Political education for good governance in South Africa's local government and communities

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ABSTRACT

The political landscape within the South African government has changed with the inception of democracy in 1994, affecting institutional arrangements such as the creation of the third sphere of government, denoted municipality. The Constitution of the Republic of South Africa, 1996 stipulates that a municipality must strive, within its financial and administrative capacity, to provide democratic and accountable government to local communities. Years after implementation of this sphere of governance, municipal communities continue to be afflicted by seemingly intractable problems and challenges. This article examines political education in the context of the notion of good governance, in order to situate certain aspects related to experienced social reality associated with practical public service protests, maladministration, corruption and fraud (unethical conduct). There is no insinuation that all challenges and problems of local communities in South Africa derive from the dearth of political education. But note has to be made that good governance is associated with the governing party's disciplined knowledge and understanding of the societal values of responsiveness, accountability, professionalism and ethical conduct. The article acknowledges that political deployment of cadres, based on loyalty and patronage alone, reflects adversely on governing party discipline, which is itself a function of political education. The political deployment of cadres has evidently been interconnected to laxity in service delivery as a result of unused funds, lack of capacity, improper planning and absence of community participation. The article points to a need for critical rethinking of cadre deployment, which could be configured for good governance through political education that instills governing party discipline.

INTRODUCTION

The democratic dispensation of South Africa established in 1994 brought about a new social,

economic, demographic, cultural and political order. Most significantly was the unbanning of political parties which then after the national democratic election adopted new legislative and regulatory frameworks for governance. The Constitution set basic values and principles governing public administration in section 195. The Constitution, particularly, sections 40(1) and (2), establishes the three spheres (national, provincial and local) of government within certain parameters for intergovernmental relations. Of paramount importance is the municipalities which are established in accordance with section 152 of the Constitution to provide democratic and accountable government for local communities. This is addressed by ensuring provision of basic services in order to promote economic and social development. Furthermore, the municipality is mandated by the Constitution and a plethora of legislative and regulatory frameworks to encourage involvement of communities, to strive within its financial and administrative capacities to achieve its constitutional mandate.

In achieving the constitutional mandate by municipalities, cadre deployment for good governance need a thorough reconsideration. What is the impact of *e.g.* public service protests, maladministration, corruption and fraud (unethical conduct). As a result of lack of political education and education? There is no suggestion that all of these are as a result of lack of education entirely so. The researcher acknowledges the political deployment of cadres based on loyalty and patronage but also reflects on the importance and positive effects on political education and training in a democratic dispensation. The ideas in this article could serve to stimulate further debates which may lead to critical rethinking of cadre deployment without compromising the need for financial and administrative capacity and good governance. The political deployment without proper political education and training result in defeating the good intentions of human resource management, financial administration and management, and analytical skills. The human resource management and development functions include recruitment and selection, job evaluation, job analysis (description and specification), performance management and development system, training. The financial administration and management functions include budget (expenditure and income), audit and cash flow.

The Constitution, 1996 echoes commitment to accountability, responsiveness, openness and transparency, and principles and values. The principles of administrative justice should be linked to a system of democratic government for South Africa in all three spheres, but more particularly in municipalities, especially concerning community participation. Community participation is a crucial element or principle as far as pertinent and basic service delivery is concerned. A responsive, transparent and accountable municipality averts service delivery protests. Service delivery protests occur when the community of an area decides to voice their dissatisfaction with the manner and scale at which public services are rendered to them. According to Craythorne (2006:198), these service delivery protests can be either peaceful or violent. The planning process needs to improve dramatically because the communities' interests are involved in the affairs of the particular municipalities. This remains a thorny issue in service delivery protests. The planning process for socio-economic development of communities and to address the basic needs should be through the Integrated Development Plan (IDP).

The IDP is a five-year strategic blueprint of the municipality to ensure that the intended outcomes are in line with the service delivery objectives and needs of a community (Mafikeng Local Municipality 2006). The primary objectives of the IDP are for planning,

budgeting, management and decision making, and it should recognise the challenges of promoting the participatory process within a municipality. A substantial impact on the whole sphere of local government is on service delivery and this should be achieved through leading, managing and planning for development through the IDP. This means that politicians and public officials should be knowledgeable on issues such as planning, budgeting, management and decision making, for effective provision of basic and essential services. The implementation of the IDP will need planning, coordination and cooperation amongst various role players and stakeholders.

POLITICAL EDUCATION FOR GOOD GOVERNANCE

The concepts of political education and good governance put emphasis on the need for liberation of mental capacity which contributes to a major significance for power. The old saying *knowledge is power*, is an embodiment of education, training and development and professionalism. These can be obtained through formal education. The South African government and the African National Congress (ANC) have embarked on initiatives intended for political education in its constituencies and branches. The National School of Government (NSG) is established to set the norms and standards for public service education and development while the political school is intended for political education. Maserumule & Mathebula (2015) contend that broad-based education, training and development approaches should not only be in teaching methodologies but also in the content that is taught. This is from the observation and experience made by Vil-Nkomo in conversation with Maserumule & Mathebula (2015) that the world has become littered with failures in governance, public services and policy. Political deployment tends to produce relatively inexperienced and uneducated political leaders and public officials. The cadre deployment has created party leadership structures and has given political leaders enormous dominance, producing situations in which such leaders are unwilling or unable to hold public office bearers to account (Olum 2014:612). The example is the Government of Uganda (GoU) with the Minister of Ethics and Integrity which encourages various civil formations and the private sector to promote integrity, accountability, professionalism and good ethics (Olum 2014:613).

Uneducated and inexperienced political leaders resulted in the collapse of service delivery, economic crises and human suffering due to the demanding environment which is multifaceted and multidimensional with unique characteristics and diverse perspectives that need different approaches and strategies. These characteristics include but are not limited to e.g. socio-economic factors, political differences, sensitivity to culture, gender issues, religion These phenomena require municipalities to use their administrative and financial capacity in order to achieve the highest possible levels of performance. The examples include Greece, Spain and the Middle East countries which were confronted with a collapse of service delivery, economic crises and human suffering due to the demanding environment. The unresponsive, lack of accountability, professionalism and good ethics is not an environment conducive to good governance. To hold political office bearers and public officials accountable is a technical process of policy monitoring based on reliable statistics and a political process of empowering both politicians and public officials. Public accountability has direct and indirect significance for governance and is critical because of the need for fair and

full accounting from authorities. Improving responsiveness, accountability, professionalism and good ethics requires an oversight of the public sector at the highest political echelon such as a Minister and its agencies and of the governance infrastructure in the government (national, provincial and local). A responsive, transparent and accountable municipality will develop a strategy taking an advantage of its proximity to community to provide service with the primary objective to eradicate poverty within the context of community development and empowerment. The development of a responsive, transparent and accountable IDP will require good transformative and pragmatic leadership within the municipality. Political education should be deeply rooted in humanitarianism which means that it should be taught in a way that has value, based on professionalism and ethics laden. This calls for a good leadership with transformative, pragmatic and praxis principles.

LEADERSHIP THEORIES AND MODELS

Leadership is defined as the ability to influence a group toward achieving goals and is provided by the possession of managerial responsibilities and authority (Robbins 1997:138). Leadership literature is voluminous and much of it is confusing and contradictory. The theories, models and philosophies on the concept of leadership is that leadership is not about the positions that people occupy but brings a difference in the lives of others at any level of the organisations. The political philosophies regarding leadership demands sacrifices to serve humanity with commitment. This calls for transformational leadership which is future-oriented and should want to change and be innovative for organisational performance and effectiveness. Matshabaphala (2015:497) contends that leadership is the behaviour in the handling of relationship with others, and relates to this discourse on a philosophy called ethics. Leadership embraces responsiveness, accountability and professionalism. Furthermore, good ethics demonstrate the principles of good governance. Good governance should be understood in the context of ensuring that the right people are employed to do the right jobs with good processes and procedures. In this context, good governance is associated with recruitment and selection of employees for the job. Good governance ensures that political, social and economic priorities comply with the constitutional principles and public management principles (Gildenhuys & Knipe 2000:91). Good governance requires political education and training.

What makes an effective leader? The three approaches to explain an effective leader can be explained as follows. The *first* approach is through personality traits, the *second* approach is through leader's behaviour, the *third* approach is through the contingency models. The personality traits theories are based on qualities including intelligence, charisma, decisiveness, enthusiasm, strength, bravery, integrity, self-confidence and so on (Robbins 1997:139). The examples of leaders acknowledged as having such traits include Winston Churchill, Susan B. Anthony, Martin Luther King Jr., John F. Kennedy, Nelson Mandela, Thabo Mbeki, Chris Hani, Steve Biko, and Ted Turner that non-leaders do not possess. Nonetheless, the research has shown that it cannot be conclusive that to identify a set of traits that would always differentiate leaders from non-leaders, effective from non-effective. However, it is argued that this belief is optimistic to consider a set of consistent and unique traits that could apply to all effective leaders. The author argues that the traits and personality to be associated

with effective leadership include drive and ambition, the desire to lead and influence others, honesty and integrity, technical knowledge and related responsibilities, good governance skills, ethical conduct and professionalism.

The behavioural theories are based on democratic rather than autocratic characteristics. These theories are the result of research at Ohio State University and University of Michigan. The Ohio State University studies showed (1940s) that effective leaders tend to achieve high performance resulting in positive outcomes, whilst the University of Michigan studies locate behavioural characteristics of leaders on production and interpersonal relations. The personality trait theories suggest that an effective leader should have charismatic or transformational attributes. Thebe (2003:11-12) defines transformation as change in form or appearance, metamorphosis and is a fundamental deep-rooted restructuring and new political space to promote the struggle for participation and empowerment. Thebe (2003) further indicates that effective political leadership should embrace productivity with improved service delivery, cost effectiveness, participation, communication, transparency and accountability. The charismatic or transformational leaders should demonstrate the traits of self-confidence, have a vision, possess a strong conviction in what they are doing, possess extraordinary behaviour and should have a vision and good image as a change agent, as Robbins (1997:151) indicated. Leadership should be disassociated from power. Power is a dirty word. Power is defined as the capacity another person has on the influence or the behaviour of another person to do something that she or he would otherwise not do (Robbins 1997:154). This means that the potential to create a dependency relationship and has a discretion over the behaviour of that leader. These results have no alternatives. The power can be a function of dependency to control someone. The researcher reflects upon certain aspects and experiences associated with good governance and poses suggestions drawn from the practical maladministration, corruption and fraud (unethical conduct) and so on, as a result of lack of education. Good governance is associated with the knowledge on the impact of responsiveness, accountability, professionalism and ethical conduct in any democratic government, such as South Africa. The researcher acknowledges the political deployment of cadres based on loyalty and patronage, but also reflects on the importance and positive effects on political education and training in a democratic dispensation. This shows the value that could be added knowledgeable politicians and the positive impact on communities within municipalities.

LOCAL GOVERNMENT CHALLENGES

The content of the municipalities' challenges are not limited to leadership, accountability, community participation, public service protests and budget. These are as a result of cadre deployment which is the reflection of the negative impact on the lack of knowledge on proper planning and financial administration.

Leadership

Recruitment of public officials and politicians within municipalities was through political processes and affirmative action when the democratic dispensation was ushered in 1994. The

processes congealed the notion of cadre deployment, which is the selection of party-loyal members (Franks 2015:238). The unintended consequences of the processes and practices were initially met with denial from the ruling party (ANC), though later Fraser-Moleketi (2006:6) acknowledges these unintended consequences. Recruitment is defined by Thebe (2014:62) as enumeration of the skills, abilities and experience through job specification that is needed to perform the job. The systematic recruitment process typically consists of a sequence of steps that need to be followed to ensure that the best candidate with the relevant knowledge, skills and capabilities is employed. Peters & Van Nieuwenhuyzen (2012) and Moloi (2012:5) indicate that it is a known fact that some municipalities in South Africa have a huge challenge that most of senior managers do not have specific sector qualification. Matshabaphala (2015) contends that such appointments are called *closed systems tradition* and notoriously known in South Africa as cadre deployment. In an attempt to remedy the situation, the South African Government introduced the Municipal Regulations on the authority provided in the *Local Government: Municipal Systems Act,* 32 of 2000 in 2007. The Municipal Regulations prescribes the required minimum competency level for all the senior managers within the municipalities. However, the Municipal Regulations are ignored and disregarded when appointments are made, especially at senior management level.

Franks (2015:238) discussed the shortcomings of the transformation projects which did not realise their intended interventions as a result of incompetent managers. The *Department of Public Service and Administration Review* 1999-2000 reveal that one of the causes of such was the need for management development which was underestimated (Franks 2015). In 2001 and 2002 the government introduced the *Handboo*k defining a competency framework for senior managers. According to Franks (2015:238), the competency framework identified ten core managerial competencies for management development initiatives which include:

- strategic capability and leadership;
- programme and project management;
- financial management;
- change management;
- knowledge management;
- service delivery and innovation;
- problem solving and analysis;
- people management and empowerment;
- client orientation and customer focus; and,
- communication.

Leadership should not be construed within the confines of the dry similarities or differences between management and leadership. Maserumule & Mathebula (2015) argue that leadership should go beyond the political education on knowledge and understanding on political economy and the developmental issues that confront communities (municipalities) in a developmental state such as South Africa. Municipalities need effective leadership, and must through education and training develop its leadership capacities. Managers should acquire qualities and skills such as interpersonal, communications, motivating, visionary, initiating, decision-making, financial and human resource management skills (Miller 2005:124; Naidoo 2010:115). A pragmatic and transformative leadership could prevent unnecessary service protests, maladministration, corruption and fraud. Effective leadership and management

encourage and promote accountability through proper planning, coordination, directing, organising, budgeting and reporting. The South African local sphere of government plays a significant role in the constant development and empowerment of its citizens.

Policy Analysis

According to Cloete, Wissink & De Coning (2006:210) there is still a need for the ability to analyse policy as a critical skill for leadership in local government. Policy analysis requires skills in problem definition, diagnosis of causes, outlining possible objectives, synthesising conflicting views, which is problem structuring or understand the problem in its contexts (Anon 2000). Examination is required of policies and possible future constraints on the achievement of objectives and estimate of political feasibility. The leaders should be in the position to help levels in cases of risks and uncertainty. They should identify externalities and spill-overs and specify the criteria for making alternative choices on administrative responsibilities for implementing policies. Political leaders should have an insight to assess compliance and discover the unintended consequences of policies and programmes. There should be evaluation of results about the extent to which the problems have been alleviated, and what contributions have manager and leader made to resolve problems. Therefore, these leaders should proactively respond to the socio-economic challenges rather than acting as administrators of fixed rules and procedures within a rigid political mandate. Despite political deployment of cadres, Fraser-Moleketi (2007:2) argues the need to build leadership with critical thinking in order to consider problems with new eyes to see the situation as an indisputable way to perform functions required for good governance within local government. Good governance is associated with the knowledge on the impact of responsiveness, accountability, professionalism and ethical conduct in any democratic government for service delivery. Therefore, it is impossible to render professional managerial responsibilities without proper education in a complex, volatile and demanding environment such as a municipality.

Powel, O' Donovan, Ayele & Chigwata (2014:5–6) site in their analysis of the results in the 2009 investigation that one of the complex, volatile and demanding environments is poor financial management in municipalities which resulted in immense service delivery backlogs. Mofolo (2015:887) affirms that even after the year 2009, significant failures of some of the municipalities in South Africa did not achieve clean audit. Setumo (2014) also confirmed that the target set in 2009 to achieve 100 percent clean audits had been a nightmare. The targets were set in 2009 by such municipalities in *distress* after the Auditor-General's reports of 2011–12; 2012-13 and 2013–14, though minimal improvements were made in 2012-13 due to wide-ranging systemic challenges. The targets were set in order to avert and arrest the situation confronted by municipalities. Policy analyses process involve several steps which assist in problem resolution, including:

- the identification of the underlying values and aspirations;
- understand the problem in its contexts;
- identifying the alternative courses of action;
- deciding which dimensions of the problem are most important;
- predict the likely outcome of different courses of action; and,
- measuring the chosen course of action against important values and aspirations (Anon 2000:11).

Accountability

Accountability means that both the politicians and public officials must explain in public the manner in which they have exercised their authority. Furthermore, accountability is a social relationship and an obligation to explain and justify the conduct of to some significant other, as explained by Bovens *et al.* (2005:5). This will ensure that the actions and decisions taken by both politicians and public officials guarantee that the objectives respond to the needs of the community thereby contributing to effective governance of municipalities. Accountability will then address issues related to unemployment, poverty and inequality thereby attending to the needs of the community. According to Aucoin & Jarvis (2005), accountability should address the priority given to transparency of data, files and records; independent audit of financial statements, management systems and transactions; independent reviews of decisions, and behaviour of decisions for compliance with the law and policy and public questioning.

Olum (2014:605) classifies accountability into four groups, *firstly,* as horizontal versus vertical (social and diagonal) accountability, *secondly* as political versus legal accountability, *thirdly* as financial accountability, and *fourthly* as moral accountability and professional accountability. The shortcomings of lack of responsiveness, accountability, professionalism and good ethics result in the obstruction of efficient and effective performance of service delivery in government. Olum (2014) sites Uganda as an example which was faced with this situation of obstructing performance of service delivery due to unresponsive, unaccountable and unprofessional governance. There are values that define the direction on ethical standards of behaviour in a democratic polity which is intended to bring about behavioral change in society. The envisaged behavioural change should address issues of integrity and public accountability. Accountability is about legality and instutionalised practices of account giving which means the obligation of authorities to explain in public their performance. Accountability should be the requirement for those who hold public trust should account for the use of that trust to communities and should signify the superiority of the public will over private interest. This arrangement will ensure that the public will is supreme in every activity and conduct of both politicians and public officials.

Community Participation

Community and public participation are used interchangeable in this article. Community participation is a crucial element or principle for responsiveness, transparency and accountability of elected political and public officials to the community as far as pertinent and basic service delivery is concerned. The scope of the IDP normally covers the local municipal development priorities including water and sanitation; roads and storm water; electricity and street lighting; housing and land reform; clinics and health facilities; local economic development, employment creation and poverty alleviation; parks, recreation and sport facilities; community and cultural centers; education and skills development; safety and security; HIV/AIDS; environmental aspects; and, social and welfare facilities (Mafikeng Local Municipality 2006). The author argues that without these services the quality of life of people will deteriorate.

It is in the municipalities where immediate contact between citizens and the government can be established. Political education and education should provide for formation of forums to allow organised formations to initiate policies and/or influence policy formulation, evaluation and monitoring of policies, structured stakeholder involvement in certain council committees with a limited life span, participatory budgeting initiatives aimed at linking community priorities to capital investment programmes, focus group participatory action research conducted in partnership with Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) in order to generate detailed information about the basic and specific needs of the community (Molepo *et al.* 2015:355). Thornhill (2004:75) points out that local government should perform its functions by attaching weights or values to the identified needs of the local community and this function should be attached to both politicians and public officials. The governance, accountability and management of the IDP resides within municipalities' role players. The various role players such as ward councillors, IDP managers, IDP Budget Steering Committees, IDP Representative Forum, Project Task Teams should facilitate public participation with communities through coordination and management of the planning process. Thornhill (2004:75) argues that it is important that municipalities attach weights and values to the identified needs and gauge the views and intensity of the demands of its communities. The decisions of the IDP process are politically inspired, it is therefore very much important that mayors should encourage community participation through various role players. The positive effect of political education and education should have positive effects on the development and empowerment of communities. The positive spin offs is indicative of proper budget utilisation, good governance, response by the municipality to the needs of the community, transparent administration and management of the IDP, and the accountable local government. A transparent, responsive and accountable administration and management of the IDP result in a good relationship with the community with no service delivery protests.

Public Service Protests

Public service protests are the result of lack of delivery of services as promised to communities by taking their angers and frustrations to the streets by means of violent service delivery protests. These activities result in destruction of properties, roads and infrastructure, in some instance loss of lives and frustration of continuous service delivery. According to Gaffney (2004:13), a series of service delivery protests erupted in a number of municipalities in South Africa since 2004 to date. The violent public service protests have emerged since 2004 and have been continuing unabated, posing a threat to democracy. They have resulted in widespread administrative and political instability within the local government within South Africa. Nonetheless, the public service protests can be traced back during the period of apartheid and today (still) they are rampant within South African municipalities. After the abolition of apartheid, the ANC led-government promised to implement radical programmes to improve the quality of life for all, especially the previously marginalised and disadvantaged. The programmes were to be consulted with and planned together with the citizens before implementation. This means that community was and is to be consulted about their basic needs. By so doing, the government intended to and committed itself to empower the poor and historically disadvantaged.

The socio-economic and political challenges brought about by the apartheid government were significant that it could not be addressed through a short period. This explains, partly as to why South African government is still struggling to overcome the legacy created by the apartheid regime. Frustrated by the slow rate of services delivery and promises, the patience of the community has run out manifesting in the violent service protests. In 2005, it was reported in Parliament by the then South African Minister of Safety and Security that there had been about 5085 service delivery related protests against local sphere of government. According to the Institute of Security Studies since 2004, South Africa has experienced an ever-increasing number of service delivery protests. The protests are concerned with poor service delivery and alleged uncaring, self-serving and corrupt local government officials and politicians. Some of these protests had turned violent resulting to property and loss of innocent lives. Literature has shown that the nature of service delivery protests taking place in South Africa is due to abject poverty, lack and slow pace of quality housing delivery, unemployment, lack of water and waterborne sanitation services, inadequate electricity and refuse removal, political infighting, inadequate public participation and widespread corruption (Shaidi 2007:25).

Budget

The budget is the most important mechanism in giving effect to a municipality's service delivery strategies; therefore, the municipal budget should provide the tool for the implementation of the IDP. The *Local Government: Municipal Finance Management Act*, 56 of 2003 (MFMA) was passed in order to secure sound management of the financial affairs of municipalities. MFMA was established for Treasury norms and standards so that finances of the municipalities are made available. Section 23 of the MFMA states that after tabling the annual budget, the municipal council must consider views of the local community. Section 121 of the MFMA stipulates that the municipality must provide record of the activities during the financial year, provide a report on the municipal performance against the budget to the community and residents of the area concerned. In this way the municipalities become accountable, transparent and responsive to the communities for finances used during the financial year concerned. One of the greatest disappoints in the service delivery for the basic needs of communities have been lack of proper planning which inform local municipalities' budgets. The efforts in planning and budgeting by knowledgeable politicians and public officials would eliminate frustration, wastages and service delivery protests**.**

CRITICAL RETHINKING OF CADRE DEPLOYMENT FOR GOOD GOVERNANCE

The leadership and management skills and competencies should allow individuals to perform in a more confident and self-reliant manner. The management skills and competencies should advance the leadership paradigms, such that formal knowledge exposure would build leadership statures and capabilities. The envisaged intervention is to enhance management competency and improving leadership and management skills. Political leadership should be in the context of deeply rooted ethics, professionalism and appropriate ethos that establishes leadership fortitude to resist dishonesty and corruption (unethical conduct and behavior).

Political leaders should inculcate the institutional ethos as a crucial determinant of leadership quality. Education should be a tool to broaden intellectual horizons of leaders and to facilitate leaders' intellect and growth.

Education and training for political leaders should create capacity to function in a context of complexity and ever-changing environment and institutions (Table 1). The environment and institutions that are successful and effective for high performance have a strong moral basis and operate within a strong moral public administrative framework, as argued by the post-modernists. Leadership has a significant role in group and should transform, inspire and motivate those they lead. Political leaders within municipalities should provide various support mechanisms to ensure and establish community-partnership in order to encourage community involvement through structures (ward committees). A trust relationship should exist between politicians and the political process which then will affect the government and its citizens. The value of various support mechanisms should be recognised and be established to enable dynamic local political leadership such as capacity building, and programmes for councillors in order to support policy formulation process and implementation. Critical rethink on political education and training for good governance in South African municipalities would need consideration on the following questions:

- Is the political action motivated by self-serving interest to the exclusion of the organisation's goals?
- Does the political action respect the rights of the individual affected? Is the political activity fair and equitable? Does the present leadership recognise the negative impact on violent public service protests?
- What is the impact of the budget allocated to service delivery on realisation on the implementation of the IDP?
- To what extent is the community involved in the formulation and implementation of the budget and the IDP?

Table 1: Rethink on cadre deployment for political education and good governance

Political education	Education and training	Local government challenges
• Humanitarians • No self interest • Pragmatic leadership • Transformative leadership • Morality and ethics • Political processes	• Financial Management and Administration • Human Resource Management and Training	• Integrity and Professionalism • Accountability • Responsiveness • Community participation • Cadre deployment without specific sector qualification
↑	↑	↑
Good Governance = Political education + Education + Addressing challenges of local government		

The responses to these questions address issues related to unethical, unprofessional, maladministration, corrupt would serve to stimulate further debates which may lead to critical rethinking of cadre deployment without compromise on the need for financial and administrative capacity and good governance.

CONCLUSION

It was evident that the challenges continue to undermine the progress of the initiatives taken to develop managers, as a result service delivery protests increased due to continued failure to deliver promised services. There is a need to place high priority on appointing capable professional and competent leaders and managers. The article highlighted the difference between political power and leadership. Leaders use power as a way to attain group goals and power is a means for facilitating their achievement. This means that leadership need goal compatibility and political power does not need compatibility, rather it needs dependence. Leadership needs congruence between the goals of the leaders and the goals of the group being led. Leadership furthermore, concentrates on decision-making and how should it be shared with those led, whilst political power concentrates on tactics for gaining compliance and instructions. Political power is used to control other individuals and/or groups. Despite the need for professionalism, good conduct (ethics), anti-corruption and good governance, remains a thorny issue and cannot be left to insipidity without any criticisms. The Constitution provides for a clear goal for good governance for effective leadership and management. The envisaged goals for professionalism and transformation leadership call for impartiality and excellence, accountability and transparency, participatory policy-making, efficiency, effectiveness and equity, and developmental and service orientation. The political deployment without a proper political education and education results in defeating the good intentions of human resource management, financial administration and management, analytical skills. The human resource management and development functions include recruitment and selection, job evaluation, job analysis (job description and job specification), performance management and development system, training. The financial administration and management functions include budget, (expenditure and income) and audit.

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