**INTERVIEW 1 (DURATION 07:57)**

I: Hello

R: Hello there.

I: Hi, how are you?

R: I'm well thanks and yourself?

I: Fine. [inaudible] your name for the purpose of keeping your name as a secret, since you are supposed to be anonymous in this interview. So, I'll be addressing you as Anonymous.

R: Sure.

I: I'd like to thank you for taking this opportunity and accepting my invite to participate in the research interview. I'm sure you've went through the questions that I gave you.

R: Yes, I have.

I: Are you ready for us to start now?

R: Yes, I'm ready.

I: Okay. Now, I'm going to be starting with question number one. How would you describe ethical leadership?

R: Ethical leadership means a leader that is honest and has moral values and principles and also trustworthy.

I: Thank you. Let's move on to question two. What important values and ethical conduct do you expect a leader to demonstrate?

R: I would say honesty, integrity, trustworthy and fairness.

I: Okay. Let's move on to question number three. And in your opinion, should municipal officials practice ethical conduct?

R: Definitely yes.

I: Okay. Since your answer is yes to the above question, would you say that all officials in the municipality do practise ethical conduct?

R: No. As we have seen people getting fired after conducting unethical practice in our workplace.

I: Okay, so they're not they're not practicing ethical conduct?

R: No.

I: Okay, let's move on to question five. What important values and ethical conduct do you expect a leader to demonstrate?

R: I would actually prefer honesty, integrity, trustworthy and fairness.

I: Okay. Question number six. Can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: The municipality rule of paying suppliers within 30 days, that has positively contributed to improved service delivery. Suppliers now have cash flow to complete the projects on time. So that's, that's the positive and the negatives.

I: Okay. And was there any damage to service to services delivered as a result of the above?

R: No, no.

I: Okay, let's move on to question eight. In your opinion, what are some of the ethical leadership challenges faced by eThekwini municipality in terms of service delivery?

R: People bypassing internal controls for their own benefit, such as theft and misuse of assets, staff colluding with service providers, fraud, corruption and now administration.

I: And you in your view, do you think there is a link between ethical leadership and service delivery? Can you please elaborate?

R: Yes, because if a person is unethical, they can divert funds meant for service delivery to their own pockets. And as a result, service delivery gets affected as funds meant to develop communities are stolen through fraud and corruption.

I: Okay. Let's move on to our next question, which is question 10. Ethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: I would say poor service delivery, wasteful of resources, financial constraints to the municipality.

I: Okay, question 11. Are there existing structures to reward or encourage ethical leadership in the municipality?

R: We currently have a performance management system which is used to reward overall performances to employees.

I: Okay, and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: eThekwini has a unit called City Integrity Investigations Unit, which is the CIIU that deals with investigating unethical practices. They have a hotline where staff or public can anonymously report any misconduct. If a person is found guilty of unethical practices, they can get fired or demoted from their position.

I: Okay, and to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: Some leaders do not adhere to the Code of Ethics at all.

I: Okay. Question 14. What measures can be undertaken to promote ethical leadership in the municipality?

R: More awareness through campaigns, training of staff through eThekwini skills development.

I: Okay, and what strategies could be used to promote efficient service delivery in the municipality?

R: I would say proper planning and budgeting, efficient SCM processes and skilled and qualified people for implementation of projects.

I: Okay, we have come to the end of our interview. Now on question 16. Is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: No, no.

I: Okay. I'd like to thank you, once again maam for giving me this opportunity to interview you.

R: Okay. Thank you.

I: When I am done with the research, I will make sure that I furnish you with the findings of this study.

R: Okay, thank you also for affording me the opportunity to be part of your research. As a senior official of counsel, we'd need these kind of interviews, and good luck for your future studies and your future endeavours.

I: Thank you so much, maam. Bye.

**INTERVIEW 2 (DURATION 09:15)**

I: Hi, how you doing?

R: I'm alright and yourself?

I: Fine. It's…….

R: Yes. Yes…...

I: Since I've already given you the information and the background of the interview, I think we must just go straight to the interview questions. Is that okay?

R: That's fine.

I: Okay. We're going to start with question one. How would you describe ethical leadership?

R: Okay, I believe ethical leadership is when all leaders give no room for unethical behaviour, when it is safe, even for junior staff members to do the right thing and to report unethical behaviour.

I: Okay, thank you. Let's move on to question two. What important values and ethical conduct do you expect a leader to demonstrate?

R: Ethical leadership remain honest at all times, and they should be able to stand by and uphold the policies and rules of that organisation regardless of the situation, and they must be able to provide a safe space for those reporting unethical behaviour by keeping their identities and information private.

I: Okay, and in your opinion, should municipal officials practice ethical conduct?

R: Yes, absolutely. I think if they do, then it becomes easier even for junior staff to remain ethical. And the thing is, if they don't behave or practice ethical conduct, they will dissolute to mismanagement of [inaudible 2:02] funds, and subsequently municipalities inability to deliver essential services.

I: Okay, and since your answer is to the above, would you say that all officials in your municipality do practice ethical conduct?

R: No, I don't think so. I think looking at the current ongoing investigations and and cases that are across the whole city, there is a lot of unethical behaviour going on among senior officials. And it can only go on if the senior officials are involved.

I: Okay, and what important values and ethical conduct do you expect a leader to demonstrate?

R: They should be honest. They should be true to the policies, stand by their word. Yeah, and trustworthy. I feel like I'm repeating an answer from a previous question.

I: Okay. And can you describe a situation in the municipality, where ethics has played an important role? Positively or negatively towards service delivery?

R: Can I describe? Okay. Yeah, the municipality has always received a qualified audit from the Auditor General. I think that that on its own is an indication that something is not is not 100% correct. And then in terms of delivery, I think we see the mismanagement of funds, resulting in the [inaudible] being unable to deliver services.

I: Okay, and was there any damage to services delivered as a result of the above?

R: No, none that I know of specifically.

I: Okay. Now let's move on to question eight. In your opinion, what are some of the ethical leadership challenges faced by eThekwini municipality in terms of service delivery? R: Political influence, I think is the biggest challenge. Leaders are not being empowered to lead ethically, they are fearful to stand up against crime in fear for the lives and threats to the job.

I: Okay. And in your view, do you think there is a link between ethical leadership and service delivery and can you elaborate?

R: Yes. When ethics are not present in leadership, it is highly possible to award tenders relating to public infrastructure to incompetent service providers, and as a result find that public infrastructure is not up to standard, resulting in frequent repairs and maintenance, therefore, leading to further use of public funds that are meant for other critical services. So, when there is ethics involved, the best service providers are awarded, facilities are in good quality and best use of public funds resulting in better ability to deliver all services.

I: Thank you. And ethical leadership has been a concern nation across the country. And in your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: I think the misuse of public funds, potential life-threatening risk towards staff and inadequate infrastructure and poor services basically is what we are seeing.

I: All right, and what are the existing structures to reward or encourage ethical leadership in the municipality?

R: The performance management and performance rewards I think is an excellent tool that should encourage ethical leadership.

I: Okay, and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: The council's disciplinary process, and also the criminal convictions that follow once a matter has been identified.

I: And to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: To a great extent, I think as most leaders are trying their best to adhere to it. So they are really trying. Yeah, they are.

I: And what measures can be undertaken to promote ethical leadership in the municipality?

R: Safety, safety, I think is a critical point because the first thing that we should ensure is a safe space to report unethical behaviour. So, any measure that can ensure the safety of concerned leaders and officials could be the first step to win in against unethical behaviour. Then the [inaudible] packages of senior officials are already very competitive. Hence, I don't believe that this looking into it will be beneficial in any way. However, regular and random lifestyle audits should be mandatory. This could possibly discourage unethical behaviour in leadership, if they know that they're being watched, you know.

I: Okay, and what strategies could be used to promote efficient service delivery in the eThekwini municipality?

R: I keep stressing the importance of safety nets or safe space or creating that safe space for those reports of unethical behaviour, regardless of how severe or insignificant is probably the key.

I: Okay. And we have come to the end of our interview. We are now on to our last question. Is there anything else you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: No, I can't think of anything at the moment.

I: Okay, maam I'd like to thank you so much for allowing me to conduct this interview with you. As soon as the results of the study are out, I will make sure that I share the results with you.

R: Okay, thank you so much.

I: Thank you. Bye.

**INTERVIEW 3 (DURATION 08:27)**

R: Hello

I: Good morning. How are you?

R: I'm good thanks and you?

I: Fine. Thank you for taking my call. I tried calling you earlier. I guess were still busy.

R: Okay, sorry about that. Yes, I have been.

I: Okay. All right. Let's start with the interview so that I don't take too much of your time. I know you're very busy.

R: Okay. Sure. Thank you.

I: Okay. Question number one. How would you describe ethical leadership?

R: I would say showing and encouraging respect for others, their rights and dignity.

I: Okay, thanks. And then question number two. What important values and ethical conduct do you expect a leader to demonstrate?

R: To me that should be fairness, treating people with dignity and respect. And I believe honesty and integrity would be like one of the important show of conduct.

I: Okay. And question three. In your opinion, should municipal officials practice ethical conduct?

R: Yes, it is critical in how we deal with the public, officials and political representatives.

I: Okay. And since your answer is yes to the above, would you say that all officials in the municipality do practice ethical conduct?

R: I do believe all officials practice ethical conduct.

I: Okay. Do you have any reason for saying that?

R: No.

I: Okay. All right. Let's move on to question five. What important values and ethical conduct do you expect a leader to demonstrate?

R: Fairness in dealing with staff, suppliers and customers. Acting with honesty and integrity.

I: Okay, can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery.

R: Okay we have had cases where a manager or staff would want to purchase something from a particular supplier without getting the required quotations. And there where they have said they could get the item cheaper; I actually have encouraged them to follow the proper procurement process. The goods could not have been delivered quicker and more cheaply but it could have excluded all other potential suppliers from quoting and possibly supplying at a better price and quality.

I: And was there any damage to services delivered as a result of the above?

R: [Inaudible 3:36] a formal procurement process often takes long. The supply is often delayed, which also causes delays in service delivery.

I: Okay Thank you. Now question number eight. In your opinion, what are some of the ethical leadership challenges that are faced by eThekwini municipality in terms of service delivery?

R: Okay, I would say leaders are under immense pressure from service providers and leaders in high positions to approve the procurement and payment of goods and services that do not fully comply with Supply Chain Management Regulation or are fraudulent to the extent that some staff and their families have been personally threatened. That's my opinion.

I: Thank you. Let's move on to question nine. In your view, do you think there is a link between ethical leadership and service delivery? And can you also elaborate?

R: Okay, in my view, I would say yes. In terms of fairness to communities and businesses tendering for work, not to unfairly serve service delivery to affluent neighbourhoods, or the leaders' own neighbourhood. Not awarding tenders to friends with a supplier maybe of a lower quality thus negatively affects service delivery.

I: Okay, thank you. We are now on to question number 10. Ethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: I would say like irregular expenditure for service delivery and then you have the reputational damage to the municipality.

I: Okay, and what are the existing structures to reward and encourage ethical leadership in the municipality?

R: I am not personally aware of any, but in my experience, I have been reprimanded and placed in good disciplinary action and placed under extreme pressure for insisting ethics are maintained especially when making payments.

I: Okay. And are there any existing structures to punish or discourage unethical leadership in the municipality?

R: There is a disciplinary procedure and a code of conduct for officials and councillors.

I: Okay, let's move on to question 13. To what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: In my experience, I do not believe that the Code of Ethics is always adhered to by leaders. That's my personal experience.

I: Okay. And question number 14, what measures can be taken to promote ethical leadership in the municipality?

R: I would say like reward the leaders and officials for their ethical conduct.

I: Okay, and what strategies could be used to promote efficient service delivery in the eThekwini municipality?

R: I think streamline the tender process to decrease the time it takes to appoint contractors and maybe simplify the [inaudible 7:29] to deliver goods and services that are critical to service delivery.

I: Okay, all right. We have come on to our final question now. We can go to question number 16. Is there anything that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: I believe the overall culture of our leadership and other officials also needs to be addressed to make good ethics the norm. Thank you.

I: Okay. Thank you so much, ma'am, for taking your time in participating in this study. Once the results are out, I will make sure that I furnish you with the findings of the study.

R: Okay, thank you so much for the call as well I really appreciate that.

I: Okay, thank you so much.

R: Okay. Thank you. Bye

**INTERVIEW 4 (DURATION 09:57)**

I: I'm fine. Sorry for the delay. Can we just go straight on to the interview so that I don't waste your time?

R: Sure.

I: Okay. Question number one. How would you describe ethical leadership?

R: I would describe it as saying it is leading with the end in mind in a manner that promotes social responsibility and drive environmental sustainability with the future generation in mind through innovative solutions.

I: Okay, thank you. Let's move on to question two, what important values and ethical conduct do you expect a leader to demonstrate?

R: A leader should be transparent, impartial, people-centred, innovative, accountable, able to drive culture and secure in themselves.

I: Okay, thanks. Can we move on to question three?

R: Yes

I: Okay. In your opinion, should municipal officials practise ethical leadership?

R: Yes, of course they should.

I: Since your answer is yes in the above question. Would you say that all officials, all officials in your municipality do practise ethical conduct?

R: Definitely not.

I: Okay, question five, what important values and ethical conduct do you expect a leader to demonstrate?

R: Transparent, impartial, people centred, innovative, accountable, able to drive culture and [inaudible 1:49].

I: Thank you. Let's move on to question six. Can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: Positively, ethical values were upheld in the manner in which staff and the public were cared for. From the start of the lockdown regulations to date with clear communication matters have been treated in an impartial manner through multidisciplinary committees. What brought consultation in order to drive a safe environment for people to work. The city leadership was also innovative in how to ensure business continuity and to establish flexibility when circumstances prompted for such this led to accountability by the executive leadership in ensuring compliance to the COVID-19 regulations.

I: Okay, thank you. Is that all?

R: Yes

I: All right. Was there any damage to service delivery as a result of the above?

R: Yes, there was, mainly there were a breakdown in services which was subsequently restored once the business continuity plans kicked in.

I: Okay, thank you. Let's move on to question eight. In your opinion, what are some of the ethical challenges faced by eThekwini municipality in terms of service delivery?

R: That will be lack of accountability and consequence management from the top to the ground, poor investment in reviewing business processes, system recruitment processes, slow progress in promoting a service delivery culture, unhealthy political and interest group tolerance [inaudible 3:46] the public service delivery mandate across organizations, indecisiveness as well as poor planning and management.

I: Thank you. Question nine. In your view, do you think there is a link between ethical leadership and service delivery? And can you elaborate?

R: Yes, I think there is. Ethical leadership sets the tone across the organization and both stakeholder confidence which helps to boost clear performance management targets with service delivery.

I: Okay, is that all?

R: Okay thanks, let's move on to question number 10. Unethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: Deteriorating levels of service delivery, low staff morale, professional staff leaving the organisation, fraud, corruption, crime, reactive ways of doing businesses in the city, poor financial management, poor performance, audit findings and irregular expenditure, I'd say those are the most that are...

I: Okay. All right, let's move on to question 11. What are the existing structures to reward or encourage ethical leadership in the municipality?

R: Municipal public accounts committee, audits and risk committee, executive committee and portfolio committees.

I: Okay, and what are the existing structures to reward or to reward or encourage ethical leadership in the... Sorry I think I'm reading question 11. No, we are on question 12 now. What are the existing structures to punish or discourage unethical leadership in the municipality.

R: The same structures that I've mentioned above that are there to reward or encourage ethical leadership can also be used as a guide as a guideline for punishing and discouraging unethical leadership. So I will repeat them again. That will be a municipal public account committee, audit and risk committee, executive committee and portfolio committee, they can be used for both rewarding and for punishing.

I: Okay, thank you. Question number 12. To what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: It will vary across the organisation and across business units, departments and branches. Personally, I am committed to abiding by the Code of Ethics in my business practices and in the projects, I manage under the oversight of my deputy heads and head whom I am accountable to in terms of the SPM code of conduct and HR policies. I have staff sign off on the SCM code of conduct and methods where this is contravened and dealt with through the HR policies.

I: Okay. Question 14. What measures can be undertaken to promote ethical leadership in the municipality?

R: That would be to make political leadership accountable to captains of industry. Sorry about that let me just close my door.

I: Okay.

R: Sorry where were we? Were we on number 14?

I: Yes, we are on question 14. What measures can be undertaken to promote ethical leadership in the municipality?

R: That would be to make political leadership accountable to [inaudible 8:07] industry and the public in clear case, and deliverables. Promote ethical leadership culture through a reward system, for example, financial incentives, and performance-based employment contracts for executive leaders.

I: Okay, let's move on to question number 15. What strategies could be used to promote efficient service delivery in the eThekwini municipality.

R: A combination, at a city high level you would look for sustainable development strategies that promote an inclusive economy for all. At a practical level portfolio, programs and project management strategies to drive high strategy implementation across the key business integrated functions through technology and an environmentally friendly manner that is people-centred.

I: Okay, thank you. Let's move on to our last question. Is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: I'd say we must seek the common good under all circumstances and deal decisively and quickly on all matters, personal or other interests are uncovered. The culture should act in the interest of the city and its people without fear or favour.

I: Okay, thank you so much. I would like to thank you for taking your time in participating in this research, for even allowing me to have an interview with you. Thank you so much.

R: You're most welcome and good luck with your studies.

I: Thank you so much.

R: Okay, then bye.

**INTERVIEW 5 (DURATION 08:03)**

I: Hello.

R: Hi.

I: Hi, how are you sir?

R: Fine thank you.

I: I'm fine. Sorry I'm a bit late. Let's just go on to the interview so that you can get back to your work, I know you have a meeting to attend to shortly.

R: Sure, no problem.

I: Okay. Let's go on to our first question. How would you describe ethical leadership?

R: I would describe ethical leadership as honest leadership with respect, integrity and moral values.

I: Okay, thank you. Question number two, what important values and ethical conduct do you expect a leader to demonstrate?

R: To display honesty, openness, integrity, respect for others, kindness and good moral values.

I: Okay. Question three. In your opinion, should municipal officials practise ethical conduct?

R: Yes, they should. Municipal officials should demonstrate the basic values and principles as enshrined in Section 195 of the Constitution.

I: Okay, since your answer is yes to the above question, would you say that all officials in your municipality do practice ethical conduct?

R: I'd say most of the officials do practise ethical conduct however, there are a few rotten tomatoes who tarnish the image of the public servants within the municipality.

I: Okay, let's move on to our question number five. What important values and ethical conduct do you expect a leader to demonstrate?

R: They should have a higher standard of professional ethics, demonstrate Batho Pele principles, be transparent, accountable and [inaudible 2:26] in decision-making.

I: Okay. Question six, can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: So in terms of financial management, the manner in which the funds are being handled within a municipality does contribute positively to service delivery. There have been minimal instances where the funds are being reported to have been used inappropriately. This is evidenced by the fact that the municipality has never received a qualified audit opinion from the Auditor General.

I: Okay. Question 7, was there any damage to service delivery as a result of the above?

R: No, no.

I: Okay. Let's move on to Question eight. In your opinion, what are some of the ethical challenges faced by eThekwini municipality in terms of service delivery?

R: Well, there is political interference in administrative issues? There's a lack of coordination of municipal programmes, poor communication with the communities, over promising by politicians, collusion between officials and contractors and distribution of private information to outsiders.

I: Okay. In your view, do you think there is a link between ethical leadership and service delivery? And can you please elaborate?

R: Yes, there is a link. One good example. The field workers who are employed to clean the city or pick litter or to clean the parks. On several occasions, you find these employees sitting and relaxing on the trees. By that time the litter is not collected or the road they were supposed to clean has not been cleaned, which indicates that by the employees not being ethical in executing their duties to services are not delivered.

I: Oh okay, is that all? There's nothing that you want to add?

R: No, that's fine.

I: Oh, okay. And then let's move on to our question ten. Unethical leadership has been a concern lately across the country. In your opinion, what would you say are the indications of unethical leadership in a eThekwini municipality?

R: I think obviously affects causes poor service delivery or lack of services, communities resorting not to pay for municipal services as well. It has a knock-on effect with service delivery protests. Staff have low morale because of this. And there's obviously reputational damage to the municipality as well.

I: Okay. All right. Question 11. What are the existing structures to reward or encourage ethical leadership in the eThekwini municipality?

R: I would say performance management and performance rewards. If we link ethical leadership to good performance, we can say that performance works to play a role in rewarding ethical leadership.

I: Okay, all right, thanks. Let's move on to question 12. And what are the existing structures to punish or discourage unethical leadership in the municipality?

R: I believe the City Integrity and Investigation Unit does play a role in investigating and ensuring that the unethical behaviour is punished.

I: Okay. All right, thanks. Question number 13. To what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: I think to a great extent because the leaders in the municipality to advocate for clean administration, which I view as a component of ethical leadership.

Okay, all right. Question 14, what measures can be undertaken to promote ethical leadership in the eThekwini municipality?

R: I think they should reward ethical behaviours and punish the unethical employees.

I: Okay, and what strategies could be used to promote efficient service delivery in eThekwini municipality?

R: We could reward good performance and punish poor performance. In that way, municipal employees will be encouraged to do their level best for what they are employed to do.

I: Okay, let's move on to our last answer. Is there anything else that you would like to share in terms of ethical leadership to promote efficient service delivery?

R: I feel the municipality should develop programmes designed to deal specifically with the promotion of ethics and moral regeneration within the municipality.

I: Okay, and that's alI.

R: Yes, that's it.

I: I would like to thank you so much for agreeing to participate in this study, for even allowing me time to contact you and conduct an interview with you. I really appreciate your time. Thank you so much sir.

R: You are most welcome and all the best.

I: Thank you. Thank you so much.

**INTERVIEW 6 (DURATION 10:12)**

I: Hi, ma'am, how are you?

R: I'm good and you?

I: I'm fine. First of all, I'd like to thank you for agreeing to participate in this study. I know you are busy, I won't waste your time. I'll just get on to the point. Are you ready? We can start.

R: Yes.

I: I'm going to start with question one. How would you describe ethical leadership?

R: Okay, to me, ethical leadership means that individuals behave according to a set of principles and values that are recognised by the majority as a sound basis for the common good. Using [inaudible 0:58] integrity, [inaudible 1:00] trust, fairness transparency. And I would say honesty. Also, I would describe leadership is directed by respect for ethical beliefs and values and for the dignity and rights of others.

I: All right, thank you so much. Can we move on to question 2. What important values and ethical conduct do you expect a leader to demonstrate?

R: To me, a leader should know what they value. They must also recognise the importance of ethical behaviour. Leaders exhibit both the core values and ethics in their leadership style and actions. So leadership ethics and values should be visible because we live with them in actions every single day.

I: Okay. And in your opinion, should municipal officials practise ethical conduct?

R: Yes, definitely. Because ethics provide accountability between the public and the administration. Adhering to a code of ethics ensures that public receives [inaudible 02:27-02:30].

I: Okay, and if your answer is yes to the above, would you say that all officials in your municipality do practise ethical conduct?

I: Hi, are you still there?

R: Hello, yes, I'm here.

I: Okay. I think we got distracted a bit.

I: Can I read question four to you again?

R: Yes. Yes.

I: So if your answer is yes to the above question, would you say that all officials in the municipality do practise ethical conduct?

R: Not all officials. The increase in the number of internal investigations and disciplinary cases shows that there is concern in the lack of ethical conduct by some officials.

I: Okay, and what important values and ethical conduct do you expect a leader to demonstrate?

R: I would say a leader should demonstrate moral courage, ethical stance and trustworthiness, keeping promises and fulfilling expectations as demonstrated by consistency, congruency and transparency in values, beliefs and actions. [Inaudible 04:00] values and principles to create a purpose for life and to contribute to the growth of others. Yes.

I: Okay. Can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: Yes, the increase in awareness of ethical behaviour in the municipality and a strict policy did show some positivity towards service delivery. During the recent KZN storm damages, staff worked under stressful and difficult conditions in providing much needed relief and temporary accommodation to many displaced people. Being visible and available at a time of need is commendable.

I: Okay, was there any damage to service delivered as a result of the above?

R: No, whilst the majority of the staff did assist directly and indirectly in a time of need as the damages to the infrastructure was extensive and will require many months to repair. It's still a long way to improve public confidence and perception.

I: Okay, all right, let's move on to question number eight. In your opinion, what are some of the ethical leadership challenges that are faced by eThekwini municipality in terms of service delivery?

R: Leadership challenges face political pressure to serve the communities with limited budget and resources. While projects priorities have to be revised due to budget constraints, because of various factors, the public demand on political bearers is increasing which results in false promises and not meeting community service delivery demands.

I: Okay. In your view, do you think there is a link between ethical leadership and service delivery and can you please elaborate?

R: Yes, definitely. Ethics and leadership are linked by power in the context of an organisation. I would say ethics requires power in that the individual must have the power to act. Leadership requires power, the power given by those led and the decisions made by an individual and how they use their power determine both the ethical and leadership qualities. This will lead to fulfilment of service delivery.

I: Okay. And question number 11. What are the existing structures to reward or encourage ethical leadership in eThekwini municipality?

R: Ethical behaviour and work performance is monitored and appraised by management. Staff also required to nominate co-workers and excellent service delivery and customer satisfaction survey can be rewarded.

I: Okay, and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: The public and staff is frequently reminded to report non ethical staff to the Ombuds Office. Investigation units also investigate any complaints to see if staff will be subject to disciplinary inquiry if any complaints are received and code of ethics is signed and acknowledged by all staff.

I: Okay, and to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: Whilst every effort is made by the city to ensure all staff including leadership abide by the Code of Ethics, it is disappointing that some staff continue to disregard the Code of Ethics.

I: Okay and what measures can be undertaken to promote ethical leadership in the municipality?

R: I would say hire people with good values and ethics, promote open communication, beware of bias and lead by example.

I: Okay and what strategies could be used to promote efficient service delivery in the eThekwini municipality?

R: The main strategies to improve service delivery are to increase citizen participation in the affairs of the municipality and partnership with the community in service delivery, flexible response to service user complaints, offering value for money. Be honest with the communities on what can be delivered and current constraints.

I: Okay, and our last question, is there anything else you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: Municipality should understand the customer base and improve available information in easy-to-understand language and format to the public. Improve revenue collection and debt management and also enhancing internal capacity to meet with service delivery challenges.

I: Okay, ma'am, I'd like to thank you so much for agreeing to participate in this study, as well as for giving me time to call and to have an interview with you I truly appreciate your time thank you so much.

R: It's a pleasure thank you.

I: Thanks bye

R: Bye

**INTERVIEW 7 (DURATION 09:58)**

R: Good morning.

I: Good morning, maam. How are you?

R: I'm well thanks and how are you?

I: I'm fine. Sorry, I'm a bit late. I tried getting a hold of you earlier on and I couldn't get hold of you. Not sure if you are ready now for our interview.

R: Yes, you may proceed.

I: Okay. All right. I'm just going to start with question one. How would you describe ethical leadership?

R: The kind of leadership based on integrity in preference of organisational [inaudible 0:46] in line with organisational values.

I: Hi are you still there? Yes I am, it was just my voice the cough.

R: Alright, we can move on? Did you get my response?

I: No. I didn't.

R: Okay, can I go again? Sorry about that.

I: Not a problem.

R: Ethical leadership is leadership based on integrity in pursuance of organisational [inaudible 01:37] in line with values and principles.

I: Thank you and what are the important values and ethical conduct do you expect a leader to demonstrate?

R: It is honesty, diligence and transparency.

I: Okay. Thank you and in your opinion, should municipal officials practise ethical conduct?

R: Yes, municipality employees are entrusted with critical tasks ensuring that communities receive basic and other services essential for their daily living while implementing and maintaining good financial in our organisational system.

I: Okay, and since your answer is yes to be above, would you say that all officials in your municipality do practise ethical conduct?

R: Allegations of misconduct by municipal officials arise is often seen in the media in some official government's reports. These indicate that some municipal officials do not practise ethical conduct.

I: Okay, all right. And what are the important values and ethical... Sorry, what are the important values and ethical conduct do you expect a leader to demonstrate?

R: Honesty, diligence, transparency and candidness.

I: All right, and can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: The recent floods have exposed a number of shortcomings in relation to diligence and consciousness in the construction of some infrastructural assets. That is on housing, roads and bridges.

I: Okay, and was there any damage to service delivery as a result of the above?

R: No, no. But we had to make sure services were delivered.

I: Okay. All right. And in your opinion, what are some of the ethical leadership challenges that are faced by eThekwini municipality in terms of service delivery?

R: There incompetence, negligence and dishonesty and corruption

I: And in your view, do you think that there is a link between ethical leadership and service delivery and can you please elaborate.

R: The above-mentioned challenges lead to inefficiencies

I: Sorry, can you repeat that.

R: The above-mentioned challenges lead to inefficiencies and ineffective use of resources resulting in service delivery targets not being met.

I: Okay. Unethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: It's lack of trust in the municipality by the community and feeling [inaudible 06:20-06:22] by otherwise good municipal employees.

I: All right, and what are the existing structures to reward or encourage ethical leadership in the municipality?

R: There are performance management and rewards.

I: Okay and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: There is a disciplinary code for employees

I: Okay. And to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: To a reasonable extent even though it is not adhered to by all leaders.

I: Okay and what measures can be undertaken to promote ethical leadership in the municipality?

R: Strict implementation of good performance management policies and harsh punishment of unethical behaviour and adequate recognition of good performance.

I: Okay, and what strategies could be used to promote inefficient I mean, what strategies can be used to promote efficient service delivery in the eThekwini municipality?

R: The eThekwini municipality must develop strategies that will promote economic growth of all.

I: Okay. All right. We have come to our last question. Is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: It could be equally of shared information between the employees and leaders to avoid surprises. And the other thing is that the constant structures of this strategy could be shared among equally amongst leaders and employees. The other thing, maybe I can add is doing all that in fairness across the employees and the leaders. That's it. Thank you.

I: Okay maam I'd like to thank you so much for agreeing to participate in the study. Once I've conducted the findings and everything, I'll make sure that I furnish you with the findings of the study so that you can see what other participants had to share in regards to this topic.

R: Thank you.

I: Okay. Thank you so much, ma'am.

Thank you. Bye.

**INTERVIEW 8 (DURATION 09:31)**

I: Hello.

R: Hi.

I: Hi ma'am. How are you?

R: Good. Thanks for yourself?

I: I'm fine. I'm not sure if you are done with your meeting.

R: Yes, I am. Yes, it is.

I: Okay. All right. I know I've already briefed you with the purpose of the interview and everything. So I'm not sure if we can just go straight to the interview.

R: Okay, no problem.

I: All right. Okay. Let's just go on to question number one. How would you describe ethical leadership?

R: In my own words, I will describe it as it's defined by your moral values and beliefs that are core to the person in a leadership role. The simple decision of doing what is right and refraining from doing wrong every day. If the core leaders choose to do the right thing, and respect the code of professional conduct in their day-to-day operations.

I: Okay, and what important values and ethical conduct do you expect a leader to demonstrate?

R: I would say an ethical leader must be honest, be truthful to yourself, and the team that you are leading, to be the champion of the efforts to fight against fraud and corruption in your organisation.

I: Okay, and in your opinion, should municipal officials practise ethical conduct?

R: Absolutely. Because we are the custodians of the [inaudible 01:42] discipline. We are responsible for spending the tax-payers’ money by providing services, that has been a direct impact in our livelihood of the communities we serve. We are public servants and that calls for strict moral and professional values.

I: Okay, thank you. And since your answer is yes to the above question, would you say that all officials in your municipality do practise ethical conduct?

R: There are known and reports with allegations of fraud and corruption in the organisation, both in the administrative and political leadership structures. Therefore, I would say that there is a sign that not all officials are ethical, but the city has achieved a milestone to build the ethical leaders.

I: Okay. And what important values and ethical conduct do you expect a leader to demonstrate?

R: An ethical leader should be honest, be truthful to yourself and the team that you are leading, be the champion of the efforts to fight against fraud and corruption in your organisation.

I: Okay, and can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery.

R: The positive role played by ethics in the municipality is proven by success in the provision of basic services, for example, your water, electricity etc. to the public. These services may never be provided successfully if the responsible employees of the municipality did not demonstrate a certain level of ethics in their doing. Contrary to that there are situations of unethical behaviours where the misuse of funds was reported. Auditor General also raised the issue of irregular, fruitless and wasteful expenditure, which may have elements of unethical behaviour.

I: Okay, and was there any damage to services delivered as a result of the above?

R: Yes absolutely. Funds that were meant to provide services like your refuse removal were misused. As a result, the areas affected ended up with dirty streets and uncollected refuse. This also had health hazardous effects to the communities.

I: Okay, and in your opinion, what are some of the ethical challenges faced by eThekwini municipality in terms of service delivery?

R: I would say on top of the list is consequence management. Those that are found guilty are not given ultimate punishment or not get punished at all. The cover up of unethical behaviour if the matter involves a certain group of people in the hiring will be covered up and ends up nowhere. And I will also include intimidations you know, those who want to practise ethical behaviour get life threats from those who want to [inaudible 04:47].

I: And in your view, do you think there is a link between ethical leadership and service delivery? Can you elaborate.

R: Yes, ethical leadership produce towards service delivery and vice versa. Misuse of funds, which is unethical behaviour that were meant for provision of water or electricity means that those services will not be provided.

I: Okay. Ethical leadership has been a concern lately across the country. And in your opinion, what would you say are the implications of unethical leadership in the municipality?

R: Can I just give you two examples. One is the negative impact on the organisation. Unethical leadership breeds failure in producing and sustaining business continuity. Those that can grow the organisation to the next level are normally side-lined by corrupt unethical leaders by promoting only those there are succumbing to corruption. Second part is the impact to the image of the municipality in the long run. Once the municipal leadership has proven to be corrupt, public and business communities stop trusting the relationship, then the problem repeats itself.

I: Okay, and what are the existing structures to reward or encourage ethical leadership in the municipality?

R: At the moment, I'm not aware of any structure that is designed to reward ethical leaders. There was before an initiative which happened once when the best performers in the municipality were awarded by the mayor, in the City Stars Awards and that was never done in a long time.

I: Okay. And what are the existing structures to punish or discourage unethical leadership in the municipality?

R: The consequence management is a grey area. Even Auditor General raised in the finding in the 2020/21 audit results. There is a big gap in punishing those found or implicated in fraud and corruption.

I: Okay and to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: In my opinion using the scale from one to 10? One being low adherence and 10 being the high level of adherence? I would say honestly around seven.

I: Okay, and what measures can be undertaken to promote ethical leadership in the municipality?

R: Definitely more training and implementation strategies, rewarding those that are performing well and punishing without fear of favour, those that are found guilty of unethical behavioor.

I: Okay, and what strategies could be used to promote efficient service delivery in the eThekwini municipality?

R: In my opinion, resources management is the key strategy. Because wastage of resources is the main problem. This includes money, material and human resources.

I: Okay, and we have come to our last question. Is there anything else you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: Yes, the interference of political leadership is the problem we are facing with the ethics, ethical and practices of the administrative purposes must be discouraged. Politicians have a tendency of persuading admin professionals to go outside the ethical processes to fulfil their political motivated purposes and that is very unethical.

I: Okay, maam. I'd like to thank you so much for taking the time and participating in this study. As soon as I'm done with the research findings, I will make sure that I send you the findings of the study so that you know where eThekwini municipality is at currently in terms of ethical leadership.

R: Okay, thank you so much.

I: Okay, maam, thanks so much.

**INTERVIEW 9 (DURATION 08:14)**

R: Hi………...

I: Hi Sir. How are you?

R: I'm fine Thanks and you?

I: I'm fine. I tried to get ahold of you earlier on, unfortunately you were in a meeting. Is it the right time now for us to start our interview?

Yes, sir. Andy, so I'm available at the moment. Okay.

I: Alright, let's just go straight on to it. I'm gonna get to the questions now. Question number one, how would you describe ethical leadership?

R: Ethical leadership is about leading by example when it comes to ethics.

I: All right. Question number two, what important values and ethical conduct do you expect a leader to demonstrate?

R: A leader must have integrity. Honest, be impartial, objective, and be ethically sound.

I: Thank you. Let's go on to our third question. In your opinion, should municipal officials practise ethical conduct?

R: Yes, there should be a code of conduct for all officials within the municipality.

I: Okay. Question four. If your answer is yes to the above question, would you say that all officials in your municipality do practise ethical conduct?

R: My answer is no to this question. No, that is proven by a number of Auditor General findings. There are a number of officials who are conflicted. For example, doing business within the municipality have relatives that are doing business but not declared and others going discipline processes for fraud.

I: Okay, let's move on to our question number five. What important values and ethical conduct do you expect a leader to demonstrate?

R: A leader should demonstrate honesty, integrity, be objective, be impartial, and be professionally competent.

I: Okay, is that all?

R: That's all. Thank you.

I: Okay. Let's move on to our sixth question. Can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: There's one issue that comes to mind, a service provider with no capacity and technically experts was awarded a contract to bid to supply recycling, refuse bins and cannot supply. Ratepayers were not provided with refuse bags as required by the council.

I: Okay, let's move on to question seven. Was there any damage to service delivery as a result of the above?

R: Yes, this affected the service delivery. The municipality could not provide ratepayers with recycling refuse bins as required.

I: Okay, question eight. In your opinion, what are some of the ethical leadership challenges that are faced by eThekwini municipality in terms of service delivery?

R: For example, the leadership council and top management are not setting the right tone at the top. They are not leading by example. This has a negative influence on all other officials who also act unethically.

I: Okay, let's move on to question number nine. In your view, do you think there is a link between ethical leadership and service delivery? Can you please elaborate?

R: Yes, there is a link between ethical leadership and service delivery. If the municipality leadership acts ethically, service delivery will improve drastically due to if efficiently and productive use of council resources. The eThekwini municipality objectives will be achieved within the timeframe as specified in the IDP.

I: Okay. All right. Let's move on to question number 10. Ethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: Service delivery is compromised due to abuse of council resources and tools. Resources are misappropriated and not directed to the proper channels and that affects service delivery.

I: Okay, all right. What are the existing structures to reward or encourage ethical leadership in eThekwini municipality?

R: One of our main programs at the moment is performance management. This will encourage staff to act ethically and professionally.

I: Okay, and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: We have a special unit that is called [inaudible 05:49] a special unit that deals with unethical leaders and staff.

I: Okay. And to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: This is fairly adhered to as majority of the officials are ethical.

I: Okay, and what measures can be undertaken to promote ethical leadership in the municipality?

R: The municipality has one of the best measures and encourage ethical leadership, but what is lacking is the practice of ethical and consequences management for those who behave unethically.

I: Okay and what strategies could be used to promote efficient service delivery in eThekwini municipality?

R: The senior management performance agreement must be linked to the service delivery budget implementation plan. This is a smart and performance assessment to be rigorously assessed not to be a tick in the box exercise.

I: Okay. We have come to the end of our interview. I'm now on our last question, which is question number 16. Is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: The tone must be set at the top. The higher management or senior management must be totally committed to behaving ethically and impartial. So this will improve service delivery within the municipality.

I: Okay, all right. Sir, I would like to thank you so much for agreeing to participate in this study for even allowing me to conduct this telephonic interview with you. I really appreciate your time. Thank you so much.

R: You are welcome. Have an awesome day.

I: Okay, thanks so much.

**INTERVIEW 10 (DURATION 05:44)**

R: Hello.

I: Hi. Hi Ma'am, how are you?

R: I'm okay and yourself?

I: I'm fine. I tried to get a hold of you earlier on. You were in a meeting. I'm not sure if this is the right time.

R: Yes, I'm done with the meeting.

I: Okay, that's okay. Since I've already briefed you last week with the purpose of the interview and everything, I think it's best that we just go straight to the interview question is that okay?

R: Yes, it is.

I: Alright, okay. Question one, how would you describe ethical leadership?

R: Leadership that is based on integrity.

I: That's okay. And what is important values and ethical conduct do you expect a leader to demonstrate?

R: I expect honesty and transparency.

I: Alright, and in your opinion, should municipal officials practise ethical conduct?

R: Yes.

I: Okay. If your answer is yes to the above, would you say that all officials in your municipality do practise ethical conduct?

R: No. Fraud and corruption allegations of officials are so high. This is a sign that they are not practising ethical conduct.

I: Okay. What important values and ethical conduct do you expect a leader to demonstrate?

R: Transparency.

I: Okay. Can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery?

R: The recent floods that we had have exposed a number of shortcomings in the municipality.

I: Okay. And was there any damage to services delivered as a result of the above

R: Yes. Poor service delivery resulting in drainage being blocked and many bridges collapsed.

I: Okay. And in your opinion, what are some of the ethical leadership challenges faced by eThekwini municipality in terms of service delivery?

R: I can say incompetence from leaders.

I: Okay. And in your view, do you think there is a link between ethical leadership and service delivery? Can you please elaborate.

R: Yes, there is. Problems of service delivery lead to inefficiencies and inefficient use of resources resulting in poor service delivery.

I: Okay, and ethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: I will say there is a lack of trust in the municipality by the communities

I: Okay. What are the existing structures towards... Sorry, can I repeat this question?

R: Yes.

I: What are the existing structures to reward or encourage ethical leadership in the municipality?

R: Performance management and rewards.

I: Okay and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: Municipal Public Accounts Committee and Integrity Investigation Unit.

I: Okay and what are the existing... Sorry, to what extent is the eThekwini municipality Code of Ethics adhered to by leaders?

R: I would say most leaders are adhering to it even though there are those who don't.

I: Okay, and what measures can be undertaken to promote ethical leadership in the municipality?

R: A harsh punishment of unethical behaviour and adequate recognition of good performance.

I: Okay and what strategies could be used to promote efficient service delivery in the municipality?

R: The municipality must develop strategies that will promote economic growth for our [inaudible 05:07].

I: Okay and our last question. Is there anything else you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: No, not at all. Thank you.

I: Okay. Maam I'd like to thank you so much for taking this time and participating in this study. I will definitely send you the findings of the study once I'm done with the research.

R: You're welcome. You're welcome. Thanks, bye.

I: Okay bye.

**INTERVIEW 11 (DURATION 10:22)**

R: Hello.

I: Hi, maam, how are you?

R: I'm good and yourself?

I: Fine. I know you're quite busy today, so I won't take much of your time. I know I've already briefed you with the purpose of the interview and everything. So I think we will just go straight to the questions.

R: Oh, okay. It's not a problem. Yes, I have some time.

I: Okay. All right. Our first question, how would you describe ethical leadership?

R: Okay, I would say ethical Leadership is a leadership that is directed by the respect of ethical beliefs and values, and the dignity and rights of others. It is also related to concepts such as trust, honesty, consideration, charisma, fairness, within the SCM. And it also touches on the regulation 217 of the constitution.

I: Alright, right. Thank you. Can we move on to our second question?

R: Sure.

I: What important values and ethical conduct do you expect a leader to demonstrate?

R: I think all leaders should have openness, honesty, and transparency most importantly.

I: Okay. And in your opinion, should municipal officials practise ethical conduct?

R: Absolutely.

I: Okay, yes. And since your answer is yes to the above question, would you say that all officials in your municipality do practise ethical conduct?

R: I would like to believe that because we all signed the code of conduct during our commencement of employment.

I: Okay, and what important values and ethical conduct do you expect a leader to demonstrate?

R: Can you please repeat that?

I: What important values and ethical conduct do you expect a leader to demonstrate?

R: Okay. I would say one would have to demonstrate honesty and transparency, transparency when it comes to information and the day-to-day dealings with the public.

I: Okay. And can you describe a situation in the municipality, where ethics has played an important role positively or negatively towards service delivery?

R: Yeah, you know, when we have protests, they interrupt our service delivery. That is, you know, it interrupts the delivery to the ratepayers, you know.

I: Oh, all right. And we are now on our seventh question. Was there any damage to services delivered as a result of the above?

R: Indeed, yes. You know services like your non collection of domestic refuse, and the connection of water and lights of some homesteads? Those are one of those are the things that are normally interrupted.

I: Okay. All right. And in your opinion, what are some of the ethical leadership challenges that are faced by eThekwini municipality in terms of service delivery?

R: I feel that other employees, they are not earning enough salaries. So sometimes they indulge on corruption as another stream of income, you know. This is monitored, but not fully.

I: Okay. And in your view, do you think there is a link between ethical leadership and service delivery? Can you please elaborate?

R: Oh, yes, there is an immense link. I mean, you cannot separate the two because all officials you know, should have an interest of the internal and mostly the external stakeholders in mind. So this is for the business continuity and the good governance.

I: Okay, all right. We are now on question number 10. Unethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: That would have to be the economic instability across the board, in my view.

I: Okay, all right. We are now moving on to question number 11. So, what are the existing structures to reward or encourage ethical leadership in the municipality?

R: Can you please repeat that one?

I: What are the existing structures to reward or encourage ethical leadership in the municipality?

R: Oh, okay. All right. The municipality we provide training, we have monetary compensation, you know, as I would say, in a form of your performances and all that, the 13th cheque and the accountability management for sure.

I: Okay. All right. And what are the existing structures to punish or discourage unethical leadership in the municipality?

R: Okay. That would be we have the ombuds training and declaring unethical conduct to the SAPS.

I: Okay. All right, and what measures can be undertaken to promote ethical leadership in the municipality?

R: Can you please repeat that. I'm so sorry, there is music on the other side, I still need to talk to these people. So I'm not quite getting the questions clearly.

I: We were on number 14 right.

R: No, I think you said number 13 yes number 13.

I: Okay. To what extent is the eThekwini municipality Code of Ethics adhered to by leaders?

R: 80%. Because all necessary measures are taken to ensure that the Code of Ethics is enforced.

I: Okay, all right. And we are now on number 14, what measures can be undertaken to promote ethical leadership in the municipality?

R: That's continuous performance monitoring of staff and workshops.

I: Okay. And number 15, what strategies could be used to promote efficient service delivery in the municipality?

R: I would say community participation and sound [inaudible 08:22].

I: Okay. We are now on our last question. Is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: No I believe your questions were just so straight to the point. And yeah, I have shared what my view on what is needed.

I: Maam I'd like to thank you so much for giving me this opportunity to conduct this interview with you. As soon as I'm done with the findings of the study, I will definitely make sure that I furnish you with the findings of the study so that you know where eThekwini municipality is at the moment in terms of ethical leadership.

R: Okay, okay. And, you know what, there's one fun fact that we still it's, it's the project that the municipality is working on, but maybe it would be something for you for your benefit as well for you to know that, you know, we are working on numerous projects of online systems, and we are heading towards becoming a paperless city, you know. So things are changing. So, we also move into that direction where we not going to be using paper all the time, you know. So that's one of the things I think will have a good impact as well on the municipality's service delivery.

I: Okay, thank you so much maam thank you so much for this time.

R: Okay, take care. Bye

I: Bye

**INTERVIEW 12 (DURATION 05:35 + 06:26)**

I: Hello sir. How are you?

R: I'm good, I'm good.

I: I'm fine. Thank you for taking my call. Since I have already briefed you few days ago about the purpose of the interview, shall we get on to the interview questions.

R: Yes, yes.

I: Okay alright. The first question, how would you describe ethical leadership?

R: Ethical leadership is ethical guidance to your subordinates.

I: Okay, all right. And what are they important values and ethical conduct do you expect a leader to demonstrate?

R: A leader must make sure that he or she demonstrates integrity and respect to all those she or he leads.

I: Okay and in your opinion should municipal officials practise ethical conduct?

R: Definitely, all officials should practise ethical conduct.

I: Okay. And since your answer is yes to the above question, would you say that all officials in your municipality do practise ethical conduct?

R: I wish all officials were doing that but I don't think all officials practise ethical conduct.

I: Okay and what important values and ethical conduct do you expect a leader to demonstrate?

R: A leader should be someone who's able to conduct themselves... conduct him or herself in an exemplary manner and also whose values should not be disputed.

I: All right, and can you describe a situation in the municipality where ethics has played an important role positively or negatively towards service delivery.

R: So, one department I would say human settlements department that is tasked with providing affordable housing to the poor. I would say definitely for them to provide that they should have they should behave in an ethical way. They should treat everyone equally.

I: Okay, And was there any damage to service delivered as a result of the above?

R: Well, with regard to service deliveries, there is a lot of difficulty, the unfairness in distributing the housing from the human settlement department. You see lots of riots, people are [inaudible 03:34] wanting houses even those that are on the list but are not getting first preference because of favour for other people so yah, that does happen.

I: Okay. And in your opinion, what are some of the ethical leadership challenges faced by eThekwini municipality in terms of service delivery?

R: I would say the eThekwini municipality sometimes the prioritising of projects, you find that the projects that should be fair, they become [inaudible 04:19]. So in that way, they prioritised projects become affected and now that brings the discrepancy with community, the riots and everything.

I: Okay, and in your view, do you think there is a link between ethical leadership and service delivery? Can you also elaborate.

R: Yes yes yes. Definitely there is a link. Service delivery should be visible and those who pay for the services should always be the first to receive the services but often times it's not the case. The municipality should always strive to strike a balance to ensure that all residents receive service delivery and that competent service providers are appointed to deliver the services to the people.

I: Okay, I think your network coverage is a bit poor.

R: Hello, maam.

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I: Sorry, we got cut off. I think your coverage was a bit poor. Can we start on to number nine? Because we were in the middle of number nine.

R: Okay. That's fine.

I: In your view, do you think there is a link between ethical leadership and service delivery? And can you please elaborate?

R: Yes, they definitely are linked. Service delivery should be visible. And those who pay for services should always be the first to receive service but we know oftentimes, this does not happen. The municipality should always strike a balance in making sure that all residents receive the service delivery and that competent service providers should be appointed to do such service.

I: Okay. And we are moving on to question number 10. Ethical leadership has been a concern lately across the country. In your opinion, what would you say are the implications of unethical leadership in eThekwini municipality?

R: Unethical leadership leads to lack of service delivery. So misappropriation of funds and the appointment of unskilled service providers definitely do affect the residents of the city.

I: Okay, and what are the existing structures to reward or encourage ethical leadership in the municipality?

R: The structures. MFMA is one of the instruments that the municipality currently uses in ensuring that the municipality does get value for money from all contractors that the city enters into. Budget monitoring and qualifying of deliverables does ensure that monies are spent wisely and that departments that spends their budgets get even more budget for the following financial year. So, those are some of the rewards that we encourage the departments on.

I: Alright and what are the existing structures to punish or discourage unethical leadership in the municipality?

R: Okay. There is an investigative department that investigates all issues that may arise or that arise due to unethical behaviour. We also have internal auditors and the Auditor General does audit on the expenditure and deliverables.

I: Okay, and to what extent is the eThekwini municipality Code of Ethics adhered to by the leaders?

R: Well, the leaders do adhere to the Code of Ethics. But as you know, some don't some do, but we have a level of where the high level of adherence to the Code of Conduct to the Code of Ethics.

I: Okay, and what measures can be undertaken to promote ethical leadership in the municipality?

R: Oh definitely improvement in disciplinary measures and more involvement, involvement of communities in the municipal processes and also to ensure transparency in issuing of tenders.

I: And what strategies could be used to promote efficient service delivery in eThekwini municipality?

R: To promote efficient service delivery eThekwini needs to appoint leaders you need to appoint leaders who are suitable skilled for the position and also junior employees need to be equipped with the right tools to be able to deliver service to communities. Also all work done by the service providers and employees must be qualified and where there are discrepancies, proper interventions must be put in place to improve service delivery.

I: Okay, and we have come to the end of our interview. I'm now on the final question, is there anything else that you would like to share in terms of ethical leadership in promoting efficient service delivery?

R: Definitely, I'm of the opinion that leaders need to be exposed to best practice from other cities around the world. There are cities with less revenues than eThekwini municipality, but they are delivering services in a far more efficient manner. Looking at cities like Rwanda, if you compare eThekwini and Rwanda what they doing, they're doing great, but on our side, we are still following behind. So I think being exposed to what other cities are doing or other countries are doing, that should be what our leaders are exposed to.

I: Okay. Thank you so much sir for this opportunity. I know you are very busy, but I'd like to thank you. I will definitely furnish you with the findings of the study, once I'm done with the research.

R: Okay, thank you for the opportunity. Thank you.

I: Okay thank you. Bye.

R: Bye.