



INTRODUCTION

Corruption, mismanagement and incompetence are perceived as a significant prevention to great administration in progressive local government. Many attempts have been developed by government to curb the scourge of this problem by establishment of a number of public sector organizations hinged upon precepts of the constitution, such as Chapter 9 institutions. Regardless of so many watch-dog organizations in South Africa, it is obvious that these instruments are lacking to forestall and control debasement, because of helpless administration rehearses, for example, shortcoming and "holes" in practice.

Moreover, the government and public sector continually see exposition of lack of ethical leadership, ethical administration and ethical public service as a result. Apparent refusal to follow the statutory prescripts in the form of PFMA and MFMA demonstrate a plethora of unending meanders to total decay and maleficence.

According to Naidoo (2010) Administration and service delivery failures by local government can generally be ascribed to :

- (1) Poor leadership
- (2) Unrealistic planning
- (3) Lack of proper community engagement
- (4) Trust deficit
- (5) Incompetent staff and management

It is interesting that issues raised over a decade ago, which were already proving a predominant challenge to service delivery, are still a problem 10 years later and over 25 years of democratic rule in South Africa.

In 2010, Naidoo's study collected data from households, which indicated that appointment of officials to office was inappropriate and irregular. This was further compounded by low skills levels and non-responsive employee capacity development suitable to the paradigm of local government.

It is in this way contended there is progressively a requirement for moral authority and ethical leadership culture in the public service and local government. This article hence recommends the requirement for a framework that will put local government leadership and staff on a trajectory with sequential development indicators providing verification at each stage. The C.O.S.T.A. Framework is hereby proposed.

METHODOLOGY

A desktop research was conducted to determine the causes of service delivery protests and to propose a prescriptive methodology as an intrinsic local government tool to enhance efforts already in place. The type of desktop research method used falls under the family of Systematic Reviews, and is known as Mapping Review. According to Grant and Booth (2007), a mapping review is suitable for appraising available literature, explicating gaps and charting a forward approach for further reviews. Using this method, a series of literature was analysed, including grey literature and social media. Through social media, some images used in this poster, capturing a plethora of service delivery protests over a period of more than a decade. A Change Model is further proposed, consisting of a scientific and practical pathway that can help destitute local government entities – particularly municipalities, frame a remedial trajectory for recovery.

RESULTS AND DISCUSSION

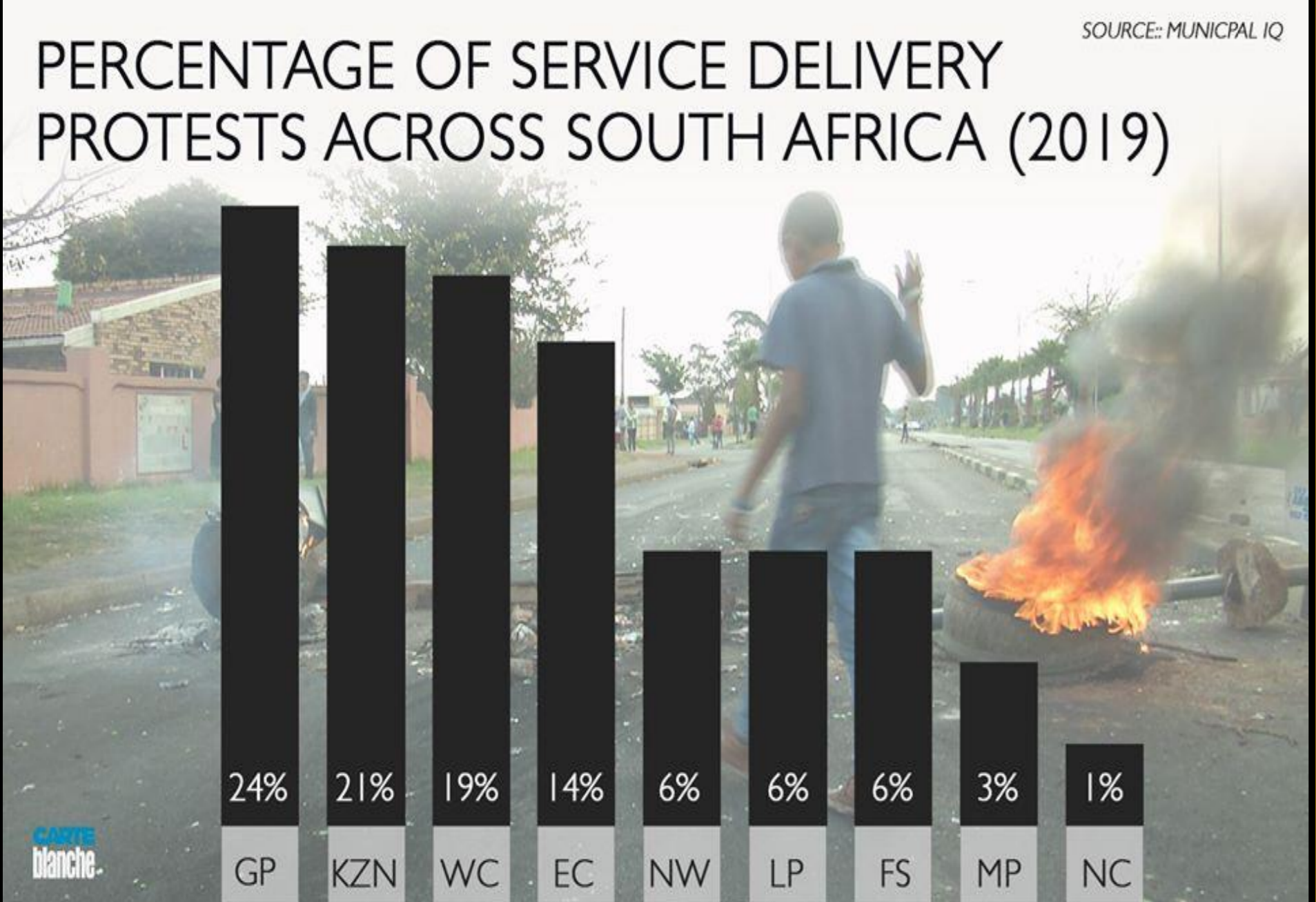


Figure 1: Trajectory of Local Government Protests in 2019 [A total of 218 service delivery protests were seen across the country. Source: Carte Blanche Facebook Page]

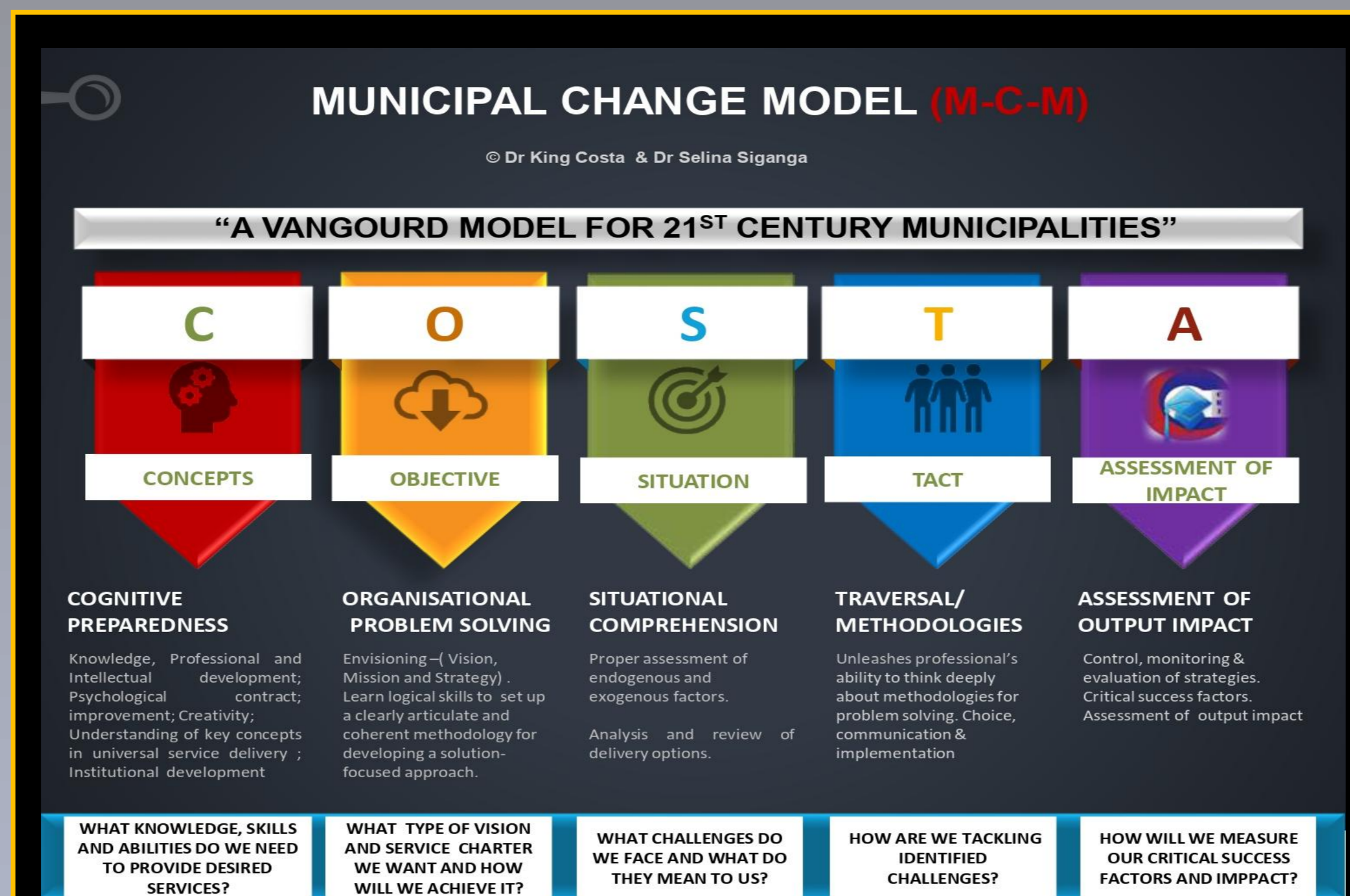


Figure 2: Practical Model for Change, adapted to COSTA Framework



Figure 3: Local Government Protests in South Africa

The proposed framework makes an emphasis on methodological approach to deal with change issues head on.

1. **Cognitive Preparedness** : This step prepares the entire internal and external stakeholders to cognitively adapt to change. That change should not only comprehend challenges but should extend beyond to recognise a need for enculturation of principles of corporate entrepreneurship within the municipality. These principles are also referred to as intrapreneurship and in this model, start with a competency dictionary.
2. **Problem Solving** should be organisation-wide goal, not only management. The focus is on crafting suitable vision for service and definition of practical objectives that lead to its attainment - **PRAXIS**.
3. **To solve problems** – literature on the current state of local government, in comparison and contrast to other local government within the "glocal" perspective. The focus at this level is on interpretation and analysis of challenges and defining scope and meaning of these challenges.
4. **Traversal Methodologies** – this calls for higher thinking strategies and methodological trajectories for solving problems. Focus is on testing viability, validity and reliability of pathways for problem solving.
5. **Assessment of output impact** – This focuses on development on M&E plans with indicators for areas that need attention – integrated seamlessly in risk management protocols. Stakeholders determine measurement and accountability tools.



Figure 4: Local Government Protests in South Africa

CONCLUSION

- Fresh perspective in terms of change management required at local government to meet the international standard of municipalities
- The proposed model integrates the aspirations of the United Nations Development Programme recommendations on curbing corruption at local government level
- The model is foundational to introduction of smart cities, a concept held with high regard both by policy makers and researchers

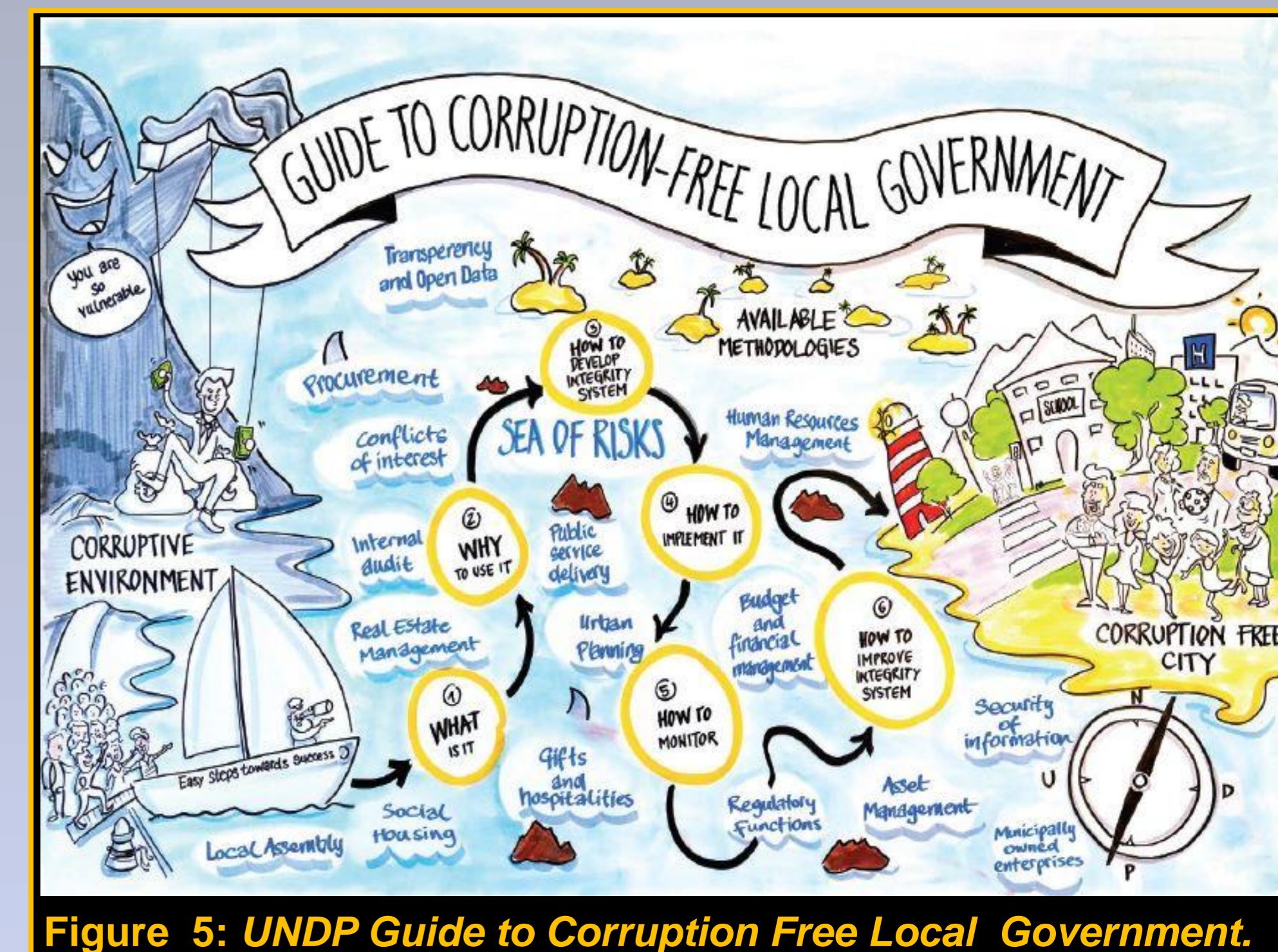


Figure 5: UNDP Guide to Corruption Free Local Government.

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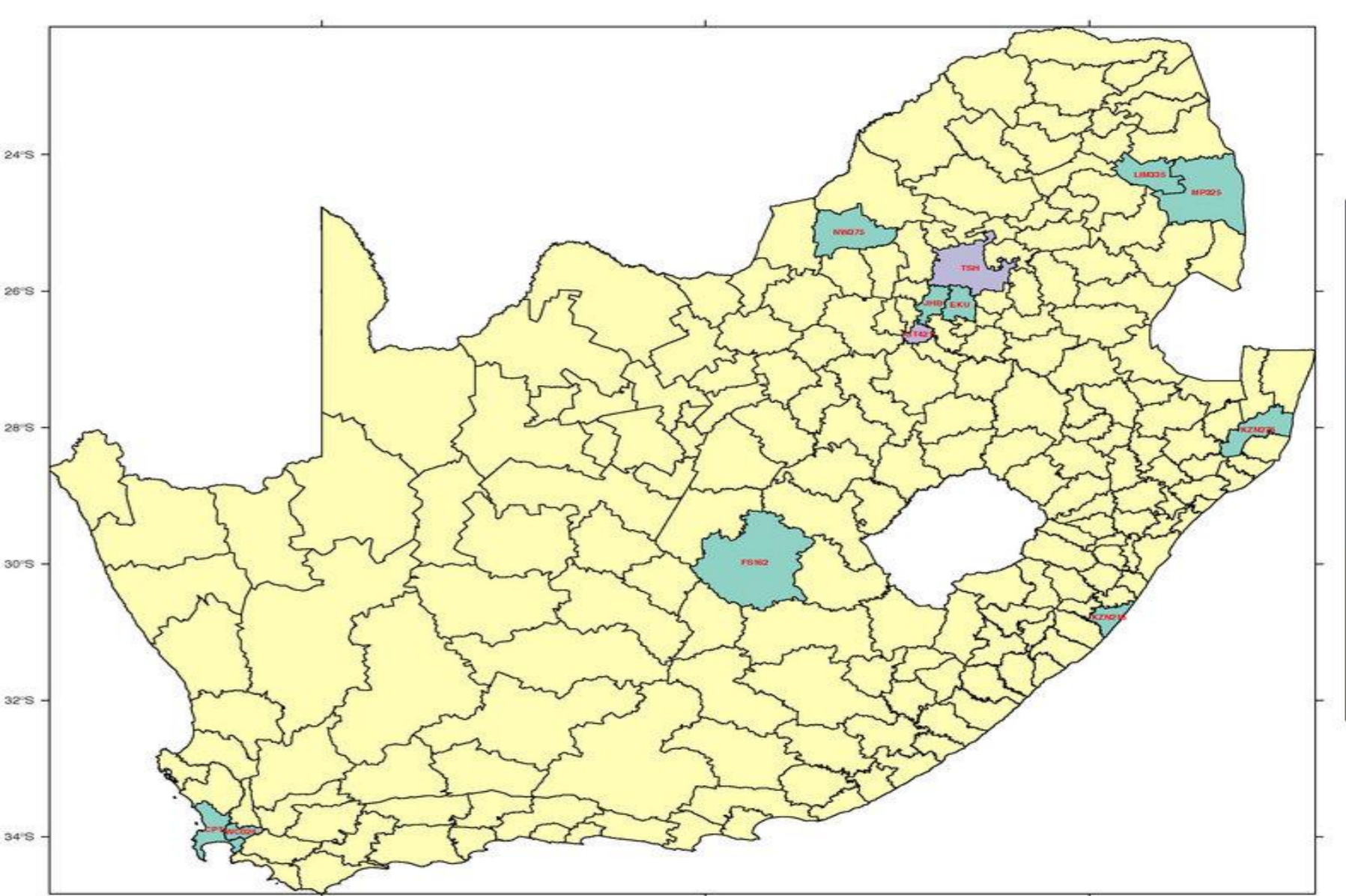


Figure 6 : South African Local Government System