Ching, 2006:24).

The South African government has also joined many developing countries to provide public services through e-governance. Many government departments in South Africa make use of e-governance and services are also available in offices or manually for those who are technophobic. According to Ogra, Thwala and Didibhuku (2012:01), the implementation of e-governance of big municipalities in South Africa, including eThekweni Metropolitan Municipality, has assisted in the development of public services. The application of Information and Communication Technology did not only help the recipients of public services, but also the employees of the local governments. E-governance has assisted municipalities to deliver services with speed and to focus on all expected areas of delivery.

2.5.3. Studies in Southern Africa

The comparison of leadership challenges and leadership characteristics required to effectively deliver public services was made with reference to African countries that are in the Southern African Development Community (SADC) region. The comparison with SADC countries was intentionally made because South Africa has many things in common with other countries in the SADC region. Countries that are part of the SADC region are: Angola, Botswana, Democratic Republic of Congo, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Swaziland, Tanzania, Zambia,

Zimbabwe, South Africa, and Seychelles. The SADC was formed in Lusaka, Zambia on the 1st of April 1980, firstly as the SADCC and later it changed to SADC, with the purpose of liberating countries that were not liberated, such as South Africa (Mudungwe, 2015:13).

South Africa is one of the countries on the African continent that has leadership crises. It has many leadership challenges in politics and also in government. Dalgish (2013:07) stated that the poverty and wealth gap in South Africa does not fit neatly into the definitions of the developed and developing world because government policies over the years have allowed enormous wealth to be in the hands of a few people which resulted in poor delivery of basic services to the majority of South Africans. The leadership themselves inherited a culture of everybody for themselves which is strictly against the traditional culture and concepts of Ubuntu. The attitudes of history have further destroyed the leadership ability of the country because people have developed the attitude of entitlement because of the colour of their skin, regardless of their capacity and potential to lead. History remains in the heads of many leaders and they use history to suppress those who are challenging them in their comfortable leadership positions. Furthermore, generational differences also serve as a stumbling block to having good leaders (Dalgish, 2009:08).

According to Styler and De Visser (2007:03), local government in South Africa is an integral part of the constitutional system of the government and the leadership that took over to govern the country had a simple mandate to reverse the injustices of the past apartheid regime and to further encourage all citizens to participate in a democratic South Africa. Democracy means different things to different people in different environments and therefore some people do not participate when the leadership of the country have to be elected. Others are oppressed to participate in their political organisations as they actually hold a different view from those who are in leadership at that particular time; however, leaders will do anything within their power to suppress those who hold a different or dissenting view (Heywood, 2007:72).

Thornhill (1995:06) stated that the success of any local government action is determined by the good quality of services rendered to the community by officials acting on behalf of the municipal council and therefore, the council should be able to provide effective leadership to give directions that officials have to follow.

Consequently, if there is a lack of leadership in the council, the municipality is likely to fail in the provision of effective and quality services to the community.

Ziervogel, van Garderen, Midgley, Taylor, Hamann, Stuart-Hill, Myers and Warburton, (2014:07) argued that Cape Town and Durban are both large metropolitan municipalities in South Africa that are favoured by climate change. Progress has been made in assessing the climate risks and impact on the development plans in various options. There has been high-level political support of climate adaptation. However, there is a gap in the training of new leaders in both these municipalities about the on-going programmes or projects and the leadership roles that are expected of them.

The Young Foundation (2013:03) identified that ward councillors need to be more engaged with the community if they are to be effective leaders. However, they need to be empowered and supported in order to be able to use the tools to provide proper services to the community. Different types of characteristics are expected from ward councillors, such as advocacy which is concerning the freedom of ward councillors to challenge the executive. Political roles guide ward councillors to acknowledge the political dimensions within communities and not to use these dimensions as a barrier to improving local services.

On the other hand, Mfene (2014:10) expressed concern about the leadership and accountability of ward councillors in South Africa. Mfene (2014:11) did not consider the characteristics that play a role in the leadership of ward councillors. In a similar vein, Davey, Turner, Clarke and Higgins (2011:87) also conducted a study on local government leadership in Europe, focusing on the policies and the sustainability of the municipality. These studies are reviewed below, indicating a gap that has been identified.

Dilley, Porter and Rose (2016:07) suggested that leadership faces multiple challenges to its traditional roles because creativity has become a critical concern in order for many organisations to survive. Creative people exhibit a specific number of characteristics when making decisions. It is necessary to ward councillors to embrace this new type of leadership, which is creative leadership, to ensure that there is proper service delivery to communities. Creative leadership is mainly concerned with

leading people through or towards a common problem in order to identify the problem and also to find solutions. Zvavahera (2013:02) stated that leadership is very important in all types or forms of organisations because without proper and effective leadership, the organisation stands a higher chance of failing or being effective.

Leadership innovation plays a crucial role in advancing the needs of the community. Muenjohn and McMurray (2015:102) suggested that leadership and innovation are essential determinants that affect both the organisation and individuals. However, there is another new emerging concept of leadership which is 'design leadership'. This kind of leadership characteristic mainly concerns designing the ways that a leader will be providing leadership which assists them to lead their constituency in the correct direction. Ward councillors can benefit by adopting this kind of leadership as it will assist them to map or design the mechanism to follow in order to deliver services to the community.

Understanding community resilience is very important in all communities because it combines both the personal and collective capacity to respond to change. Community leaders are chosen from amongst the community itself and community resilience is therefore intentionally developing the collective capacity to respond to and influence change in order to sustain and renew the community and to develop new trajectories for the future of the community (Steiner & Markantoni, 2013:09).

Nanjundeswaraswamy and Swamy (2014:57) defined leadership as a social influence process that seeks the voluntary participation of the community or the people that are being led. A leader is also a person that is able to delegate powers to other people and indirectly or directly influence them to perform to achieve certain objectives. The current local government levels in the country therefore need effective leaders that will be able to understand the complexities of the rapidly changing global and economic environment. Ward councillors are not immune to what is happening across the country or globally in terms of leadership characteristics that are expected in the country and in the whole society. A transformational leadership style is the kind of leadership style that is required from the ward councillors because it combines the development of followers, as well as their needs.

Leadership characteristics are very important in all fields of life and ward councillors are expected to provide a high level of discipline and good leadership character. Buble, Juras and Matic (2014:162) highlighted that experience has shown and proved that leadership and motivation are in mutual interaction because most motivated followers have the most motivated leaders, while most motivated leaders have most motivated followers. Understanding the behaviour of the community is very important to the leadership because controlling the behaviour in the community is essential as it strengthens effective leadership.

Leadership ability does not automatically happen to people who are in leadership positions. It requires a willingness of those who are given a leadership responsibility to learn how to provide effective leadership. Chaudhry and Javed (2012:259) argued that leadership is considered as the ability or power that assists a certain group to achieve a certain set of goals or objectives that have to be achieved for a purpose. Leadership is one of the qualities that the organisation needs for the purpose of interacting with the community. An effective leader has a large and positive impact on service delivery and therefore, leadership is perceived as a tool or weapon of the community and organisations to accomplish their desired goals and objectives.

The African continent is rich in terms of producing leaders, even though African history is common in all African countries, particularly with regard to colonisation and the African heritage. Woolf (1981:647) clearly defined leadership as guiding and directing on the course and as serving as a channel. Leaders are therefore in a position of commanding authority, but with the element of having influence on the group or community. African religions provided ways for leaders to lead and made things easy for the followers. For example, people in Zambia used drums to call each other into meetings and leaders were appointed based on their indigenous wisdom, which assisted all the communities because everyone agreed to the appointed people, like Amakhosi and Izinduna. A similar process was followed in South Africa. The life and care of the villagers was directed by leaders who were also accountable to the whole community or village (Mbiti 1977:12).

Africa as a continent is suffering from many leadership failures mainly because of the African character or political system in operation. The abuse of resources and re-channelling public or state resources to enrich political leadership for their narrow

self-gains has been a problem for many African countries. African leaders are always in trouble in terms of managing of resources, troops and public service delivery protests. Mauritius was identified as a best country in Africa. However, poor management of resources and a lack of effective leadership have made the country suffer. The problem has been caused by a lack of effective leadership at local government level. The local government of South Africa, particularly in eThekweni Metropolitan Municipality, is slowly losing attraction from other people in various parts of the world (Afegbua & Adejuwon, 2012:151).

African states are suffering in terms of effective leadership as they are influenced by the African leadership characteristics and the self-centred leadership approach. Agbaje and Roberts (2002:154) stated that:

“Post-independence leaders in Africa not only personalized power but also privatized the state for the purposes of primitive accumulation, clientelism, repression and all forms of opposition. Instead of using the state for initiating development, African leaders utilised it as a vehicle for terrorizing the citizenry, thereby leading to the disengagement of the populace from the public realm”.

This is what is happening in Zimbabwe and South Africa is slowly falling into the same trap, with many people opposing the current leadership. Local leadership as the first level of service delivery and the face of the government should always listen to people and address the needs of the people at all times. Local leadership should always be humble and listen to the problems of the people with the intention of solving the problems, regardless of the political party affiliation of the citizens.

Yimer (2015:131) stated that there is no transparent and accountable system that is used in African countries to groom leaders and also to create different layers of leadership in order to avoid leadership crises when those in leadership move on or their leadership time lapses. Zimbabwe is one of the countries that has not created an effective layer of leadership, witnessed by the current situation whereby the current president has been the president of Zimbabwe for more than 28 years. South Africa is also facing leadership crises, especially at local government levels, which is influenced by the political intolerance of political parties. eThekweni Metropolitan

Municipality has also been facing challenges because of having new councillors that still need to be trained in service delivery and their role at the local government level. Furthermore, the community members or followers of leaders in Africa are not given time to learn how to lead – in order to ensure future leadership. Many of the activities of leadership are not transparent to the population in general, only to a few individuals, which then makes it difficult to ensure good leaders in the society and mainly causes conflict of power struggle amongst community members. According to Kuada (2010:11), Africa is the continent that has leaders that still believe that leadership is characterised by the age of the individual and not the capacity. African leaders are still influenced by what is happening around them. The decisions that have to be made by leaders are also influenced by the views of political leaders in senior political structures. This political structural influence is also affecting eThekweni Metropolitan Municipality because the municipal council cannot take decisions that are contrary to the views and beliefs of the ruling political party in senior structures.

2.6. SUMMARY OF THE CHAPTER

This chapter has outlined different theories related to leadership and leadership characteristics. It reviewed different authors and also unpacked the different arguments presented. The review emphasised that there is a lack of effective leadership based on the leadership theories and the procedures to elect councillors. There is a lack in following procedures, mostly by leadership of political parties. The claims by different authors that leaders who embrace the leadership attributes are likely to be good leaders has been proven to be true as per the reviewed studies from developed countries with regard to leadership and leadership characteristics. Reviewed leadership in Africa is characterised by civil war simply because of past colonial arrangements and the manner in which many African countries attained their political freedom. The leadership morals were reviewed as a key element to address the community dependency syndrome. The next chapter discusses the tools utilised to conduct this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter presents the methodology used to collect and analyse the data for this particular study. The focus is on the research design, research approach, research method population\target population, sampling method, measuring instrument, data analysis, pretesting, delimitations/scope, limitations, validity, reliability, ethical considerations, anonymity and confidentiality. Lichbach (1998:403) defined the world as a planet that has factual and also counter-factual constraints and constructs. It is therefore important that the methodological issues are taken into serious consideration because inappropriate or irrelevant methodological choices will eventually lead to wrong conclusions, and incorrect recommendations will also be made (Geddes 2003:18). On the other hand, Holden and Lynch (2004:02) viewed research methodology as a system that is a consequence of the methodological choice that has been made to collect the information during the study. O'Leary (2004:85) argued that the research methodology should serve as the framework that guides the set of paradigmatic assumptions. The information collected can be viewed as facts and it can also be tested.

3.2. RESEARCH APPROACH

Ali and Leeds (2009:03) argued that the research approach identifies the thesis' epistemology and theoretical perspective and further looks at the research methodology and practical approach adopted to achieve objectives. The quantitative and qualitative research approaches differ in the analytical objectives and type of questions posed. The qualitative approach is mainly concerned with an understanding of the meaning people give to the phenomena within a social setting and a small scale is required while the quantitative approach deals with statistics and numbers. This particular research has adopted a case study and mixed method approach because the case study which is defined as a method of enquiry is primarily designed to bring out the information from the viewpoint or understanding of the participants. Multiple sources were used for this study, such as real-life events, observation of the behaviour of ward councillors in eThekweni Metropolitan

Municipality programmes, and the behaviour of ward councillors towards the community members. The mentioned sources were used to ensure that reliability is increased (Tellis, 1997:44).

Castelan (2010:02) argued that some studies involve diverse communities. This particular study is also regarded as a diverse study because more than one councillor was studied and the relevant participation of communities and participation of councillors in community development were analysed in depth. The capacity of the council to provide effective leadership and proper guidance to the municipal officials were undertaken with the aim of understanding challenges to the service delivery of eThekweni Municipality.

According to Hungler and Polit (1995:210), the case study approach gives the researcher an opportunity to collect information and knowledge about the thoughts, conditions, feelings and actions directly from the actors in a certain context. The researcher collected all relevant information for the study directly from those involved in their respective communities, including councillors and community leadership.

3.3. RESEARCH METHOD

Researchers can choose between the three available approaches to research which is: qualitative research, quantitative research and the mixed method approach. Robson (1993:307) argued that quantitative research is the approach mainly dealing with numbers. On the other hand, qualitative research is the approach concerned with human sciences and which relies on deductive models of explanation consisting of data that is in words, not in the form of numbers.

Ary, Jacobus and Razavieh (1990:445) stated that qualitative research regards reality as subjective and observations play a significant role in ensuring that there is enough and relevant information. The further difference between the qualitative and quantitative approaches is that with qualitative research, data is presented in the form of words, quotations, transcripts and documents, while quantitative research views reality as objective and observations are done in a standardised manner. Quantitative data is therefore presented with the exact figures gained or obtained from exact measurements.

The researcher chose the mixed methods approach for this particular study because the study seeks to discover human actions, institutions, events and customs with the aim of constructing what is being studied in sufficient depth and detail. This approach is more relevant to investigate service delivery issues in the municipality; the role of ward councillors and their competency level in service delivery; the capacity of the municipality to deliver and the responsibility of the council regarding service delivery to the people (Robson, 1993:08).

Robson (1993:308) further argued that case studies provide for in-depth analysis of a situation but they do not define the relationship between the independent and dependent variables.

3.4. RESEARCH DESIGN

Research design refers to the overall strategy that the researcher chooses to integrate the different components of the study. Creswell (2012:41) argued that the researcher does not just use qualitative, quantitative or mixed methods to conduct a study but has to decide on the type of study within these three choices. Research design is regarded as the plans and the procedures for research which provide the details and methods of data collection and analysis. The research design includes the overall decision which involves which design should be used to study a certain topic in order to address the research questions and objectives. Procedures of enquiry, also known as strategies and specific methods of data collection, analysis and interpretation, are included in the research design. The research design is based on the nature of the problem to be addressed by the study.

Wyse (2011:01) provide a clear analysis in the differences between the qualitative and quantitative research designs. The qualitative research design is mainly concerned with exploratory research whereby the researcher seeks to find out underlying reasons, opinions and motivations. A qualitative research method provides insights into the problem and develops ideas to solve the problem. The qualitative research method therefore requires various data collection methods such as unstructured or semi-structured interviews and observation techniques. Quantitative research methodology is used primarily to quantify the existing problem by way of generating numerical data that can be transformed into useable statistics. The quantitative design is generated in a large population and formulates facts and

uncovers patterns in research. Questionnaires and surveys are used to find data by means of the quantitative research design. The mixed methods approach provides a direction for procedures in a research design. Research design has grown over time as a result of the daily developments in modern technologies in the world. On the other hand, Rowley (2002:18) described research design as the logic that links or connects the data to be collected and conclusions to be made to the initial questions of the study in order to ensure that the information is reported and articulated effectively and correctly. This research study adopted the form of a descriptive case study which employed a mixed methods approach, using qualitative and quantitative methods for data collection. Daper (2004:13) contended that the basic aim of the research design is primarily to provide guidance to the process of collecting and analysing data. It is therefore very important to have a research design in place for a study to guide the collected information and the sequence of events.

3.5. POPULATION\TARGET POPULATION

According to Wenger (2010:22), the target population refers to the elements of a group under study. The target population of this study comprised 110 ward councillors in eThekweni Municipality. All councillors could potentially provide the information that the study was looking for, although the researcher realised that practically it may not be possible to reach every councillor. As a result, and due to time and financial constraints, the study resorted to sampling as elaborated below. In addition, community members provided ratings of service delivery and the leadership characteristics of the councillor.

3.6. SAMPLING METHOD

Mugo (2002:01) defined sampling as the act or process that is used to select a suitable sample amongst the whole population for the purposes of determining parameters or characteristics of the whole population. According to Flick (2014:114), sampling is the stage whereby a researcher determines which objects or people will be part of the study. It is very important to determine the sampling method that will be used amongst many sampling methods available for research. The different types of sampling include random sampling which is divided into simple random sampling, stratified sampling, proportional stratified sampling, and cluster sampling. Non-random sampling consists of convenience sampling, volunteer sampling, snowball

sampling, and network sampling. In random sampling, each person in the population has an equal chance of being part of the study. Random sampling is also regarded as probability sampling because it is based on probability theory. Simple random sampling represents the entire population and the target population that is available for the study. Non-random sampling is focused mainly on the group of people that are available for the study and also convenient for the researcher. Simple random sampling was used for this study because the whole population and sampling frame were available. Moore and George (2006:219) defined simple random sampling as a probability method that consists of individuals chosen in a way that everyone has an equal chance of being selected. This was therefore a suitable method for this study because all ward councillors that potentially needed to form part of the study were at eThekweni Municipality and available for the study.

Sampling also refers to selecting part of the population in order to gain an understanding of the whole population (Thompson & Steven, 2012:54). Sampling is also viewed as a method to find representative data by selecting suitable participants because of their availability voluntarily (Yap, Rani, Abd Rahman, Fong, Khairudin & Abdullah, 2013:17). A sampling size table developed by Krejcie and Morgan (2011:607-610) was used to determine that 86 participants formed an appropriate sample size for this study, using the following formula:

$$n = X * N * P * (1 - P) / ME^2 * (N - 1) + (X^2 * P * (1 - P))$$

The formula is interpreted as follows: N=sample size; X^2 =square for the specified confidence, population proportional; and ME is the desired margin error. Conducting a study of all 110 ward councillors in eThekweni Metropolitan Municipality was not feasible for this study because of the limited time and resources of the researcher. All wards in eThekweni Municipality were chronologically listed in Microsoft Excel, using ward numbers. Excel's random selection functions were used to randomly select the 86 wards that were visited. For community members, a convenience sampling technique was used, targeting at least three community members per ward in ten wards randomly selected from the 86 above.

3.7. MEASURING INSTRUMENT

Quantitative data collection techniques rely on random sampling and structured data collection instruments are used for the pre-determined response categories. The results produced are easily summarised, compared and generalised. Quantitative research is mainly concerned with testing the hypotheses derived from the theory. A variety of measuring instruments can be used in research, namely questionnaires, interviews, and observation (North Dakota Compass, 2015:04).

Kothari (2004:17) argued that it is necessary to use the correct instrument to collect data for the study. This could be affected by the costs involved, time and other resources at the disposal of the researcher. The primary data in research can be collected through experiments, observations, surveys and questionnaires. The questionnaire method is considered the best method because the questionnaires are carefully prepared in advance and pretesting is done. The researcher and the respondents are in contact. The questionnaire was thus considered the best measurement instrument for this particular study.

The primary data was collected through self-administered questionnaires that were personally administered by the researcher to the ward councillors. The advantage of the questionnaire is that it assists to find the accurate and correct information as per responses of the respondents. Self-administering of questionnaires makes it easier for the respondents to ask the researcher if there is any clarity being sought. The questionnaires were available in both IsiZulu and English for the benefit of some councillors who might not understand the questions in English. IsiZulu is the dominant language in the area (Statistics South Africa 2011:15). The questionnaires were a mix of structured closed-ended and open-ended questions. The majority of questions were closed-ended questions to address the objectives of the study. The questions were informed by the literature review, as well as by developed questionnaires used in similar studies that have been conducted. A leadership characteristic rating scale was adopted from Northouse (2013:2276), which was tested for reliability. This sought to provide a rating score of councillors based on 14 leadership characteristics that are argued to make councillors good leaders. The rating was done by the councillors themselves (self-rating) and also completed by community members (community rating).

3.7.1. Pretesting

Hunt, Sparkman and Wilcox (1982:269) suggested that pretesting is important in survey research because authors summarise the current state of the art and report results from an empirical investigation of the effectiveness of respondent verbalisation in pretesting. The fundamental issues associated with pretesting are the specific items that should be pretested and the methods to be used, including people who will be pretested. Pretesting was conducted with five ward councillors at eThekweni Metropolitan Municipality. These ward councillors were not part of the 86 sampled ward councillors of the study. Feedback was used to improve the validity and reliability of the measuring instrument and the researcher was assisted by an expert to validate the questionnaire.

3.7.2. Reliability

According to Carole and Winterstein (2008:2277), reliability is any score obtained by measuring instruments which comprises of the true score which is known and the error in the measurement process. Reliability estimates are used to evaluate the stability of measures administered at different times to the same individuals or using the same standards. In this study, reliability was addressed by measuring the consistency using Cronbach's Alpha, which ranges from 0 to 1.00, with values close to 1.00 indicating high consistency. The reliable tests should have internal consistencies of at least 0.70 (Wells & Wollack, 2003:12).

The overall reliability score of 0.940 for community members and the reliability score for ward councillors was 0.879 and that exceeds the recommended reliability score by the Cronbach Alpha value or score of 0.700. This particular score indicates a high degree of acceptance and consistent scoring for all sections in the research instrument.

3.8. DATA ANALYSIS

Data analysis is the process of systematically applying statistical techniques in order to illustrate and describe the data in a more meaningful way. There are various analytical procedures that can be used to provide a way of drawing inductive inferences from the data and also differentiate the signal, which is the phenomenon

of interest, from the noise, which is the statistical fluctuation, in the present data (Shamoo & Resnik, 2003:01).

According to Begum and Ahmed (2015:50), statistical analysis depends on the objectives of the study and the most important statistical task to start with is the descriptive analysis of the variables. When the data is analysed, it is very important to present the results obtained for each type of variable of the study. The software packages, such as SPSS, EPIInfo, STATA, Minitab, Open Epi, Graph pad and many other, are relevant and very useful in quantitative research. Data analysis is influenced or affected by factors such as age, gender, race, income and education level and these factors should appear in the data analysis if need be.

Zhu (2013:114) described data analysis as the most popular tool for researchers in public policy and public administration because it allows the researchers to use the same units and could increase the quantity and quality of the empirical information.

Data analysis for this particular study was done through the Statistical Package for the Social Sciences (SPSS) software because this software was more relevant to the study and displayed all the expected variables of the study. SPSS was also used to analyse the data because it is the best software to address the study objectives clearly and effectively.

Data collected through questionnaires was cleaned, sorted, coded and captured for analysis using the statistical package, SPSS. The analysis involved descriptive statistics in the form of frequency tables and charts as well as inferential statistics in the form of chi-square tests; t-tests; ANOVA and regression analysis, depending on the research questions being asked and the variables relevant to that question. The leadership characteristic scale was used to calculate total score, with high scores signifying a better leader. The average of councillor self-rating and that of the community members was used to reduce bias (Northouse, 2013:2778). Open-ended questions provided qualitative data that was analysed through themes, that is thematic analysis. The results of qualitative data help to explain the how and why not adequately covered by quantitative results.

3.9. DELIMITATIONS/SCOPE

The study was conducted in eThekweni Metropolitan Municipality only on ward councillors that reside at eThekweni. Therefore, generalisation was done cautiously. Due to the local government elections that took place in August the 3rd, 2016, the new councillors did not perform duties fully to be evaluated for their effect on service delivery.

3.10. LIMITATIONS

Huberman and Miles (1994:428) indicated that all studies have limitations and it is therefore very important to discuss the limitations related to the study. Limitations are regarded as the characteristics of design that influence the application or interpretation of the results of the study. In this study, the political organisation's rules did not allow ward councillors to divulge some information to the researcher.

3.11. VALIDITY

Golafshani (2003:599) defined validity as a tool that measures whether the research truly reflects what it was intended to and how truthful the research results are. To ensure validity in this study, the researcher conducted a pilot test as a means to remove ambiguities and to ensure that questionnaires were aligned to the aim and objectives of the study.

3.12. ANONYMITY AND CONFIDENTIALITY

When respondents completed questionnaires, they were not required to reveal their names and contact details. Furthermore, their exact ward numbers were not revealed. The completed questionnaires will be stored by the researcher for a period of three years and thereafter shredded or destroyed. Anonymity and confidentiality are very important to maintain because some information is not allowed to be communicated by people who are not authorised and the information thus has to be treated as confidential at all times.

3.13. ETHICAL CONSIDERATIONS

It is very important to respect the people and their space. Asking for permission before administering questionnaires is very important and therefore, the researcher gave letters of information and consent to participants. The researcher adhered to

the ethical standards required by the Durban University of Technology throughout the study. Ethical clearance was received from the University Ethics Committee before conducting the study. The ward numbers of the respondents are known by the researcher but have deliberately not been used in the interpretation of the collected data in order to comply with the ethical considerations. The collected data has been analysed and interpreted using the alphabet in a sequence that is known to the researcher.

3.14. SUMMARY OF THE CHAPTER

This chapter clearly outlined the methods employed in the collection and the analysis of data for this study. The target population, sampling method and the measuring instrument were critically unpacked with the purpose of giving proper and relevant information related to the study. This chapter also discussed and unpacked the limitations and the delimitations of the study that protected the respondents to respond freely, as well as the limitation in knowledge. Furthermore, this chapter outlined the reliability and validity of the collected information of this study. The anonymity and confidentiality, together with ethical consideration, have been articulated in this chapter and the importance of both have been emphasised.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. INTRODUCTION

This chapter presents the results from the data analysis. The results are based on the quantitative data gathered through the questionnaires, as discussed in Chapter 3. The collected data was analysed using the Statistical Package for the Social Sciences (SPSS) and the results presented are through tables and graphs. The presentation of the results is in two broad sections: one capturing the views of community members and the other the views of local leaders themselves as per the surveys employed.

4.2. THE SAMPLE AND RESPONSE RATE

A total of 30 questionnaires were administered to community members in ten different wards; each ward had three respondents. A total of 86 questionnaires were successfully administered to ward councillors. A 100% response rate was achieved for the study, for both instruments. This response rate is excellent and has potential to provide effective results. Fincham (2008:01) suggested that the response rate should be at least 60%. The response rate of this study exceeded this recommendation.

4.3. WARD COUNCILLORS

The tables and figures have been used to provide a clear analysis of the results and findings of the study. The demographic and socio-economic variables of the ward councillors who participated in the study are listed in Table 4.1 below.

Table 4.1: Descriptive statistics of the demographic and socio-economic variables of ward councillors

Categories	Frequency	Percent
Gender		
Male	61	70.9
Female	25	29.1
Age		

Categories	Frequency	Percent
26-30 years	3	3.5
31-35 years	8	9.3
36-40 years	14	16.3
41-59 years	55	64.0
60 years and above	6	7.0
Highest level of education		
Grades 1-8	6	7.0
Grade 12	41	47.7
Certificate	6	7.0
Diploma	19	22.1
Degree	10	11.6
Post graduate	4	4.7
Marital status		
Single	28	32.6
Married	46	53.5
Widowed	5	5.8
Divorced	6	7.0
Number of dependants		
1	7	8.1
2	8	9.3
3	5	5.8
4	7	8.1
5	12	14.0
6	15	17.4
7	32	37.2
Are you the sole breadwinner in your household?		
Yes	59	68.6
No	27	31.4
Are there any family members who have been in a leadership position?		
No	69	80.2
If you answered 'yes' in the above question, which leadership position is/was the member holding?		
Ward Councillor	9	10.5
Minister	2	2.3
Other	4	4.7
Have you ever been employed?		
Yes	73	84.9
No	10	11.6
If you answered 'yes' in the above question, what kind of employment?		

Categories	Frequency	Percent
Casual job	10	11.6
Contract	19	22.1
Permanent	27	31.4
Professional job	16	18.6
Other	2	2.3
What caused the termination of the employment?		
Contract expired	21	24.4
Resigned	44	51.2
Retired	1	1.2
Other	8	9.3

Table 4.1 illustrates the demographics of ward councillors in all 86 wards. The following analysis provides further information and interpretation of how the ward councillors responded to the questions.

- **Gender:** The majority of the ward councillors, 70.9%, that were part of the study were males, while female councillors constituted 29.1%, which indicates that the gender balance in terms of the national government's equity is not properly implemented in the eThekweni Metropolitan Municipality.
- **Age:** The majority of ward councillors in eThekweni Metropolitan Municipality are above the age of 41 and not more than 59 years of age, which indicates that the youth in terms of creating continuity in the municipality is not properly considered. There are many ward councillors aged between 41–59. They constituted 64% of the total number of councillors that were part of the study.
- **Highest level of education:** Completing the secondary level of education is considered as necessary in order to be able to read and write. Ward councillors also deal with many documents and matric is necessary for them to be able to read and write. Only 47.7% of ward councillors had completed their matric and did not have access to tertiary education, while 22.1% of ward councillors managed to complete their national diplomas in different fields, 11.6% indicated they have bachelor degrees, and 4.7 had completed postgraduate qualifications. Only 7% of ward councillors in eThekweni Metropolitan Municipality did not complete their secondary education and did not study any other short courses to equip themselves. This negatively affects understanding

the policies of government and also fully participating in the drafting of municipal by-laws.

- **Marital status:** Family structure is very important because it contributes to how leaders are respected by their communities. More than half (53.5%) of the ward councillors that were part of the study were married. This is a symbol of being responsible in many communities' views; while 32.6% were single.
- **Numbers of dependents:** Ward councillors are not only leaders of the community but they are also leaders of their families. The majority of ward councillors indicated that they have many family members that depend on them. Most of the ward councillors (54.6%) have more than five dependents. Only 8.1% have only one dependent, which is the lowest percentage in terms of the dependents level of the study.
- **Breadwinner status:** The majority of ward councillors stated they are breadwinners in their families and have a responsibility to support their families. 68.6% were sole breadwinners, while 31.4% were not breadwinners. This means that many families depend on the ward councillors.
- **Family members in leadership:** Many ward councillors who participated in the study were the first people to be in leadership positions in their families. However, there were ward councillors with family members who have been in leadership positions before. Ward councillors that shared leadership responsibilities with some family members comprised 17.4% while 80.2% did not have family members in leadership positions.
- **Leadership positions of ward councillors' family members:** Some ward councillors (10.5%) stated they have family members who are also ward councillors in different wards.
- **Previous employment status:** Working experience contributes much in one's personal life because a person gets exposed to how to communicate with other people. The majority (84.9%) of ward councillors indicated they have been employed previously, while 11.6% said they have never been employed before. Working experience is necessary because it improves the communication levels of leaders.

- **Type of employment:** Many ward councillors (31.4%) were employed permanently in different sectors, including government institutions; 11.6% of ward councillors were casual workers who do not have job security. Being a ward councillor was the best option for them in terms of the salary and job security. However, those who were permanent had left employment which had good job security for the purposes of leading the community.
- **Reasons for terminating employment:** A majority (51.2%) of ward councillors had resigned from their employment with the purposes of ensuring that they work full-time as ward councillors. Only 1.2% had retired. However, if an individual has retired from a full-time job because of age, it becomes complicated for that particular individual to work full-time as a ward councillor and perform all activities or duties extremely well.

Table 4.2 below provides a descriptive analysis of ward councillors' leadership profiles.

Table 4.2: Ward councillors' leadership profile

Categories	Frequency	Percent
Who informed you about the councillors' candidate requirements?		
Political party	83	96.5
Friends	1	1.2
At work	1	1.2
Other	1	1.2
Number of years in leadership position		
Less than 1	5	5.8
1-2 years	3	3.5
3-4 years	5	5.8
5-6 years	13	15.1
More than 6 years	60	69.8
Have you ever been a ward councillor before the current role?		
Yes	23	26.7
No	63	73.3
Do you think ward councillors need certain qualifications or skills to be able to execute their duties?		
Yes	82	95.3
No	4	4.7

Have you ever attended any leadership skills development training workshops?		
Yes	85	98.8
No	1	1.2
If 'yes' to the above question, was the training beneficial?		
Yes	83	96.5
No	1	1.2
Yes	51	59.3
No	35	40.7
If you have answered 'yes' to the above question, what is the average household income?		
Under R200	2	2.3
R201-500	7	8.1
R501-1000	16	18.6
R1001-1500	13	15.1
R1501-2000	4	4.7
R2001 and above	9	10.5
Please rank the following community challenges, in order of importance, with 1 being most important, and 5 being least important.		
1. Lack of proper accommodation		
Most important	54	62.8
Important	10	11.6
Somewhat important	7	8.1
Less important	9	10.5
Not/least important	6	7.0
2 Lack of adequate skills		
Most important	19	22.1
Important	22	25.6
Somewhat important	21	24.4
Less important	16	18.6
Not/least important	7	8.1
3. High rate of crime		
Most important	44	51.2
Important	15	17.4
Somewhat important	13	15.1
Less important	6	7.0
Not/least important	8	9.3
4 Lack of communication		
Most important	9	10.5
Important	21	24.4
Somewhat important	31	36.0

Less important	13	15.1
Not/least important	12	14.0
5 Lack of knowledge		
Most important	11	12.8
Important	22	25.6
Somewhat important	25	29.1
Less important	19	22.1
Not/least important	9	10.5
What is the unemployment rate in your community?		
I don't know	1	1.2
0-29%	3	3.5
30-49%	15	17.4
50-69%	25	29.1
70-89%	32	37.2
90-100%	10	11.6
Have you initiated any programme to help the community in your ward?		
Yes	53	61.6
No	33	38.4
Name the programmes that you have initiated in the community		
1	19	22.1
2	14	16.3
How many public protests have taken place in your ward over the past five years?		
1-5	36	41.9
6-10	3	3.5
11-15	5	5.8
16-20	3	3.5
Other	1	1.2

The following interpretation provides an analysis on how ward councillors responded to the leadership profile:

- Who informed ward councillors about the requirements for people to be ward councillors:** The majority (96.5) of ward councillors were informed by their political parties about the requirements for candidates to be ward councillors. Only 1.2% obtained the information from their friends, family and in their workplaces. This finding indicates that the requirements are properly outlined by the political parties and candidates become more aware of what to do and what not to do.

- **Number of years in leadership position:** Ward councillors of eThekweni Metropolitan Municipality have many years of leadership experience and that gives them a chance to overview the challenges and find solutions based on their previous leadership experience. Those who had more than six years of experience in leadership positions comprised 69.8%, which was the majority of ward councillors participating in the study. Some ward councillors (5.8%) had less than one year in leadership and had not been in any government or community leadership positions. Some ward councillors had assumed ward councillor positions as the first leadership role in their careers.
- **Did councillors lead before as ward councillors?:** Ward councillors were asked if they had been ward councillors in previous terms and 26.7% answered that they had been ward councillors in previous terms; 73.3% answered 'no' which means they were ward councillors for the first time. Continuity and consistency are very important in terms of providing proper service delivery. When new leadership takes over, it is possible that they might not fully understand the vision of the previous leaders and the administration of the municipality.
- **Ward councillors were asked if they think ward councillors need certain qualifications or skills to be ward councillors:** Ward councillors need certain qualifications and skills to be able to fully execute their duties in order to provide proper and effective service delivery to the public. This notion was supported by the responses of ward councillors who responded 'yes' to the question. A vast 95.3% of ward councillors responded 'yes' when asked if ward councillors need skills and qualifications to execute their duties effectively. Only 4.7% stated they do not believe that ward councillors need certain skills or qualifications.
- **Ward councillors were asked if they have attended any leadership workshop:** A total of 98.8% indicated that they have attended leadership skills development workshops and training, while only 1.2% said they have not attended any leadership training workshops. This finding suggests that the majority of ward councillors are interested in training and attend training to equip themselves with more knowledge and skills in order to effectively lead their communities.

- **Leadership workshop status:** Ward councillors were asked if the leadership workshops were beneficial and useful to them. The majority answered 'yes' which means that the leadership workshops contribute to the knowledge of ward councillors. Approximately 96.5% of ward councillors said they find workshops very useful as they contribute effectively in terms of service delivery skills.
- **Ward councillors were asked if they have conducted an average household income survey in their communities:** Some ward councillors had a database of the household income that was left by previous councillors, but the information might not be accurate enough because of the changes in community members. A total of 59.3% of ward councillors said they have conducted household income surveys while 40.7% indicated they have not conducted household income surveys.
- **Average household income:** The majority of ward councillors discovered that the average household income was mostly between R501 and R1000, which comprises 18.6% in total. The majority of community members in different communities depend on social grants, which include pension funds and child support grants. Only 2.3% have household incomes of R200 and less per month, the lowest percentage in terms of the surveys on household income conducted by ward councillors.

Ward councillors were requested to rank the challenges they are facing. Questions were asked relating to the following aspects:

- **Lack of proper accommodation:** Most communities in eThekweni Metropolitan Municipality have accommodation, but there is a shortage of proper accommodation in terms of proper houses and infrastructure. However, 17% of responses from ward councillors did not see accommodation as the biggest challenge within their communities, while only 82.5% considered the lack of accommodation as the biggest challenge in their wards. Proper accommodation is necessary to stabilise the well-being of the people.
- **Lack of adequate skills:** Ward councillors indicated that they believe that the lack of adequate skills is the biggest challenge within their communities, as

47.7% responded that the lack of adequate skills is the most important challenge.

- **High rate of crime:** The crime rate affects service delivery at the local government level because the government provides for the needs and the criminals destroy the properties of the community. The majority of ward councillors stated they are facing a very high crime rate in their wards, which comprised 68.6% of the responses from ward councillors. Only 7% of ward councillors said they do not face a very high crime rate in their wards.
- **Lack of communication:** Communication between political office bearers is very important but it is also very important that the political office bearers have effective communication with the communities they are leading. In the context of communication action, Habermas (1984:15) clearly stipulated that a person that is rational is not only able to put forward the assertion, and when criticised, able to provide grounds for it by pointing to appropriate evidence, but also if they are following an established norm, they are able to justify action by explicating the given situation in the light of legitimate expectations. Lack of proper communication between ward councillors and the community has been identified as the biggest challenge that affects service delivery as 70.9% of ward councillors stated they believe that they are facing a challenge with communication. Only 14% of ward councillors said they believe that communication is not a problem in their respective wards.
- **Lack of knowledge:** Knowledge assists the community to address issues in the correct channels and it also assists ward councillors to properly understand what is expected from them. Knowledge is key and ward councillors are expected to have knowledge on how to improve service delivery and endeavour to gain more information and knowledge. Boone (2000:131) described 'tacit' knowledge as the knowledge in an individual's head and 'explicit' knowledge as knowledge that is captured and modified and has to be visible in the organisation. A majority of ward councillors indicated they believe that they lack proper knowledge and there is big gap which needs to improve. Results show that 29.1% of ward councillors viewed lack of knowledge as the biggest challenge, while 32.6% thought that lack of knowledge is not a problem.

- **The unemployment rate in a ward:** The ward councillors were asked about the unemployment rates in their respective wards and 37.2% said they have an unemployment rate of 70 to 89% in their wards which is the highest rate of unemployment. This shows that there is great need for the municipal council to create more employment opportunities. Only 1.2% of ward councillors did not know the unemployment rate in their wards, which shows that the councillors did not conduct a survey in their communities. This creates a problem in terms of understanding the unemployment rate in their respective wards as this will be submitted to the eThekweni Metropolitan Municipality.
- **Was any programme initiated?** Ward councillors were asked if they had initiated any programme in their wards and 61.6% answered that they had initiated programmes in their wards. However, 38.4% of the ward councillors had not initiated any programme in their wards, which means that community members do not have knowledge of what the councillor is doing for them. This is unfortunate as many programmes are offered by the municipality.
- **Names of initiated programmes:** Ward councillors were asked to name the programmes they had initiated in their wards and the majority of the initiated programmes were social programmes which do not necessarily contribute to service delivery.
- **Number of public protests:** Ward councillors were asked to indicate the number of public protests they had faced in their wards and 41.9% had experienced between one and five public protests. This result shows that there is no challenge in terms of the high number of public protests in the eThekweni Metropolitan Municipality.

The following tables represented below are the multiple responses of the variables.

Table 4.3: Expected appropriate training for ward councillors

Categories	Frequency	Percent	
ABET or Primary education	3	2.9%	
Matric	13	12.7%	15.9%
Diploma or degree	35	34.3%	42.7%
Postgraduate qualification	10	9.8%	12.2%
Leadership certificate	41	40.2%	50.0%
Total	102	100.0%	124.4%

Table 4.3 lists the results and analysis of ward councillors' responses when they were asked about the training that they think is more appropriate for ward councillors. The South African Qualifications Authority (SAQA) have authorised a Centre for Leadership and Governance (2016:02) to facilitate accredited training to ward councillors, as well as an accredited qualification that assists ward councillors to be able to understand their fundamental roles and responsibilities within the council. Qualifications assist people to have more knowledge about a specific field of study. Half (50%) of the ward councillors stated they believe that a leadership certificate is the most important qualification required for ward councillors and government leaders to be able to provide public services effectively. The National Diploma and Bachelor's degree in leadership-related programmes and governance programmes were also viewed as necessary by ward councillors, since 42.7% indicated that they hold this particular view.

Table 4.4: Community challenges

Categories	Frequency	Percent
Most important	137	31.9%
Important	90	21.0%
Somewhat important	97	22.6%
Less important	63	14.7%
Not/least important	42	9.8%
Total	429	100.0%

Table 4.4 comprises the community challenges results according to the type of challenge. The majority of ward councillors stated they believe that their communities have many challenges and 31.9% of ward councillors indicated that they regard all

the challenges as very important to be addressed. Community challenges cannot be addressed by ward councillors in their individual capacity but the community as a collective needs to work together to solve their problems.

Table 4.5: Programme success frequencies

Categories	Frequency	Percent
Unsuccessful	3	2.5%
Successful	63	53.4%
Very successful	52	44.1%
Total	118	100.0%

Table 4.5 provides the frequency of the success of the programmes. Ward councillors were asked to name the programmes they had initiated in their wards and rate the success of each programme. The majority of the initiated programmes were successful as up to 53.4% ward councillors had successful programmes, while 44.1% had very successful programmes in their respective wards. It is relevant to note that Williams (2009:4) discovered that the effectiveness of community participation in the programmes of development depends on the collective skills of leadership at the local level.

Table 4.6: Leadership challenges

Categories	Frequency	Percent
Lack of support from municipality	39	46.4%
Lack of support from community	15	17.9%
Strong views of opposition parties	10	11.9%
Lack of understanding government policies and by-laws	16	19.0%
Lack of support from political party I belong to	4	4.8%
Total	84	100.0%

Table 4.6 above indicates leadership challenges that ward councillors are facing. Ward councillors were asked to indicate what becomes a hindrance for them to provide proper services to the people. The eThekweni Metropolitan Municipality does not provide proper assistance to the ward councillors. Consequently, miscommunication on what becomes the responsibility of ward councillors and the responsibility of municipal officials has badly impacted on service delivery and has

affected the relationship between community members and the ward councillors. As many as 46.4% of ward councillors stated that they feel that the municipality is not giving the necessary support to the ward councillors in eThekweni Metropolitan Municipality; and 17.9% indicated they feel that there is a lack of support from their own communities. However, 11.9% of ward councillors indicated they feel that the strong views of political parties that are opposing their own party is the biggest challenge. Government policies are very important to be understood and ward councillors have the responsibility of ensuring that local government by-laws are properly applied. When the ward councillors lack understanding of the by-laws it becomes problematic because they cannot facilitate the process of ensuring that all municipal officials abide by the by-laws. Only 19% of the ward councillors indicated they are facing the challenge of not understanding the by-laws of the municipality.

Table 4.7: Reasons for public protests

Categories	Frequency	Percent
Service delivery	31	54.4%
Demarcation grievance	2	3.5%
Ward councillor election process	8	14.0%
Political party related	16	28.1%
Total	57	100.0%

Public protests are the end result of the frustration that the community is experiencing. Table 4.7 provides some of the reasons for public protests in different wards. Public service delivery is the main reason for public protests and ward councillors are aware of that because 54.4% responded that service delivery is the main cause of public protests. Some of the public protests were mainly caused by political parties with the purpose of settling political points and 28.1% of respondents indicated they believe that public protests are caused by politicians. Burger (2009:155) argued that the primary reason for public protests is dissatisfaction with the service delivery of basic municipal services, such as running water, electricity and toilets (especially in informal settlements); poor infrastructure; and the lack of housing. Socio-political instability has also played a big role in the contradictions between councillors and the municipality.

Table 4.8: Actions taken for public protests

Categories	Frequency	Percent
Called municipal officials	22	37.9%
Called public order police	8	13.8%
Convened community meeting	20	34.5%
I Relocated	1	1.7%
Other	7	12.1%
Total	58	100.0%

When people embark on mass action or public protest, they expect authorities to do something about the protests even if decisions have to be taken at a national or provincial level. Table 4.8 provides an analysis of how ward councillors responded to the actions they took after public protests. Ward councillors sometimes face public protests that are beyond their control. The majority of ward councillors generally call municipal officials when they face public protests and 37.9% responses from ward councillors indicated that when facing public protests, they called municipal officials to clarify issues.

The descriptive statistics provided a total leadership score of 84 with a minimum of 16.00 and a maximum of 70.00 with a mean of 56.8810 and standard deviation of 8.99853. This is a binary logistic regression (dependent variable based on BQ17.1: whether the protests were due to service delivery or not). The model was used to test the likelihood of the protest being for service delivery instead of any other kind of protest.

Variables tested in the model include total leadership rating; AQ1 (gender); AQ3 (highest level of qualification); AQ9 (employment experience); BQ2 (leadership experience); BQ3 (ward councillor experience); and BQ6 (leadership training) which all summarise leadership characteristics.

The researcher observed that without explanatory variables, the model can correctly classify only 66.7% of the cases. The table is compared to the one from a model with explanatory variables as presented below.

Classification of cases improved to 84% due to the controlled variables. This implies that the variables included are important as leadership characteristics in order to explain service delivery (performance of local leadership).

The omnibus test also confirms the goodness of fit of the model specified, as the chi-square test is statistically significant ($p\text{-value} = 0.000 < 0.10$).

Table 4.9: Omnibus tests of model coefficients

		Chi-square	Df	Sig.
Step 1	Step	41.321	15	.000
	Block	41.321	15	.000
	Model	41.321	15	.000

As in linear regression, binary logistics have pseudo Rs that display how much variation in the dependent variable is explained by the controlled explanatory variables. In this case, the pseudo R-square range is between 0.40 and 0.56, which is relatively high explanatory power in a cross-sectional set-up (survey data generally has a low variability factor).

Table 4.10: Model summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	61.794	.400	.555

Table 4.16 below presents the co-efficient of the model. The two important columns are the p-values (Sig) and the Exp (B), which provide information on statistical significance and odds-likelihood ratios respectively.

For each variable, the first category is the reference category:

- AQ1 – Gender
 - 0 Female
 - 1 Male
- AQ3 – Education level
 - 0= No formal education
 - 1=Grade 1-grade 8
 - 2= Grade 12

- 3= Certificate
 - 4=Diploma
 - 5= Degree
 - 6= Post graduate
- AQ9 – ever been employed
 - 0= Never been employed
 - 1= Yes
- BQ2 – Number of years in leadership position
 - 0= Less than 1 year
 - 1= 1-2 years
 - 2=3-4 years
 - 3=5-6 years
 - 4= More than 6 years
- BQ3 – Have you ever been a ward councillor before the current role?
 - 0= No
 - 1= Yes
- BQ6 – Have you ever attended any leadership skills development training workshops
 - 0= No
 - 1= Yes
- BQ8 – Have you conducted an average household income survey of your community
 - 0= No
 - 1= Yes

Table 4.11: Variables in the equation

	B	S.E.	Wald	Df	Sig.	Exp(B)
Step 1 Total Leadership Rating	-.042	.046	.834	1	.361	.959
Gender_Male	1.083	1.008	1.154	1	.283	2.952
No formal education			15.034	5	.010	
Grade 1-8	1.344	1.679	.641	1	.423	3.835
Grade 12	4.208	2.221	3.590	1	.058	67.212
Certificate	.467	1.715	.074	1	.785	1.595
Diploma	5.322	1.942	7.509	1	.006	204.872
Degree	1.974	1.939	1.036	1	.309	7.199

Ever been employed_Yes	-.662	1.025	.416	1	.519	.516
Leadership years: Less than 1 yr			9.776	4	.044	
1-2 years	-1.021	2.035	.252	1	.616	.360
3-4 years	-1.866	2.075	.809	1	.368	.155
5-6 years	-5.351	2.002	7.148	1	.008	.005
More than 6 years	-3.967	1.559	6.475	1	.011	.019
Been Councillor_Yes	1.220	.763	2.558	1	.110	3.387
Leadership Skills Training_Yes	-15.583	40193.049	.000	1	1.000	.000
Community Survey_Yes	.301	.752	.160	1	.689	1.351
Constant	18.317	40193.049	.000	1	1.000	90127097.210

The results show that education does affect service delivery. This is supported by Bennis, Sample and Asghar (2015:34) when arguing that not every great person is a leader and not every leader is a great person. They also emphasised that talent, skill or merit, intelligence, popularity, and luck are not enough either. Furthermore, the combination of all these characteristics is also not enough. What is more important, is to add the capacity to overcome failure. The ability to overcome or to process failure makes great leaders. The results show that (at p-value < 0.10), grade 12 level of education increases the odds of poor service delivery by 67.212 times compared to someone with no formal education (category 1). Furthermore, a diploma increases the odds of the protests in the ward being for service delivery by 204.872 times. In summary, high levels of education are associated with high probability of service delivery problems. However, some ward councillors with no formal education are 'down-to-earth' (humble) and offer their services fully without regarding themselves highly.

Results further show that experience is indeed the best teacher. The more experienced a ward councillor is, as measured by number of years in such position, the less likely the ward is facing service delivery-related problems (leadership years p-value = 0.044). The statistically significant categories are the highest ones, namely 5-6 years and more than 6 years.

Leadership rating, gender, attendance of leadership training, ever been a councillor before and conducting community survey do not statistically explain service delivery problems within eThekweni Municipality.

4.4. COMMUNITY MEMBERS DATA ANALYSIS

This section presents the results of the data analysis of responses from the 30 community members. The results are presented by starting with a descriptive frequency table, followed by inferential analysis. As alluded to in Chapter 3, the purpose of the survey with community members was to validate the response by councillors.

4.4.1. Socio-demographics of the study respondents

The instrument had Section A, which was basically for the purposes of capturing the demographic make-up of respondents. The information that was requested from the respondents was about their gender, age, marital status, number of dependents, breadwinner, ward number and number of years a person has stayed in the ward. The results from the section are summarised in Table 4.12 below.

Table 4.12: Descriptive statistics of the demographic and socio-economic variables

Variable	Categories	Frequency	Percent
Gender	Male	12	40
	Female	18	60
Age	18-25	6	20.0
	26-30	7	23.3
	31-35	1	3.3
	36-40	6	20.0
	41-59	9	30.0
	60 and above	1	3.3
Highest education level	Grades 1- 8	6	20.0
	Grades 9-12	17	56.7
	Certificate	4	13.3
	Diploma	3	10.0
Marital status	Single	26	86.7
	Married	4	13.3
Number of dependents	1	3	10.0
	2	7	23.3
	3	2	6.7
	4	4	13.3
	5	5	16.7
	6	2	6.7

	7 More than 5	7	23.3
Breadwinner	Yes	16	53.3
	No	14	46.7
Ward number	(A)	3	10.0
	(B)	3	10.0
	(C)	3	10.0
	(D)	3	10.0
	(E)	3	10.0
	(F)	3	10.0
	(G)	3	10.0
	(H)	3	10.0
	(I)	3	10.0
	(J)	3	10.0
Number of years' members stayed in the ward	0-5 years	6	20.0
	6-10 years	2	6.7
	11-15 years	7	23.3
	16-20 years	8	26.7
	21-25 years	2	6.7
	26-30 years	2	6.7
	31 years and above	3	10.0
Section B Members who know the councillor and those who don't	Yes	26	86.7
	No	4	13.3
Community members who raised issues with the councillors	Yes	8	26.7
	No	22	73.3

Table 4.12 indicates the following results of the analysed data:

- **Gender:** The responses were from both genders, namely 40% males and 60% females, with the majority of the respondents being females. The South African population is generally dominated by females which has been proven by the results of Statistics South Africa (2011:04). This study's 60% responses from females and 40% from males is a reflection of the country's population distribution by gender.
- **Age:** Results indicate that 43.3% of respondents were still in their youth (18–30 years) which indicates that the majority of the people staying in eThekweni

Metropolitan Municipality are in their youth. Households are mainly headed by the youth and sometimes do not have parents but depend on child support grants. This has also been indicated by Schore (2015:1) who argued that the majority of people who are experiencing a lack of service delivery are people living in informal settlements. They are excluded from the economic activities of the society. The majority of people are unemployed and unemployable in the formal business sector and in government. However, 30% of the respondents were adults who provided responses based on their extensive experience, whilst the middle-age group only constituted 20% of respondents.

- **Highest education level:** A high percentage of respondents did not have formal tertiary education and had not completed secondary education. Only 56.7% of the respondents had secondary education. Figure 4.1 below further depicts the results of the education level of the respondents.

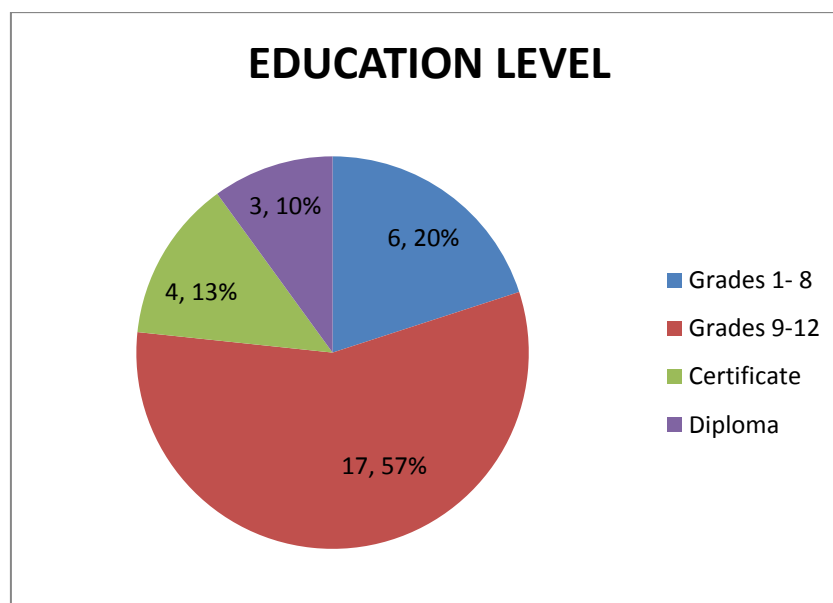


Figure 4.1: Education level

- **Marital status:** A majority of the respondents (86.7%) were not married. This particular result shows that the majority of respondents did not live in formal expected structural arrangements of society because society expects people to be married before they start their own households. In the previous undemocratically elected council, Blacks, who are the majority, were not accommodated in service delivery and were not considered in economic activities, such as the right to own a business – especially those who were not

married (Alexander, 2010:15). The respondents that participated in this study showed interest in being part of the study and fully cooperated during the study and replied to the questionnaires voluntarily.

- **Breadwinner:** The majority of the respondents (53%) were breadwinners and did not have formal employment. However, they supported a large number of dependents. It was clear that community members relied more on government to provide for their needs and also to provide general employment that does not require a formal tertiary education, such as the Extended Public Works Programme (EPWP), in order to provide for their families. The data indicates that the number of dependents in the households of the respondents was more than five people which amounts to 23.3%. At the same time, the percentage of breadwinners exceeds the percentage of those who are not breadwinners. According to Philip (2014:14), the Extended Public Works Programme plays a very strong role in supporting unemployed families. The programme also gives working experience to community members who have never worked before.

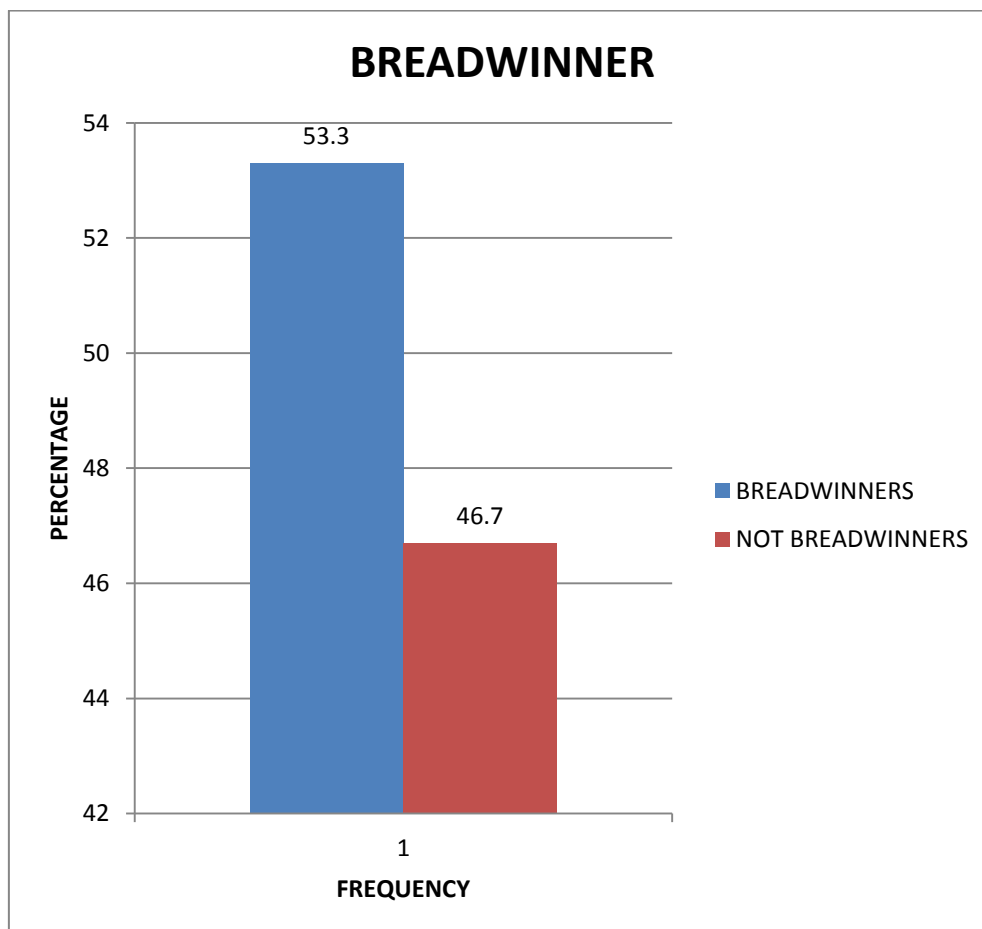


Figure 4.2: Breadwinner status

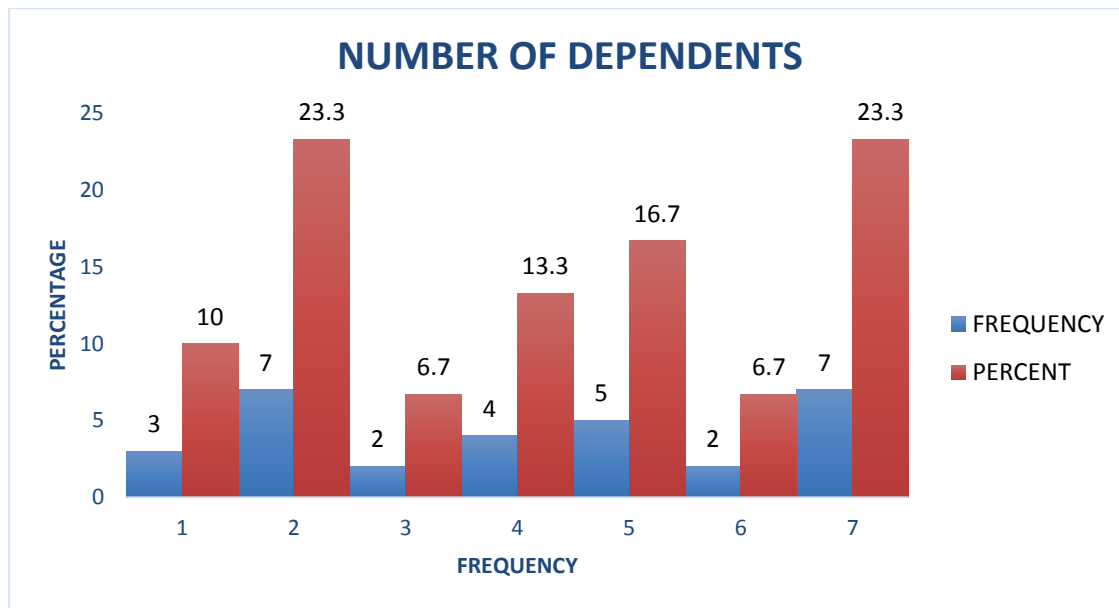


Figure 4.3: Number of dependents

Figures 4.2 and 4.3 clearly illustrate the relationship between the higher percentages of the respondents that are breadwinners and who have high numbers of dependents.

- Number of years members have stayed in the ward:** For the study to have reliable and valid data to address the study objectives and questions, it was necessary to ask the respondents to indicate the number of years they have stayed in their wards. The reason for this was to draw conclusions based on the information provided by either visitors and people who have not stayed for a sufficient time to understand the challenges a ward is facing. The collected data indicates that the majority of respondents have stayed in their respective wards for more than 16 years, which is equal to 26.7% of the community members' responses to the study. The respondents had sufficient knowledge and experience of challenges taking place in their wards, which provided legitimate information that was analysed. The following graph in Figure 4.4 indicates how the community members responded to the question of the number of years they have stayed in their respective wards.

A total of 27% of the respondents indicated they have stayed in their ward for more than 16 years, which was useful as it helped this study to obtain correct information. Figure 4.4 also indicates that 6.7% is the lowest number of respondents who have only stayed in the ward between six to ten years.

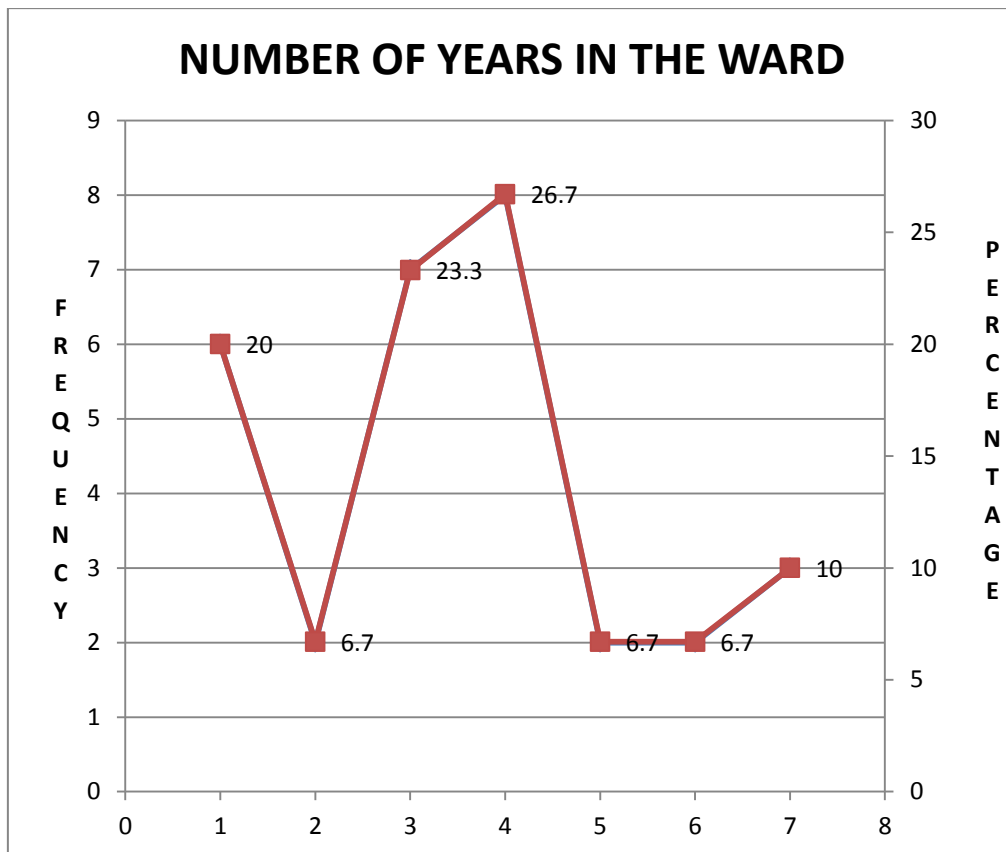


Figure 4.4: Number of years community members stayed in the ward

- Members who know the councillor and those who don't know the councillor:** The majority of the community members (86.7%) knew their ward councillors and have met their ward councillors, and only 13.3% indicated that they do not know their ward councillors. This is caused by the current systems that are used by the political parties; each political party has their own method or system to select candidates that will represent the political party in the local government election. 'Through the eye of the needle' is the selection method used by the African National Congress to select candidates, which comprises certain requirements such as the understanding of policies; accessibility and flexibility in leaders; and also a leader should not arrogate to himself the status of being the source of all wisdom in the society (ANC 2016:22). Community members who subscribe to the policies of other political parties might not be interested in participating and might also lose interest in knowing the ward councillor. Nyalunga (2006:4) argued that as much as the leadership crisis plays a big role in service delivery in South Africa, people still have to

understand that the democratic dispensation has inherited a public sector that is marked by fragmented gross inequalities.

- **Community members who raised issues with the councillors:** The majority of respondents stated that, they have not raised service delivery issues. However, this does not mean that they did not have issues, but some of them did not know that their issues can be raised with the councillors. A significant 73.3% of the respondents indicated that they had not raised issues with councillors, while 26.7% respondents had raised service delivery issues. Community members raise their service delivery issues mostly by embarking on the public service delivery protests. Fakir (2014:05) discovered that poor governance leads to poor service delivery, which results in public protests because the community becomes frustrated. People primarily protest because they feel that they are excluded from the service delivery; that they are not aware of service delivery progress; and that they do not have a say in the service delivery that will directly and indirectly affect them.

4.4.2. Community members' rating of service delivery and leadership characteristics

This section presents the analysis for the **rating on service delivery and leadership characteristics** by community members. To be able to carry on with the inferential analysis, total scores for service delivery rating items and the leadership characteristics scale were computed. There were six questions on rating service delivery components, with a rating scale ranging from 1 to 5 (maximum). This implies that the minimum possible score is 6 and maximum possible score is 30. The higher the score, the better the service delivery rating is by community members in that particular community. Given the nature of the score, a median will be more informative. A median of at least 18 would imply good service delivery throughout.

For leadership characteristics, there were 14 items on the same rating scale as service delivery, meaning a minimum expected score is 14 and maximum is 70. A median of at least 42 reflects good leaders that can bring development to the community as they engage with communities with understanding, and they have the requisite skills.

The results in Table 4.13 show a median of 16, which is below the expected median of 18 and therefore indicting poor service delivery throughout. The expected minimum score for the service delivery is 6 and the maximum is 30. The results show a minimum of 8 and a maximum of 26 in service delivery. This implies that service delivery is within the range of 18 for service delivery and does not indicate bad or good service delivery, but an average service delivery. With regard to leadership, the results show a median of 52, which implies that there are effective leaders who can ensure development in eThekweni Metropolitan Municipality and who have exceeded the minimum median level of 42. The expected minimum score for leadership characteristics is 14 and the expected maximum score is 70. The results show that the minimum leadership characteristics is 17 and the maximum is 70, providing a range of 53, which indicates that the leadership characteristics in eThekweni Municipality are good. However, there are challenges and general problems within the municipality leadership.

Table 4.13: Descriptive statistics for community members' rating of service delivery and leadership characteristics

Statistics		
	Service delivery	Leadership characteristics
N	30	30
Mean	15.6000	49.1000
Median	16.0000	52.0000
Std. Deviation	4.61332	15.39223
Range	18.00	53.00
Minimum	8.00	17.00
Maximum	26.00	70.00

The two computed variables were brought together using a regression variable plot and the chart A (in Figure 4.5) below emerged. The quadrants can be seen as classifying the wards in terms of service delivery and leadership characteristics of the councillors. The quadrant of interest is quadrant 1 (North-East) which represents high service delivery and high leadership characteristics. Wards C, I and J have community members agreeing on the ranking of service delivery and leadership

characteristics of their councillors. The lines creating quadrants represent the mean of each variable.

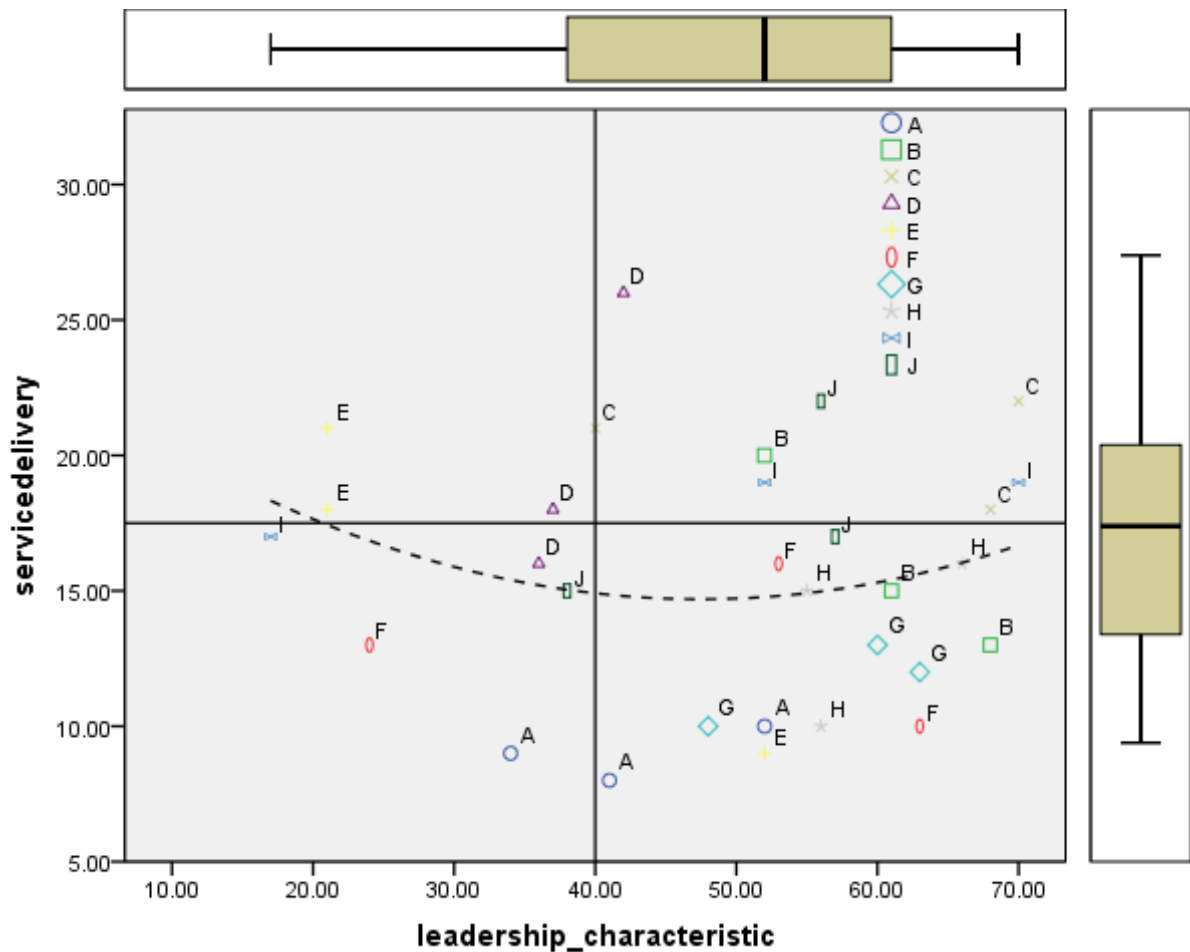


Figure 4.5: Service delivery versus Leadership characteristics

It may be observed that Ward A members have scored below the service delivery average, and two below the leadership characteristic average score. Nkwana (2012:159) stated that leadership development programmes cannot be developed and consequently evaluated in isolation. The legislative frameworks and policies that are relevant to human resource development in local government have to be reflected upon. The impact of the political and administrative interface on leadership development of councillors in municipalities should be taken into account in order to contextualise effective leadership development of councillors in municipalities.

Another example is Wards G and H, where the three community members agreed that service delivery is below average although leadership characteristics are very good. Leadership theories have identified techniques for determining the right

leadership styles and characteristics, and further identified that leadership characteristics and styles are influenced by the type of work that needs to be done; situational variables; the type of followers; and the type of community that a councillor leads (Oracle White Paper, 2012:07).

Each letter represents a ward, so if there are three letters in the quadrant box, that means all three community members agreed with regard to rating on the variables – as is the case with wards G and H. It should be noted that concentration is towards high leadership scores, and general around average service delivery. Shezi (2013:22) argued that service delivery to the community becomes easier and effective if political leadership has a good relationship with public officials that are working for state organs. Political leadership therefore finds it easier to play a leadership role and liaise with the community and the public officials in terms of the community developments and challenges, as well as to be able to address challenges during the implementation of public services.

Zvavahera (2013:02) stated that leadership is very important in all types or forms of organisations because without proper and effective leadership, the organisation stands a higher chance of failing or being effective. eThekweni Municipality is facing many challenges, including the relationship between ward councillors and community members. Results indicate that the higher scores on leadership are equal to the higher score on the service delivery in a sense that leaders that possess good quality skills stand better chances of effectively delivering services to the community. The breakdown of the relationship between community members and ward councillors has negatively affected service delivery in many municipalities, including eThekweni Metropolitan Municipality.

The results concur with Spear's (2010: 26) theory of leadership, which identifies leadership characteristics as the natural feeling from the individual which has commitment to the growth of the people. Leadership characteristics have a direct influence on service delivery and effective leadership skills increase the chances of good service delivery in the community.

According to Hays, DeVille and Mulhall (2000:376), it is very important to analyse the relationship amongst structural characteristics and measures of coalition and the

effectiveness of the service delivery. Of interest to observe here is that the relationship between service delivery and leadership characteristics is 'U' shaped. At lower levels of leadership characteristics, the service delivery is high. This may be due to the ward councillor understanding their limitations and working hard to ensure that there is service delivery. However, as the leadership characteristics increase, there seems to be reluctance in pushing for service delivery. This is the point where a leader starts to take the community for granted, until again it reaches a point where the leader is mature enough to appreciate that leadership is being of service to the community. Then the relationship becomes positive. Efforts to train and equip leaders with critical skills should target those with leadership scores that are around the mean point A; B, that is the average leader. This is a point where the skills are good enough to lead but not enough to appreciate the service role bestowed upon one, which could be the breeding ground for corruption.

4.5. CONCLUSION

This chapter presented the results of the data analysis in the form of figures and tables. The analysis provided information based on the leadership characteristics of ward councillors and the effect of ward councillors in service delivery. A sampling size table developed by Krejcie and Morgan (2011:607–610) was used to determine that 86 participants was an appropriate sample size for this study and all respondents responded without any challenges. For community members, a convenience sampling technique was used targeting three community members per ward in ten wards randomly selected from the 86. The findings on leadership challenges that ward councillors face revealed that ward councillors do not receive adequate support from the municipal officials and the community members fight with the ward councillors on issues of public service delivery not knowing the scope of ward councillors. Some ward councillors lack the proper understanding of the municipal by-laws. However, the researcher notes that the findings of the study show that there is not a good relationship between the ward councillors and the community due to the nomination and election processes of the ward councillors. The findings on the community members' survey revealed that the community members indicated there is a high lack of leadership characteristics among ward councillors and also a lack of service delivery, which is greatly influenced by the attitudes and the behaviour of ward councillors. The results have also shown that the less educated councillors are

at liberty to access information because they humble themselves and also recognise that they do not have enough knowledge, while those with formal education qualifications pay less attention to new knowledge. The following chapter draws conclusions and makes recommendations based on the results of this data analysis.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

The previous chapter presented and discussed the data analysis of the findings on community members' leadership perceptions of ward councillors, and their assessments. The chapter also presented the data analysis of the ward councillor's leadership characteristics. Graphs and tables were used to interpret data effectively, both for community members and for the ward councillors. The aim of the study was to evaluate the leadership characteristics of ward councillors and to determine how such characteristics influence public service delivery in eThekweni Metropolitan Municipality and the aim has been fulfilled. The key objectives were to examine the leadership characteristics of ward councillors in eThekweni Metropolitan Municipality; to identify the factors that hinder ward councillors' leadership performance in their duties in eThekweni Municipality; determine the impact of ward councillors' leadership skills on service delivery; and to suggest steps that can be followed to improve the leadership of ward councillors in eThekweni Municipality. All the objectives of the study have been addressed in the previous chapter.

This chapter focuses on discussions based on the findings related to the literature review of Chapter 2 and the data presented in Chapter 4 of this study. The chapter further makes the recommendations, which include recommendations for further studies, and presents the conclusion of this study.

5.2. SUMMARY OF THE STUDY

This study's literature revealed that the type of leadership and the style of leadership that leaders decide to apply when leading society plays a significant role in terms of having effective or ineffective leadership. The political parties' interference in how ward councillors must lead society has affected the leadership styles of ward councillors and in some cases created a negative relationship between the ward councillors and the communities they are leading. The eThekweni Metropolitan Municipality is a highly contested terrain by all the political parties, not just because it

is a metropolitan municipality but mostly because of the economy and resources that political parties want to control.

Community members do not make a decision on who must lead them in their own capacity. They are compelled to be political party members and attend political party meetings in order to decide who should be the councillor candidate through a voting process. The majority of community members are not members of any political party but they are interested in service delivery and identify themselves with a certain political party. However, they do not have membership status and do not attend political party meetings.

The study was based on an assessment of the leadership characteristics of ward councillors at eThekweni Metropolitan Municipality. Questionnaires were used that had to be directly answered by ward councillors themselves.

5.3. FINDINGS RELATED TO THE LITERATURE REVIEW

According to Jooste (2016:25), leadership is a very important aspect in service delivery and the character of an individual cannot be sidelined but needs to be included when a leader is being rated. The leadership characteristics of ward councillors of eThekweni Metropolitan Municipality do not balance the relationship between the character of the person and the leadership role in a sense that ward councillors are good leaders but not good in personal character and not good at communicating with other people or the community.

Bolden *et al.* (2003:37) stated that the behaviour and qualities of leaders are very important because they emphasise the effective development and commitment of followers. The ward councillors of eThekweni Metropolitan Municipality are good at participating in the municipal programmes. However, sometimes their behaviour is not what is actually expected from government leaders.

Bennis *et al.* (2015:34) discovered that leaders necessarily need to be good people, but they have to possess leadership skills and talent to be able to effectively lead the community. The ward councillors in eThekweni Metropolitan Municipality as per the research results do not possess the necessary skills to effectively provide good leadership to their communities. The lack of sufficient leadership skills and the lack of

effective leadership characteristics have negatively impacted the leadership of eThekweni Metropolitan Municipality. Ward councillors need certain types of skills to be able to effectively lead the community and the most important reason, amongst many reasons, is that community members have different mind-sets and people not think in the same way. Furthermore, their problems and challenges differ and therefore, ward councillors have to be skilled enough to tolerate all kinds of community behaviours.

5.4. SUMMARY OF CONCLUSIONS

Choi (2007:246) indicated that the democratic leadership style is the best leadership style because everyone feels part of the decisions taken. Community members cannot easily embark on a public protest against a ward councillor that is transparent to the community because if there is a lack of service delivery or poor service delivery, the community members will know the actual challenges and the reasons for the lack of service delivery. Ward councillors of eThekweni Metropolitan Municipality lack a proper understanding of government policies and by-laws, which makes it difficult to make decisions that will improve service delivery. Almost 19% of ward councillors of eThekweni Metropolitan Municipality find it difficult to understand the policies of government.

The high rate of service delivery protests in eThekweni Metropolitan Municipality is an indication that leaders are not providing effective leadership in terms of providing service delivery that is essential for the people and which ensures that people understand the shortfalls and challenges of the municipality. Approximately 54.4% of public service delivery protests have been experienced in the eThekweni Metropolitan Municipality.

Leadership characteristics have a direct relationship with service delivery, which clearly indicates that if leaders do not possess good and correct leadership characteristics, they cannot provide effective service delivery. True servant leaders can be defined with the assistance of the following characteristics (Marshall 1991:71):

- Paramount aim is always the best interests of those they lead;
- Paramount satisfaction lies in the growth and development of those they lead;

- There is a willing acceptance of obligation;
- They have a desire for accountability;
- Have caring love for those they lead;
- Are willing to listen;
- Have genuine humanity of heart and because of that, realistic and sound judgment as to the things they can do well and the things they cannot; and
- They are willing to share power with others so that they are empowered.

Ward councillors of eThekweni Metropolitan Municipality have been characterised by the community members as people that listen to the community members only before the elections. Immediately after the elections, the elected leaders become unavailable to community members.

5.5. RECOMMENDATIONS

Based on the findings of the empirical study in the previous chapters, the study findings show the importance of the education level that is expected from ward councillors. Ward councillors need a tertiary education qualification in order to be fully literate and understand municipal policies because they are entrusted with the making of local government policies. Table 4.1 provided community responses whereby community members rated the leadership characteristics of ward councillors, which suggested that the ward councillors have a big challenge of possessing the relevant leadership characteristics, which in turn affects service delivery. The ward councillors need to be trained, not only in leadership but also training that is based on character building and public participation skills programmes that will assist them to communicate effectively with community members. Anger management programmes are necessary for ward councillors because the study revealed that some ward councillors had anger issues with community members, which affected service delivery.

Table 4.3 on ward councillor demographics indicated that the majority of ward councillors have exceeded their youth, which will also create the problem of generating fresh ideas for the municipality. The majority of ward councillors are ward councillors for the first time and they still need to be fully trained by the training

agencies of the municipality. Community members do not have an input into who becomes the ward councillor because political parties follow the party process and provide the candidate to the community to campaign, using the political organisation's name. Political parties should give community members a chance to nominate their own ward councillor candidates, not using the membership system but giving all community members a chance to participate and nominate a candidate that is preferred by the majority of the community members. Many wards in eThekweni Metropolitan Municipality have written letters to their political parties stating their dissatisfaction with the ward councillors representing them but no improvement has been seen. Experience is the best teacher – the former ward councillors who were not given a chance to be ward councillors again have been trained using municipal finances but they are no longer ward councillors. The expertise and the experience they have are no longer used to assist the municipality and the community through service delivery. Power should be given back to the people to decide who becomes a ward councillor and who does not because some wards were happy about the leadership of their wards, particularly their ward councillors. However, the political parties that deployed those ward councillors decided to withdraw the names of those ward councillors without consulting the community.

The level of unemployment in eThekweni Metropolitan Municipality is too high. This has been confirmed by the study findings when ward councillors indicated that an average of 70% is the unemployment rate facing the eThekweni Metropolitan Municipality. Ward councillors are doing minimal work in trying to balance the level of unemployment in eThekweni Metropolitan Municipality. Therefore, it is recommended that ward councillors do a clear SWOT (strengths, weaknesses, opportunities and threats) analysis and determine a strategy that will be more suitable for the municipality to create job opportunities, while at the same time not putting financial pressure on the municipality.

Table 4.8 provided the reasons for public protests. It has been revealed by the study that the majority of public protests in eThekweni Metropolitan Municipality have been caused by the frustration that the communities have because of the lack of service delivery. Ward councillors mainly wait for the problem to occur and then respond to the problem. This is characterised as a reactive approach which affects the relationship between the ward councillors and community members. It is

recommended that ward councillors communicate with community members on a weekly or monthly basis with the intention of understanding the problems that community members face. In addition, they need to find solutions to the existing problems before problems are out of control and the community leads itself and addresses the problem to the ward councillor as the common enemy. Table 4.9 provided the actions that the majority of ward councillors took after community members had decided to embark on mass action or public service delivery protests. The majority of ward councillors called the municipal officials when faced with public service delivery protests. It is recommended that ward councillors, together with the municipal officials, be given the necessary training to deal with public protests in a manner that will solve the problem and to speak to the community in a way that will not cause more conflict between the ward councillors, community members and municipal officials.

Table 4.7 stipulated the responses based on the leadership challenges that ward councillors are facing in eThekweni Metropolitan Municipality. The majority of ward councillors indicated that there is insufficient support from the municipality and that was the response across different political parties. It is recommended that the municipal officials are properly trained to provide administrative support to the ward councillors, irrespective of which political party a ward councillor belongs to.

5.6. CONCLUSION

In conclusion, this chapter summarised the study findings related to the literature review, drew conclusions and made recommendations. It is recommended that ward councillors undergo leadership training programmes immediately when they are elected as ward councillors. The municipality should provide clear guidelines on who is eligible to stand as a ward councillor candidate in order to avoid candidates that will not be able to understand municipal policies. A Municipality Integrity Committee is necessary to cross-check the characteristics of the candidates and check the background of the candidates. The Integrity Committee should visit all eThekweni Metropolitan Municipality wards as an independent board that will identify the community problems and make recommendations to stabilise the wards before local government elections can take place. The requirements for a person to stand as a ward councillor candidate should be made available for the public to understand and

the municipality should educate community members in all eThekweni Metropolitan wards. The 'killing' of ward councillors is a problem that is caused by the nature of the position of being a ward councillor.

5.7. RECOMMENDATIONS FOR FURTHER STUDIES

Further studies can be pursued on the community understanding of the role of the local government and the role of the ward councillors in relation to services delivery. This will assist to minimise the number of public services delivery protests that are always disruptive and affect progress in many communities. Further studies might assist to advise politicians on how to involve the community members throughout the processes of the local government elections and not only when they need the vote of the people. Ward councillors should represent all community members, not only the views of a certain political party.

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APPENDICES

APPENDIX A: RESEARCH QUESTIONNAIRES

DRAFT QUESTIONNAIRE – Councillors

Title: Assessing the ward councillors' leadership characteristics and their impact on service delivery in eThekweni Municipality

For each of the questions below, please indicate your choice by writing "X" in the column which represents your response.

Section A: Personal profile

1. Gender

Male	Female

2. Age

18-25	26-30	31-35	36-40	41-59	60 and above

3. Highest level of education

No formal education	Grade 1-grade 8	Grade 12	Certificate	Diploma	Degree	Post graduate

4. Your current marital status

Single	Married	Widow/ widower	Divorcee

5. Number of dependents?

0	1	2	3	4	5	More than 5

6. Are you the sole breadwinner in your household?

Yes	No

7. Is there any family members who have been in a leadership position?

Yes	No

8. If you have answered yes on the above question, which leadership position is/was the member holding?

Ward councillor	PR Councillor	MEC	Minister	Other (please specify)

9. Have you ever been employed?

Yes	No

10. If answered yes in the above question, what kind of employment?

Casual job	Contract job	Permanent job	Professional job	Other (please specify)

11. What caused the termination of the employment?

Contract expired	Resigned	Dismissed	Retired	Other (please specify)

Section B: LEADERSHIP PROFILE

1. Who informed you about the councillors' candidate requirements?

Political party	
My friends	
My family members	
My neighbour	
At work	
Other (please specify)	

2. Number of years in leadership position

Less than 1 year	1-2 years	3-4 years	5-6 years	More than 6 years

3. Have you ever been a ward councillor before the current role?

Yes	No

4. Do you think ward councillors need a certain qualification or skills to be able to execute their duties?

Yes	No

5. If you have answered yes to the above question, select the appropriate kind of training that will be more effective

ABET Qualification or Primary education Certificate	Matric	Diploma or Degree	Post Graduate Qualification	Leadership certificate

6. Have you ever attended any leadership skills development training workshops?

Yes	No

7. If "yes" to the above question, was the training beneficial?

Yes	No

8. Have you conducted an average household income survey of your community?

Yes	No

9. If you have answered yes in the above question what is the average household income?

Under R200	R201-500	R501-1000	R1001-R1500	R1501-R2000	More than R2000

10. Please rank the following community challenges, in order of importance, with 1 being most important, and 5 being least important.

12.1 Lack of proper accommodation	
12.2 Lack of adequate skills	
12.3. High rate of crime	
12.4 Lack of communication	
12.5 Lack of knowledge	

11. What is the unemployment rate in your community?

I don't know	0-20%	30-40%	50-60%	70-80%	90% and above

12. Have you initiated any programme to help the community in your ward?

Yes	No

13. Name the programmes that you have initiated in the community

Programme name	
Programme name	
Programme name	
Programme name	

14. Rate each programme separately

Programme name	Unsuccessful	successful	very successful
Programme name	Unsuccessful	successful	very successful
Programme name	Unsuccessful	successful	very successful
Programme name	Unsuccessful	successful	very successful

15. What leadership challenges are you faced with as a ward councillor?

Lack of support from Municipality	Lack of support from the community	Strong views of the opposition parties	Lack of understanding policies and local government by-laws	Lack of support from the political party you belong to

16. How many public protests that have taken place in your ward over the past five years?

1-5	6-10	11-15	16-20	Other (please specify)

17. What were the reason for the public protests?

Service delivery grievance	Demarcation problem	Unhappy about the ward councillor election process	Political parties related protests	Other (please specify)

18. What did you do about the public protests?

I called the Municipal officials to intervene	I called the Public order police to dismantle the public	I called a community meeting	I relocated to another place	Other (please specify)

19. Please rate your leadership characteristic according to the following scale

Leadership characteristic	Rating				
1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
3. Self-confident: Believes in himself/herself and his/her ability	1	2	3	4	5
4. Self-assured: Is secure with self, free of doubts	1	2	3	4	5
5. Persistent: Stays fixed on the goals, despite interference	1	2	3	4	5
6. Determined: Takes a firm stand, acts with certainty	1	2	3	4	5
7. Trustworthy: Is authentic and inspires confidence	1	2	3	4	5
8. Dependable: Is consistent and reliable	1	2	3	4	5
9. Friendly: Shows kindness and warmth	1	2	3	4	5
10. Outgoing: Talks freely, gets along well with others	1	2	3	4	5
11. Conscientious: Is thorough, organised, and controlled	1	2	3	4	5
12. Diligent: Is persistent, hardworking	1	2	3	4	5
13. Sensitive: Shows tolerance, is tactful and sympathetic	1	2	3	4	5
14. Empathic: Understands others, identifies with others	1	2	3	4	5

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Source: Adapted from Northouse, 2013.

DRAFT QUESTIONNAIRE- Community members

Section A: Personal profile

1. Gender

Male	Female

2. Age

18-25	26-30	31-35	36-40	41-59	60 and above

3. Highest level of education

No formal education	Grade 1- grade 8	Grade 12	Certificate	Diploma	Degree	Post graduate

4. Your current marital status

Single	Married	Widow/ widower	Divorcee

5. Number of dependents?

0	1	2	3	4	5	More than 5

6. Are you the sole breadwinner in your household?

Yes	No

7. What is your ward number?

8. How many years have you stayed in this ward?

0-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21-25 yrs	26-30 yrs	31 and above

Section B: Service delivery

1. Do you know your ward councillor?

Yes	No

2. Have you raised any issue with the councillor?

Yes	No

3. Rate the following service delivery in your ward

Service delivery	Rating				
1. Water supply	1	2	3	4	5
2. Electricity supply	1	2	3	4	5
3. Low cost housing supply	1	2	3	4	5
4. Public roads construction	1	2	3	4	5
5. Pedestrian passages	1	2	3	4	5
6. Refuse removal	1	2	3	4	5

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

4. Please rate your ward councillor's leadership characteristic according to the following scale

Leadership characteristic	Rating				
1. Articulate: Communicates effectively with others	1	2	3	4	5
2. Perceptive: Is discerning and insightful	1	2	3	4	5
3. Self-confident: Believes in himself/herself and his/her ability	1	2	3	4	5
4. Self-assured: Is secure with self, free of doubts	1	2	3	4	5
5. Persistent: Stays fixed on the goals, despite interference	1	2	3	4	5
6. Determined: Takes a firm stand, acts with certainty	1	2	3	4	5
7. Trustworthy: Is authentic and inspires confidence	1	2	3	4	5
8. Dependable: Is consistent and reliable	1	2	3	4	5
9. Friendly: Shows kindness and warmth	1	2	3	4	5
10. Outgoing: Talks freely, gets along well with others	1	2	3	4	5
11. Conscientious: Is thorough, organized, and controlled	1	2	3	4	5
12. Diligent: Is persistent, hardworking	1	2	3	4	5
13. Sensitive: Shows tolerance, is tactful and sympathetic	1	2	3	4	5
14. Empathic: Understands others, identifies with others	1	2	3	4	5

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree



Isivumelwano

Isitatimente sokuvuma ukuba yinxenye yabantu ocwanungweni lesifundo

- Ngiyavuma ngitsheliwe ngumcwaningi, uZamokuhle Mbandlwa ngemvelaphi yocwaningo , ngendlela okwenziwa ngayo, ngenzuzo nangobungozi kocwaningo lwesisifundo- Inombolo Yomigomo Obhekelene nocwaningo: _____,
- Ngiyitholile ngayifunda ngayizwisisa into ebhaliwe (incwadi yabantu abazoba ngamalunga olcwaningo) ehambisana nesifundo.
- Nginolwazi ukuthi imiphumela yocwaningo lwesisifundo, ehambisana neminingwane yami ehambisana nobulili, iminyaka, unyaka wokuzalwa, iziqalo zamagama azovikelekeka angeke avele esifundweni esizokwenziwa.
- Uma ubheka imigomo yocwaningo, ngiyavuma ukuthi ulwazi oludidiyelwe isifundo lungahlanganiswa ngamacomputha lwenziwa umcwaningi.
- Ngingaphuma noma inini umangidinga ukuphuma ocwaningweni ngaphandle kokuba nenkinga.
- Ngithole isikhathi esanele ukubuza imibuzo (nokuthi ngizingenele ngokuthanda kwami) ngiyazivumela mina futhi ngikulungel ukuba ilunga lalolucwaningo.
- Ngiyavuma ngiyazi ukuthi izinto ezintsha ezingatholakala ngesikhathi socwaningo ezingahambisana nokuvuma kwami ekubeni yilunga locwaningo nangingakwazi ukuzithola.

Amagama Aphelele elunga locwaningo Usuku Isikhathi isishicilelo/ sokudla Isithupha

Mina, Zamokuhle Mbandlwa ngiyavuma okungaphezulu ukuthi amalunga ocwaningo atsheliwe ngokugcwele ngokwemvelo, ngokwenziwa nangokuncikisela kwocwaningo oluzwekiwa.

Zamokuhle Mbandlwa

Amagama aphelele omcwaning Usuku Isikhathi isishicilelo

Amagama aphelele kafakazi (Umakudingeka) Usuku Isikhathi isishicilelo

Amagama aphelele omgadi wakho (Umakudingeka) Usuku Isikhathi isishicilelo

Imibuzo

Isihloko: Ukucubungulwa kwezinto ezingasiza amakhansela ukuthi akwazi ukwenza umsebenzi wabo ube yimpumelelo kumasipala weTheku.

Isigaba sokuqala semibuzo A: Imininingwane yakho

Uzophendula ngokucikicela u X ebhokisini elimaqondana nependulo ovumelana nayo

1. Ubulili

Obesilisa	Obesifazane

2. Iminyaka yakho

18-25	26-30	31-35	36-40	41-59	60 nangaphezulu

3. Izinga eliphezulu lemfundo yakho

Angfundanga	Kufom 8	Kufom 10	Isitifiketi	IDiploma	IDegree	IPost graduate

4. Isimo somshado

Angishadile	Ngishadile	Ngingumfelokazi	Ngadivosa

5. Abantu obalekelelayo

0	1	2	3	4	5	Ngaphezu kuka 5

6. Uwena wedwa olekelela umndenini ngezezimali?

Yebo	Cha

7. Ukhona emndenini owake waba sesikhundleni sobuholi?

Yebo	cha

8. Uma uphendule ngokuthi yebo ngaphezulu, isiphi isikhundla esikade siphethwe ilunga lomndenini?

Ward councilor	PR Councillor	MEC	Minister	Okunye (ngicela ucacise)

9. Wake waqashwa wasebenza?

Yebo	Cha

10. Uma uphendule ngokuthi yebo ngaphezulu, kade usebenza nhloboni yomsebenzi?

Itoho	inkontileka	Uqashwe ngokugcwele	Wenza umsebenzi ofuna iziqu ezithize	Okunye (ngicela ucacise)

11. Yini imbangela yokuphela komsebenzi?

Kwaphela isikhathi senkontileka	Ngasula emsebenzini	Ngaxoshwa	Ngathatha umhlalaphansi	Okunye (ngicela ucacise)

Isigaba sesibili B: Imininingwane ngezobuholi

1. Ubani owakutshela ngezinto ezidingekayo uma umuntu efuna ukuba ikhansela?

Iqembu lepolitiki	
Abangani bakho	
Umndeni wakho	
Omakhelwane bakho	
Emsebenzini	
Noma abanye (Cacisa)	

2. Iminyaka onayo ebuholini

Ngaphansi konyaka owodwa	1-2 weminyaka	3-4 weminyaka	5-6 weminyaka	Ngaphezulu kweminyaka eiysithupha (6)

3. Wake waba ikhansela?

Yebo	Cha

4. Ucabanga ukuthi amakhansela kumele abe neziqo ezithize noma amakhono athize ukuze ezokwazi ukwenza umsebenzi wawo?

Yebo	Cha

5. Uma uphendule ngokuthi yebo kumbuzo ongaphezulu, iluphi uhlobo loqeqesho olungenza amakhansela akawazi ukusebenza ngokugcwele.

Iziqu zemfundo yabadala noma Imfundo yasemazingeni aphansi	Umatikuletsheni	IDiploma noma iDegree	Post Graduate Qualification	Isitifiketi sobuholi

6. Uke wahambela uqeqesho lokuthola ulwazi ngezobuholi?

Yebo	Cha

7. Uma uphendule ngokuthi yebo kumbuzo ongaphezulu ngabe loluqeqesho lwaba usizo?

Yebo	Cha

8. Wake walwenza ucwaningo lokuthola ukuthi umphakathi noma imindeni iphila ngamalini ngenyanga?

Yebo	Cha

9. Uma uphendule ngokuthi yebo kumbuzo ongaphezulu, cacisa ukuthi imindeni eminingi iphila ngamalini ngenyanga?

Ngaphansi kuka R200	R201-500	R501-1000	R1001-R1500	R1501-R2000	Ngaphezulu kuka R2000

10. Ngicela ubhale lezingqinamba ngokokubaluleka kwazo u1 usho okubalileke kakhulu kanti u5 usho okubaluleke kancane.

12.1 ukushoda kwendawo yokuhlala noma ingqala zisinda	
12.2 ukushoda kwamakhono	
12.3.ukwandakwezinga lobugebengu	
12.4 ukushoda kokuxhumana	
10.5 ukushoda kolwazi	

11. Iliphi iphesenti labantu abangasebenzi emphakathini wakho?

Angazi	0-20%	30-40%	50-60%	70-80%	90% nangaphezulu

12. Uke wenza uhlelo lokusiza umphakathi?

Yebo	Cha

13. Yisho izinhlelo noma imicimbi yokusiza umphakathi owayenza

Igama lohlelo	
Igama lohlelo	
Igama lohlelo	
Igama lohlelo	

14. Chaza ukuthi lwabanjani uhlelo noma umcimbi owawenza

Igama lohlelo	Alubanga impumelelo lwaba impumelelo lwaba impumelelo kakhulu		
Igama lohlelo	Alubanga impumelelo lwaba impumelelo lwaba impumelelo kakhulu		
Igama lohlelo	Alubanga impumelelo lwaba impumelelo lwaba impumelelo kakhulu		
Igama lohlelo	Alubanga impumelelo lwaba impumelelo lwaba impumelelo kakhulu		

15. Iziphi izingqinamba zobuholi obhekene nazo njengekhansela?

Ukungatholi ukwesekwa umasipala	Ukungatholi ukwesekwa umphakathi	imibono eqinile yamaqembu aphikisayo	Ukwehluleka ukuqonda imigomo nemithetho kamasipala	Ukungakutholi ukwesekwa iqembu lakho lezopolitiki

16. Zingaki iziteleka ezibe khona endaweni yangakini kuleminyaka emihlanu edlulele?

1-5	6-10	11-15	16-20	Okunye(ngicela ucacise)

17. Yiziphi izizathu ezenza abantu bateleke?

Izidingo ngqangi	Inking yokuhlukaniswa komasipala	Ukungagculiseki ngendlela ikhansela elikhethwe ngayo	Ukungaboni ngeso elilodwa emaqenjini ezepolitiki	Okunye (ngicela ucacise)

18. Yini owayenza ngeziteleka zasemphakathini?

Ngabiza izikhulu zikamasipala	Ngabiza amaphoyisa alawula ukuphepha komphakathi	Ngabiza umhlango womphakathi	Ngavele ngabaleka ngaya kohlala kwenye indawo	Okunye (ngicela ucacise)

19. Ngicela uzikale indlela ongumholi ngakhona

Leadership characteristic	Rating				
1. Ngixhumana kahle nabanye abantu	1	2	3	4	5
2. Ngiyakwazi ukubona izinto zisakude	1	2	3	4	5
3. Ngiyazethemba futhi ngiyakholelwa kumina	1	2	3	4	5
4. Anginako nokuncane ukuzenyeza	1	2	3	4	5
5. Ngiyakwazi ukubheka phambili noma kunezingqinamba	1	2	3	4	5
6. Ngiyakwazi ukuma ngingaguquki ezinqumweni engizithathayo	1	2	3	4	5
7. Ngethembekile futhi ngiyazigqaja ngobumina	1	2	3	4	5
8. Ngizimele futhi ngingumuntu ongashintshi	1	2	3	4	5
9. Nginobungani uma ngikhuluma nabantu	1	2	3	4	5
10. Kulula ukhuluma nabantu ngingumuntu ongenekayo	1	2	3	4	5
11. Ngingumuntu ononembeza nokwazi ukuzibamba	1	2	3	4	5
12. Ngingumuntu osebenza kanzima	1	2	3	4	5
13. Ngingumuntu onozwelo	1	2	3	4	5
14. Ngiyakwazi ukuzifaka ezicathulweni zabanye abantu abahlangabezana nobunzima	1	2	3	4	5

Key: 1 = angivumelani kakhulu 2 = Angivumelani 3 = angazi 4 = Ngiyavumelana 5 = Ngivumelana kakhulu

Source: Adapted from Northouse, 2013.

DRAFT QUESTIONNAIRE- Amalunga omphakathi

Section A: Imininingwane yakho

1. Ubulili

Isilisa	isifazane

2. iminyaka

18-25	26-30	31-35	36-40	41-59	60 nangaphezulu

3. Izinga elephezulu lemfundo

Angikaze ngifunde	Ibanga 1 – 8	Umatikuletshe	Isitifiketi	Idiploma	Idegree	Izinga lemfundo ephezulu

4. Isimo sakho somshado

Angishadile	Ngishadile	Ngingumfelokazi/ umfelwa	ngadivosa

5. Abantu abathembele kuwena emndenini?

0	1	2	3	4	5	Kusuka ku 6 kuyaphezulu

6. Uwena kuphela osebenzayo ekhaya?

Yebo	Cha

7. Ithini inombolo yewadi yakho?

8. Sowuhlale iminyaka emingaki kulewadi ohlala kuyo?

0-5 weminyaka	6-10 weminyaka	11-15 weminyaka	16-20 weminyaka	21-25 weminyaka	26-30 weminyaka	31 nagaphezulu weminyaka

Section B: intuthuko emphakathini

5. Uyalazi ikhansela lakho?

Yebo	Cha

6. Ngabe zikhona izikhalo owake wazifaka ekhanseleni?

Yebo	Cha

7. Ngicela ukale intuthuko yomphakathi wakho kulezigaba ezilandelao

Service delivery/ Intuthuko Yomphakathi	Rating				
1. Ukufakwa kwamanzi	1	2	3	4	5
2. Ukufakwa kwagesi	1	2	3	4	5
3. Ukwakhiwa kwezindlu zemixhaso	1	2	3	4	5
4. Ukwakhiwa kwemigwaqo	1	2	3	4	5
5. Ukwakhiwa kwamaphaseji okuhamba abantu	1	2	3	4	5
6. Ukususwa kwemigqomo	1	2	3	4	5

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

APPENDIX B:

LETTER OF INFORMATION



Faculty of Management Sciences
Department of Public Management and Economics
Date: 09 June 2016

Dear Participant

Title of the Research Study: Assessing the ward councillors' leadership characteristics and their impact on service delivery in eThekweni Municipality

Principal Investigator/s/researcher: Zamokuhle Mbandlwa (BTech Public Management)

Co-Investigator/s/supervisor/s: Dr. Syden Mishi

Brief Introduction and Purpose of the Study: the lack of effective leadership has often resulted in many public protests for basic service delivery in many communities in the Province of KwaZulu Natal. Leadership characteristics assessment plays a vital role on who becomes an effective candidate to hold office as a ward councillor that will be able to serve the community and do a continuous reporting to the community to avoid public protests against the ward councillor. This study seeks to investigate the required leadership characteristics that can be more effective for ward councillors to execute their duties.

Outline of the Procedures: Data will be collected by means of questionnaires, which should take place between 10-15 minutes to complete

Risks or Discomforts to the Participant: None

Benefits: There will not be any direct benefit to you.

Reason/s why the Participant May Be Withdrawn from the Study: Whenever you feel uncomfortable to answer the questions, should they need to withdraw themselves from the study, they can do so without any implications or any problem.

Remuneration: No remuneration will be given to any participants.

Costs of the Study: Nil

Confidentiality: The questionnaires are designed in the manner that does not require participants to give their names and contact details or any confidential information. All the information will be kept under control according to the requirements of the DUT's Institutional Research Ethics Committee.

Research-related Injury: No participants will be injured during the participation of this study as it will only require the answering of a questionnaire.

Persons to Contact in the Event of Any Problems or Queries:

Zamokuhle Mbandlwa

Student

Mobile: 078 058 9810

Email: 21240964@dut4life.ac.za

APPENDIX C:

LETTER OF CONSENT



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Zamokuhle Mbandlwa, about the nature, conduct, benefits and risks of this study: Research Ethics Clearance Number: _____,
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant	Date	Time	Signature / Right Thumbprint
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I, Zamokuhle Mbandlwa (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher	Date	Signature
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Full Name of Witness (If applicable)	Date	Signature
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Full Name of Legal Guardian (If applicable)	Date	Signature
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APPENDIX D: PERMISSION TO CONDUCT RESEARCH



Office of the Speaker

City Hall
Dr. Pixley KaSeme Street
PO Box 1014
Durban
4000

Tel: (031) 311 2015
Fax: (031) 311 2032
Website: <http://www.durban.gov.za>

23 December 2016

TO WHOM IT MAY CONCERN

RE : CONFIRMATION TO CONDUCT A STUDY BY MR ZAMOKUHLE MBANDLWA WITHIN ETHEKWINI MUNICIPALITY

This letter serves confirmation that Mr Zamokuhle Mbandlwa ID No. 840723 5378 089 has been granted authority to conduct a study /research within the EtheKwini Municipality jurisdiction.

Your co - operation in this regards will be highly appreciated.

For more details please contact the undersigned on the above details or 079 880 7590.

Kind Regards


DESMOND MYEZA
COMMISSIONER OF OATHS
MANAGER OFFICE OF THE SPEAKER

FULL NAME:
MANAGER OFFICE OF THE SPEAKER
ETHEKWINI MUNICIPALITY
CITY HALL DR PIXLEY KA SEME
EX OFFICIO DISTRICT OF DURBAN IN TERMS
OF SECTION 6 OF ACT 18 OF 1963
(As Amended)

MANAGER
OFFICE OF THE SPEAKER
ETHEKWINI MUNICIPALITY

APPENDIX E:

APPROVAL LETTER TO CONDUCT FULL RESEARCH BY DUT RESEARCH ETHICS COMMITTEE



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

09 February 2017
Student No: 21240964
FREC No: 219/16FREC

Dear Mr Z Mbandlwa

MASTER OF MANAGEMENT SCIENCES: PUBLIC MANAGEMENT

**TITLE: ASSESSING THE WARD COUNCILLORS' LEADERSHIP CHARACTERISTICS AND THEIR IMPACT ON
SERVICE DELIVERY IN ETHEKWINI MUNICIPALITY**

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: Ethical Level: 2 -Full Approval

Approval has been granted for a period of two year, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's.

Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours Sincerely



Prof JP Govender
Chairperson: FREC