

CHAPTER TWO

RESEARCH METHODOLOGY

2.1 Introduction

The research methodology is important because it shows how the research was conducted. It also assists the investigation to follow procedures when the research is conducted. The definition of concepts is also significant in this chapter, because it sheds light on the research topic as a whole. It makes it easier for readers to understand the whole topic as it is. Research methodology necessitates a reflection on the planning, structuring and execution of the research project with a view to complying with the demands of truth, objectivity and validity. Hence, the research methodology focuses on the process of research and the decisions which the researcher has to take to execute the research project. For example:

- Which decision(s) need to be taken as the research progresses?
- Which methods and techniques for data collection and data analysis should be selected?
- Which factors play a role in the design of a research project?
- What is the influence of a particular purpose of the research project on the selection of methods and techniques?
- Which factors play a role in the process of research and how do these factors influence the methodology of the researcher?

Mahlangu (1987:3-4) defines research methodology as ‘the study of the logic or rationale underlying the implementation of the scientific approach to the study of reality. It is the theory of correct scientific decisions. Methods are techniques for collecting data about the world around us whereas methodology is the logic of applying a scientific perspective to the study of events. It is the process by which the product of scientific inquiry is generated and the steps involved in relating the theory of empirical research. This means therefore that the research is designed, structured and executed to produce reliable, valid and objective knowledge’. As indicated in this paragraph, this definition is valid because for the research to be conducted

successfully, it must be designed, structured and executed in order to yield reliable, valid and objective findings.

According to McMillan and Schumacher, (1989:39), research methodology is systematic and purposeful. Procedures are not haphazard activities; instead they are planned to yield data on a particular problem. This can be done with measurement techniques, extensive interviews and observation or a collection of documents.

Leadership and governance perspectives in local government administration are examined in this project through a study of relevant literature as well as governmental documents, such as White Papers and Acts. The empirical research was conducted by means of qualitative research methodology.

2.2. *The purpose of the study*

The purpose of the study is to examine leadership and governance issues facing Local Government Administration in South Africa in order to enhance capacity-building among leaders in Local Government Administration; to promote effective service delivery in South Africa and to facilitate the effective implementation of basic values and principles governing public administration regarding the new Public Service of South Africa through knowledge advancement.

2.3. *The importance and significance of study*

This study is significant, because it offers solutions to the following: social Government Administration and its transformation, which poses a number of challenges with regard to new policies, procedures, and laws. There are new officials and political leaders in the new system and, therefore, they need to clearly articulate the new vision of new government. Local Government is always expected to deliver. The study seeks to facilitate effective public participation in local affairs; interaction between the governors and the governed; and to stimulate debate between the Local Government Administration and civic society in general.

These would be made possible through the encouragement of both the political and administrative leadership to interact effectively with the community members. This interaction may take place in the form of municipal structures such as ward committees, municipal quarterly news letter, councillors, executive council road shows national meetings and media such as radio.

2.4. *Problem statement*

According to Booyse (1993:38), problem formulation in qualitative research commences with the simultaneous selection of a general research theme and a methodology. Next, the general theme is narrowed down to a more specific theme and the problem is only finally formulated after considerable initial data gathering and analysis have taken place. Inductive reasoning leads to a gradually emerging research design and to the problem being constantly reformulated in the course of the investigation. Hanekom (1981:23) states that the problem should be proposed concisely, clearly and precisely. It can be put as a question or presented as a statement. The main idea is to clearly demarcate the problem so that any person who reads the statement or question will be able to understand it without the act of explanation.

Baloyi (1991:5-6) indicates that a sharp and clear way of formulating a research problem is to ask related questions in the form of sentences, because they are possible preconditions for formulating the hypothesis, planning research procedures and for enthusiastic problem analysis and solution. Initially, one main question has to be asked and followed by sub-questions. This research intends to survey service delivery in certain selected municipalities in the Limpopo Province. For the purpose of this study, the problem statement is lack of knowledge and the skills of leadership and governance of municipalities in the Limpopo Province by both political and administrative officials create challenges for speedy or effective service delivery to the community.

The research questions are formulated as follows:

- What should be done in order to promote and enhance service delivery by Local

Government Administration?

- How can the interference of both politicians and official in local government administration be minimized?
- What is the importance of cooperative governance in local government administration?

2.5 Studying the literature

A study of the literature involves identification, tracing and analysis of documents containing information relating to the research problems (Gay, 1981:51). The literature review method is considered by Wiersma (1991:45) to be a method through which the researcher attempts to determine what others have learned about similar research problems and to gather information relevant to the current research problem. Documents consulted or analysed include books, periodicals, other research reports, White Papers and Acts which shed light on the problem under investigation.

The purpose of a study of the literature is to find information relating to assumptions, hypotheses and definitions; to discover the latest research findings about the particular subject; to trace hints about research approaches. This includes methods, instrumentation and data analysis, as well as studying the interpretation of other researchers. This can facilitate one's own interpretation and determine the significance and use of one's findings.

2.6 Qualitative research methodology

De Vos (2001:240) defines qualitative research as a multiperspective approach making sense of interpreting or reconstructing this interaction in terms of meanings that the subjects attach to it. This approach deals with data that are principally verbal. It is the approach in which the procedures are not as strictly formalised as in quantitative research and the scope is more likely to be undefined and a more philosophical mode of operation is adopted. It aims at understanding and interpreting the meanings and intentions that underlie everyday human

action. Qualitative researchers maintain that many natural properties cannot be expressed in quantitative terms, they will lose their reality if expressed simply in terms of frequency (Kincheloe, 1991:143).

Qualitative methodology refers to research which produces descriptive data: generally no numbers or counts are assigned to observations. The indispensable condition or qualification for qualitative methodology is a commitment to seeing the world from the point of view of the actor (the participant). Because of this commitment to see through the eyes of one's subjects, close involvement is advocated (Bryman, 1984:78).

Creswell (1998:12) states that it is clear that in qualitative research one gets closer to the people, talks to them and tries to get into their subjective feelings to understand the reasons why they do what they do. Reality is, therefore, subjective and one seeks to understand phenomena. Concepts are in the form of themes, motifs and categories. The research design is therefore flexible. Inductive logic is employed in the quest to derive meaning from subjects. These are meanings people attach to everyday life. Applied qualitative methodologies allow the researcher to know people personally and to see them as they are, to experience their daily struggles when confronted with real situations. Using a qualitative research methodology, the researcher interprets and describes the actions of people when confronted with real life situations.

Based on the qualitative research methodology, the researcher designed and compiled semi-structured interview questions in order to collect information from mayors, municipal managers and directors for departments of administration, community and technical services. In this regard information was collected through the use of questionnaires. The qualitative research methodology was used because it provides a framework for a subject to speak freely out in his or her own terms about a case which the researcher brings to the interaction.

2.6.1. Strategies of a qualitative research methodology

2.6.1.1 Ethnography

For the purpose of this study, ethnography research is preferred, because it provides a much more comprehensive perspective than do other forms of empirical research. By observing the actual behaviour of individuals in their natural settings, one gains a much deeper and richer understanding of behaviour such as the capacity of mayors, municipal managers, or directors in the municipalities. It is good for the topics that are not easily quantified. The thoughts, ideas and other nuances of behaviour that might escape researches using other methodologies can often be detected by ethnographic research. It is appropriate to behaviours that are best understood by observing them within their natural settings.

This is a research method which combines participant observation with many of the characteristics of non-participant observation studies in an attempt to obtain as holistic a picture of a particular society, group, institution, settings or situation as possible. It emphasizes documenting or portraying the every day experiences of individuals by observing and interviewing them and relevant others (Fraenkel and Wallen, 1996:453).

2.6.1.2 Case study

Case study is the number of units studied. The unit can be a formal organization or a psychotic child, a community, or an encounter group. It can be a field study or ethnography taking place in a naturalistic setting or in an artificial laboratory setting involving researcher-initiated manipulation or participants, or natural experiments accidental occurrences interrupting the flow of events – that can be studied as if they were experiments (Le Compte and Preissle, 1993:32). For the purpose of this study

a case study, is the Vhembe District Municipality together with its four local municipalities, namely Makhado, Musina, Mutale and Thulamela.

2.6.2 Interpretive tradition in qualitative research.

Le Compte and Preissle (1993:31-32) discovered that the interpretive tradition is qualitative research is concerned with the explanation, translation and interpretation of reality. It focuses on interpreting and accurately recounting the meanings that research participants give to the reality around them. The aim is to understand and interpret the meanings and intentions that underlie every human action.

2.7 Research design

2.7.1 Population

Lecompton and Preissle (1993:60) define the term population as referring to potential human respondents or participants in a study. Non-human phenomena and inanimate objects are also potential populations. Some population groups are naturally bounded and share a common geographical location such as a village, schools, and factories.

A research population is defined as all the cases that can potentially be included in an investigation, (Charles, 1988:73). On the other hand, McMillan and Schumacher (1989:161) and Borg (1987:8) define a research population as a larger group of cases from which a sample can be selected.

According to Sekaran (1992:225), 'Research population refers to the entire group of people, events or things of interest that the researcher wishes to investigate' while Sax (1980:511), however, holds the view that 'where populations are small and accessible, sampling is simple unnecessary because all cases can be included in the investigation'. In view of this paragraph, a research population is necessary for the research to be conducted effectively and successfully.

An ideal population for this research project would be all adult citizens in the Republic of South Africa in the Limpopo Province and within the jurisdiction of the Vhembe District Municipality. As indicated above, the Vhembe District Municipality is comprised of four municipalities, namely Makhado, Musina, Mutale and Thulamela municipalities.

2.7.2 *Sampling*

Mulder (1989:55) defines a sample as a group which is selected from the population and is thus less than the population, while remaining as representative as possible. This is the process whereby all the elements in the sample frame have equal representation. Each element (school manager for example) will appear only once. Elements that will appear more than once will have a greater probability of selection. Findings based on a sample can be taken as representative only of the aggregation of elements that compose the sample frame (Babbie, 1995:206). In this case, mayors, municipal managers and directors in the Vhembe District Municipalities will have an equal opportunity of being sampled.

The research was conducted in the Far North of the Limpopo Province. This is basically a rural setting, and this fact could serve as a limiting factor to the study. The sample includes people chosen from the following categories: mayors, municipal managers and directors at municipalities under the Vhembe District Municipality. The randomly selected participants were subjected to an in-depth interview. The sample covers people in various positions as employees of the municipality.

2.7.3 *Gaining access to the setting*

It was initially anticipated that it might be difficult to gain access to the municipalities in particular, for ethical reasons. Managers and employees of municipalities are there to serve the interests of their political heads and as such their views on the poor service delivery by local government administration, confusion and ambiguity with regard to roles, functions, powers of various institutions of governance and officials and problems of cooperative

governance might ruin their public standing as faithful and loyal employees. It is, therefore, important to ensure that they are convinced of the confidentiality of their responses.

2.8 Data collection

Data was collected by means of interview through questionnaires. The questionnaires were used to obtain the opinion of mayors, municipal managers, and directors of departments of administration, and community and technical services in order to justify what should be done in a bid to improve service delivery by municipalities in South Africa. Mayors, municipal managers and directors for departments of administration, community and technical services in municipalities under Vhembe District Municipality were asked to complete these questionnaires. As their responses are written, the information thus provided may be regarded as more or less true reflection of what is taking place on in municipalities in Vhembe District Municipality.

2.8.1 Ethical consideration

Ethical considerations are important, both during the interviews and also during reporting. It is, therefore important for researchers to always keep in mind that the objects of enquiry in an interview are human beings. It is, therefore, important to protect them and also for them to feel protected at all times. When they agree to be involved in the interview, steps should be taken to ensure that they know exactly what they are agreeing to. In some cases, the respondents, such as employees at municipalities, might want their identity to be anonymous. This was explained to them and their right to privacy was respected. There are also other risks that the interview might expose them to and they were allowed to raise such concerns, to be dealt with thoroughly before the interview commenced (Mouton & Marais, 1993:90).

2.8.2 Interviews

Data collection took form of in-depth interviews. The purpose of qualitative interviewing is to provide a framework for a subject to speak freely out in his or her own terms about a case

which the researcher brings to the interaction. It allows the researcher to explain his or her questions if the respondent is not clear on what was asked. It also allows the study to probe deeper following the answer of a respondent (De Wet, et al, 1981:161-163).

A choice has to be made between a structured interview and an unstructured one. A structured interview asks each respondent a series of pre-established questions with a limited of response categories set. There is little room for variation except when the question is an open-ended one, which is rare. Unstructured interviewing provides a greater breadth than the structured one given its qualitative nature. It attempts to understand the complex behaviour of members of society without imposing any categorisation that may limit the field of enquiry (Denzin & Lincoln, 1994:364-367). It is for the above reasons that semi-structured interview will be used in this research. Information was collected through the use of questionnaires.

2.8.3 *The questionnaire*

In order to assess the prevalent situation in municipalities in the Vhembe District Municipality, the questionnaire method was utilized. This method was employed, because it is fast and efficient at collecting large amounts of information, which enables data to be easily quantified and can thus provide a comparable data basis from different perspectives (Preedy 1989:41). The questionnaire is composed of a list of questions or statements to which the individual is requested to respond in writing. The response may range from a checkmark to an extensive written statement (Wiersma, 1980:142).

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2.8.4 Establish a rapport

Establishing a good rapport with the respondents is crucial, as it helps the parties to reach the goal of understanding each other. To achieve this, researchers should try to put themselves in the role of the respondents and attempt to view the situation from the latter's perspective. This study, however, attempted to avoid losing its objectivity, by immersing itself too much into the respondents' roles. It consciously avoided becoming a spokesperson for the respondents. The decision on how one presents oneself is also very important to create a good rapport. This may be in terms of dress code. The researcher therefore dressed in a formal way which had a positive impact on the respondents.

2.8.5 Locating an informant

The Far North Region of the Limpopo Province (Vhembe District) has mainly two ethnic groups, the Vendas and the Tsongas. It is, therefore, necessary to find a third party as informant who could interpret the morals, culture and even the language during the interview process, and also during data analysis. This helped to save time and prevent a lot of unnecessary mistakes.

2.9 Evaluation

The research processes needs to pass a set standard of evaluation. It is important, therefore, that the field notes as well as the tape-recording devise be kept intact for purposes of verification, should the need arise. The limitations of tape recording are that the respondents' facial expressions during the interviews are lost to the evaluator. This is the reason why some researchers prefer video taping. It is also important to exclude the possibility of personal bias as far as is reasonable.

2.10. Reporting

According to Mouton (1993:170-173), a research report is a reconstruction of the research process and is written to present the researcher's case as logically, objectively, persuasively, and concisely as possible.

In writing the report, an attempt is made to think seriously about the audience and then mould the report in a logical way that will be appreciated and well understood by the reader. A holistic approach was adopted in the written presentation of data, and examples of extracts from responses are given. Field notes have been quoted to provide authenticity.

2.11 Clarification of Concepts

It is important to define the following concepts namely, leadership, governance and local government because they form an integral part of the whole research report. For example, good leadership will provide good governance and as the result local government will provide service delivery to the communities.

2.11.1 Leadership

According to Oyungi (1996:1), leadership cannot be considered in a vacuum. The leaders of new states work within a situation characterized by fragile institutions, and it is their task to build and stabilize an institutional framework that can contain and accommodate the tensions and conflicts inherent in the modernising process. Political stability may depend on the charismatic qualities of the leadership of the new state; but increasingly it will come to depend on the kind of political institutions created, and the degree to which the legitimacy of those institutions is recognized. Thus, consideration of leadership in any particular situation must

take into account the institutional environment within which the leadership works, and also such adaptations or changes as are made.

Ntimama (1996:137) argues that a traditional leader refers to any person who by virtue of his ancestry occupies a clearly defined leadership position or thonged stool in an area, and/or who has been appointed to such a position in accordance with the customs and tradition of the area, real or invented, and thus has traditional authority over the people of that area, or any person appointed by an instrument or order of government or elected by the community to exercise traditional authority over an area or tribe, or to perform traditional functions for them.

In emphasizing this kind of leadership, Nzouankeu, (1996:292) states that traditional leaders derive their authority from the belief in traditions and myths that have existed since time immemorial. This type of authority is in sharp contrast to rational authority – the kind of authority Weber attributes to modern-day bureaucratic institutions and that is derived from law.

According to Thornhill and Hanekom (1995:15), leadership has been defined in terms of traits, behaviour, influence over other persons, patterns of interaction, role relationships, occupation of an administrative position, and the perception others have regarding legitimacy of influence. Leadership and management are not necessarily synonymous, although leading does normally occur within the higher hierarchies of an organization. According to Yukl (1981:5), an operational definition of leadership will, to a large extent, depend on the purpose of the researcher. The purpose may be to identify leaders to train them, to discover what they do, to determine how they are selected, or to compare effective and ineffective leaders.

Yukl (1981:2-3) proceeds on to argue that it is difficult to select a definition of leadership that is general enough to accommodate the many meanings implied above and specific enough to serve as an operationalisation of the variable. An illustration of this may be found in some of the definitions given below:

- a. The behaviour of an individual when he is directing the activities of a group towards a

shared objective.

- b. Impersonal influence, exercised in a situation, and directed through the communications process, towards the attainment of a specific objective or objectives.
- c. An interaction between persons in which one presents information of a sort and in such a manner that the other becomes convinced that he will benefit by behaving in a manner suggested or desired.
- d. A particular type of power relationship characterizing a group member's perception that another group member has the right to prescribe behaviour patterns for the former regarding his activity as a group member.
- e. An influence process whereby O's actions change P's behaviour and views the influence attempt as being legitimate and the change as being consistent with P's objectives.
- f. The influential increment over and above mechanical compliance with the routine directives of the organization.

It is apparent that definitions of leadership usually have in common the assumption that it is a group phenomenon involving the interaction between two or more persons and that it involves an influencing process whereby intentional influence is exerted by one person (the leader) over other persons (followers). The conception is that of a person who influences group members in any manner to comply with his or her requests willingly or unwillingly. The more restrictive conception is that of a person who exerts the most influence on other group members and systematically influences their behaviour towards the attainment of group objectives and who obtains the enthusiastic commitment of group members in carrying out his or her requests. Leaders are ultimately accountable for the performance and conduct of those who serve under them. As leadership and governance impact on the general health of an economy, the implications for leadership are enormous. The right kind of leadership can transform a country. The wrong kind can cause a country to stagnate, and cause its people to lose faith in public government. The next term to be defined is governance as the definition of this term sheds light on how leaders should govern or rule their subjects in order to enhance or promote service delivery by local government administration (to the communities).

2.11.2 Governance

Oyungi (1996:91) describes governance as a value-free concept and one can speak of good or bad governance. As a process, there are certain activities that are its manifest ingredients: decision-making; role recruitment and succession; regulating the behaviour of the polity; and defence of territorial and national integrity.

In line with the above, Haynes (1992:12 & 15) stresses that good governance lies at the heart of the exercise of power and is central to political accountability. It is not necessarily democratic government but it is purposive, development-orientated government, which seeks to improve the mass of people's quality of life. Efficient governance appears to be a function of the reduction of state dominance and the growth of vibrant spaces that constitute a crucial sign of broad political engagement.

Kharoufi (1999:129) states that governance in cities becomes important and aims to improve the urban management system by promoting democratic principles with electoral processes, and the establishment of a new organic relationship between the authorities and civil society. The latter's active participation in administrative and political structures can only widen official legitimacy which, it has to be said, is marred by venality inefficiency and corruption.

In addition, Ulimwengu, (1996:103) states that governance has to take place in an atmosphere of order and social place, and this not possible without a minimum of good governance in which the people are free to make the choices they consider best suited to their requirements and where the governors are accountable to the governed.

Van Niekerk, van der Waldt and Jonker (2002:64) define governance as 'the ordering of a group, community, or society by a public authority. The purpose of governance includes the maintenance of law and order, the defence of society against external enemies, and the advancement of what is thought to be the welfare of the group, community, society, or state itself. Governance is possible only as long as governments manage to enforce their will'. This suggests that for the governance to succeed, the governed people should also be involved

in the activities of government. Communities in all municipalities should be involved in municipal activities for these activities to be of full benefit to the people.

In addition, Van Niekerk, Van der Waldt and Jonker, (2002:65) go on to argue that numerous characteristics can be identified that contribute towards achieving a system of good governance in all spheres of government in South Africa. These include, amongst others:

- a. Openness and transparency
- b. Adherence to the principles contained in the Bill of all Rights
- c. Deliberation and consultation
- d. Capacity to act and deliver
- e. Efficiency and effectiveness
- f. Answerability and accountability
- g. Cooperative government
- h. Distribution of state authority and autonomy
- i. Responding constructively to the resolution of problems by engaging the government and business through various actions
- j. Influencing the manner in which politicians address the basic need of the communities
- k. Monitoring government activities to ensure continuous answerability and accountability

According to Kotze (1998:15), the effectiveness of the government and the participation of inhabitants in it are what constitute good governance. In elaboration Johnson (1991:396) states that good governance is described as follows: efficiency and rationality in allocating resources in other words sensible priorities; curbing corruption which is strangling development and inhibiting investment; enhancing legitimate freedom of association, of speech, of press and above all of the individual; the rule of law, and so an unfettered judicial system; guarantee of civil and human rights readily available; and accountability to the people.

In 1952, Adlai Stevenson said 'Even more important than winning the election is governing the nation. That is the test of a political party, the acid, final test. When the tumult and the

shouting die, when the hands are gone and the lights are dimmed, there is the stark reality of responsibility' (Starling, 1993:1).

Hubbard (2000:3), similarly, defines governance as how societies steer themselves. It varies with societal differences and also through time. Today, there is turbulent environment combined with the globalisation of information and markets but not of democracy (broadly defined). This means that the need for good (high quality) governance in western, liberal democracies, such as Canada, is more urgent and more necessary than ever. If governance is steering, it means answering two questions: how many hands are on the tiller and how did they get there? What map is being used and how was it designed?

In the light of the above definitions, it is clear that governance is a way of governing. It takes the views and interests of those affected by government more seriously than in the past. The governed refers to the community at large. This includes individuals, community organizations and businesses, trade unions and NGO's. Political leaders have realized that they need to involve the community and all their constituent parts in the functioning of government. Relationships, partnerships and alliances have therefore become much more important for a government than in the past, and this is especially true of local government. The last term to be defined is local government. The definition of this term assists the researcher to understand the roles of local government in terms of service delivery to the communities.

2.11.3 Local government

According to Ofei-Aboagye (2000:2), local government is interpreted as the active involvement of the local population within the territorial boundaries of a local government in ensuring improved quality of service and leadership at the local government level. It includes greater participation by civil society in decision-making processes and involves consensus-building and civic awareness.

Ofei-Aboagye's interpretation endorses that of Burke (1964:13), who states that local government has an equally important part to play in the sphere of political development. An

efficient and democratic system of local government is in fact essential to the healthy political development of the African territories; it is the foundation on which their political progress must be built. Local government in a traditional and historical sense was not a nation state invention to facilitate administration and consensus management. The existence and, more important, the persistence of indigenous and often ancient forms of locality governance in a surprisingly large number of developed, as well as developing, states would seem to testify both to the persistence of certain problems arising from the interrelationship of members of a territorial community, regardless of the nature of the more inclusive political unit of which they are a constituent part, the intensity and longevity of the values that men associate with the institutional management of local problems and the persistence of local political systems predating the state.

Ulimwengu, (1996:105) argues that serious and effective local government is the appropriate vehicle to guarantee that the people's views and ideas will be not only heard but heeded and acted upon. In collaboration, Oluwu, (1997:5) states that local governments were regarded as critical for the training of citizens and of the political leadership in democratic life. They also promote the accountability of the public administration system in that their officials are closer to the public physically, socially and psychologically. Local governments can enhance allocative efficiency in the production of goods and services. They are the closest to the market in that they enable each locality to express its preference for goods and services it requires, which then become the priority of the local government. Local governments can help to mobilize resources for the provision of needed community services. Their proximity to the people enable them to have crucial information on taxes and on the tax potential of each individual in the community. They are also able to mobilize members of the community to contribute to the community offers in the form of donations of time and money. Local governments are thought to be crucial for the provision of a wide range of social and economic infrastructures because of their proximity to the people and their knowledge of the locality.

According to the International Republican Institute (1995:14), local government is the level of government that is responsible for serving the political and material needs of the community in a specific local area, such as a town or a city. The structures that have governing powers and responsibilities in local areas are called local authorities. A local authority consists of two components: elected councillors and officials. The councillors are elected by local voters and

provide the political leadership of the local authority. They are supported by officials who implement the council's policies and serve the public as employees of local government.

In view of the definitions given above, it is clear that local government is a government which is closer to the people and as such it is responsible for the provision of necessary services to the communities within its jurisdiction.

2.12 Delimitation of the study

The study is based on Public Administration focusing on Local Government Administration in the Republic of South Africa. The focus is also extended to the Local Government Administration situated in the Limpopo Province under the Vhembe District Municipality where four municipalities are found namely: Makhado, Musina, Mutale and Thulamela, as already stated.

2.13 Research programme and structure

The researcher requires a set of procedures which enable him or her to follow a formal and systematic approach. The structure of the research is as follows:-

Chapter One provides the background to the study: the historical process of local government in South Africa. The period of apartheid and the current situation are discussed in full.

The research methodology is outlined in Chapter Two and the strategies on how the research study has been conducted are described.

Chapter Three outlines the theoretical perspective on leadership and governance in local government administration are outlined wherein theories of leadership and governance within an international context and theories of leadership and governance within the South African context are discussed.

Chapter Four presents the case study, which focuses on municipalities under the Vhembe District Municipalities in the Limpopo Province.

Analysis of the findings and information gleaned from the empirical research conducted in municipalities situated in the Vhembe District Municipality is given in Chapter Five

Chapter Six concludes the study. It includes conclusions derived from the research project and others recommendations based on the research study.

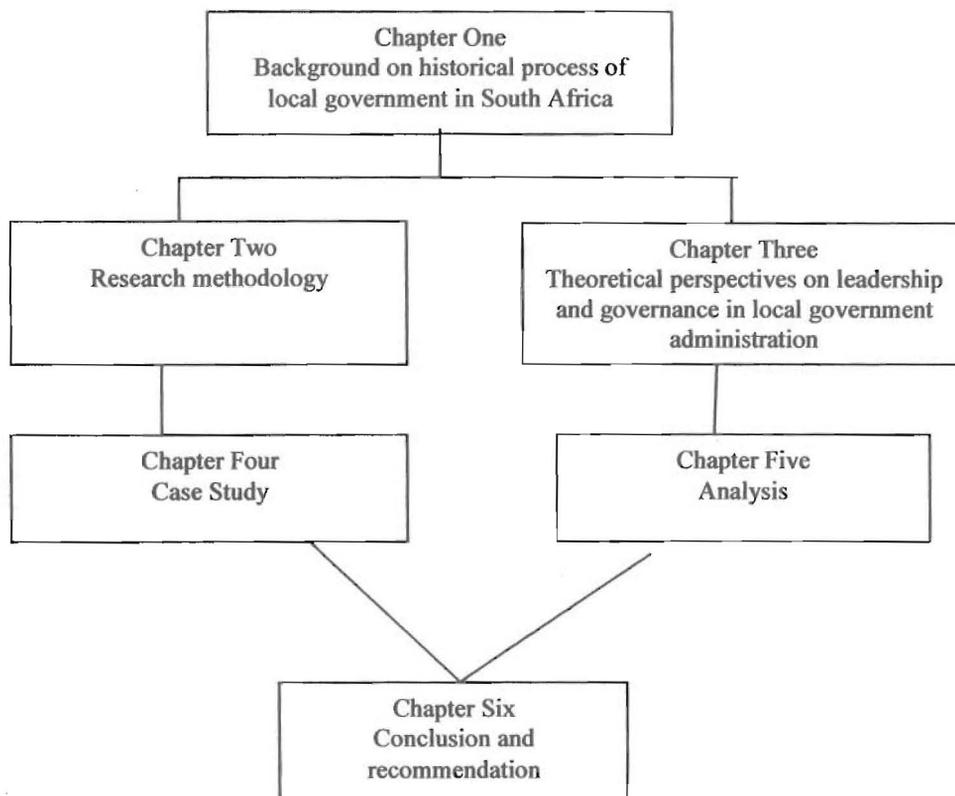


Figure: 2.1: Structure of the research report

2.14 Conclusion

It is necessary to note that leaders are ultimately accountable for the performance and conduct of those who serve under them. As leadership and governance perspectives highlighted the significance of an ethical public service to the health of an economy and to the very foundations



of government, the implications for leadership are enormous. The right kind of leadership can transform local government administration in South Africa while the wrong kind can cause a local government administration in a country to stagnate and cause its people to lose faith in local government administration.

It is also clear that governance is a way of governing. Governance takes the views and interests of those affected by government more seriously than in the past. The governed refers to the community at large. This includes individuals, community organizations and businesses, trade unions and NGO's. Political leaders have realized that they need to involve the community and all their constituent parts in the operations of government. Relationships, partnerships and alliances have therefore become more important a local government administration than in the past. Local government is government which is closer to the people and as such it has the responsibilities to provide the communities within its jurisdiction with the necessary services.

In Chapter Three, the theoretical perspectives on leadership and governance in local government administration is highlighted and outlined in order to determine which leadership and governance qualities are appropriate for local government to meet its obligation of delivering service to the communities.