

**Bindura University
of Science Education**



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FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS (GSB)

**THE IMPACT OF LEADERSHIP SUCCESSION PLANNING ON SERVICE
DELIVERY IN URBAN COUNCILS. A CASE STUDY OF RUWA LOCAL BOARD**

BY

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**A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE
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MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE (MLC) DEGREE
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IN URBAN COUNCILS. A CASE STUDY OF RUWA LOCAL BOARD**

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DECLARATION

I, *Talent Hwatirera*, do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the acknowledgements, bibliography, references and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

A handwritten signature in blue ink, appearing to read 'Talent Hwatirera', enclosed within a blue oval shape.

Student's Signature:

Date: *15 December 2022*

DEDICATION

I would like to dedicate this dissertation to the Lord Almighty for providing me the strength, wisdom, and knowledge to complete this project. It was through the grace of God that I managed to complete this important assignment. In particular I dedicate this work to my whole family who encouraged me to soldier on, it was not easy but through their prayers I managed to complete my research project.

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ABSTRACT

The main research question for this study was to investigate the impact of leadership succession planning on service delivery in urban councils. A case study of Ruwa Local Board. The main objectives of the study were to find out succession planning strategies that have been put in place at Ruwa Local Board, to determine the impact of succession planning on service delivery at Ruwa Local Board, to evaluate the challenges which are faced by Ruwa Local Board in adopting and implementing succession planning and to assess the effectiveness of transformational leadership on succession planning and service delivery by Ruwa Local Board. The main literature of the study indicated that leadership succession planning has an effect on service delivery in local authorities. The literature also showed that transformational leadership was the most appropriate style for leadership succession and was needed to improve service delivery in local authorities. The main research methodology for the study included both positivism and phenomenological approach. The leading political party influences senior appointments and sometimes create an environment that favors appointments from perceived ruling party loyalists as opposed to merit. The study found out that there is no strategy to groom and engage successors who can make a meaningful contribution to the integrated development plan process. The main findings of this investigation indicated that leadership succession planning has a huge impact on service delivery in urban councils. Local government has seen many changes over the years being introduced aiming to ensure it functions well and deliver its constitutional mandate. The inclusion of the Local Government Board in making senior appointments heavily compromises leadership succession planning at individual council level. The main conclusions for this study were that a strong leadership steers an institution to a desired destination. There is a need to invest in building leadership and management capacity in this municipality to improve the integrated development planning process. A proper planning process encompassing all councils should be explored. Selection of councilors: the results have shown low education in some councilors. This group of councilors may present a weak link in leadership succession planning and in the service delivery chain. A legislative amend to include educational requirements may benefit service delivery in local government. Personnel continuity: municipalities who have had successes in the delivery of services have maintained continuity at senior management. This area needs to be explored further to determine how best leadership succession planning can be fully benefit urban councils.

Table of Contents

APPROVAL FORM i

RELEASE FORM..... iii

DECLARATION..... iv

DEDICATION..... v

ACKNOWLEDGEMENTS..... vi

ABSTRACT vii

List of tables..... xi

List of Figures xii

List of Appendices xiii

List of Abbreviations..... xiv

CHAPTER ONE..... 1

1.1 Introduction 1

1.1 Background of the Study 1

1.2 Statement of the Problem 3

1.3 Research Objectives 3

1.4 Research Questions 3

1.5 Hypothesis 4

1.6 Research Assumptions 4

1.7 Justification of the Study 4

1.8 Purpose of the Study 4

1.9 Significance of the Study 4

1.10 Limitations 5

1.11 Delimitations of the study 5

1.12 Chapter summary 6

CHAPTER TWO..... 7

LITERATURE REVIEW..... 7

2.0 Introduction 7

2.1.0 Theoretical Framework: Transformational Leadership Theory..... 7

2.2 Leadership Succession Planning Strategies that have been put in Place in Local Authorities..... 8

2.3 Leadership Succession planning on service delivery by local authorities..... 13

2.4 Effectiveness of transformational leadership on service delivery in local authorities 14

2.5.0 Challenges which are faced by local authorities in adopting and implementing succession planning	16
2.5.1 Benefits of change.....	17
2.5.2 Forces that have contributed to change	17
2.6 Empirical Evidence	18
2.7 Summary	19
CHAPTER THREE	20
RESEARCH METHODOLOGY	20
3.0 Introduction	20
3.1.0 Research Philosophy	20
3.1.1 Positivism	20
3.1.2 Phenomenological Approach.....	21
3.2.0 Research Approach	21
2.3.0 Research Strategy.....	21
3.4.0 Sampling.....	21
3.4.1 Units of Analysis.....	22
3.4.2 Sample Size Determination	22
3.5.0 Sampling Techniques	22
3.5.1 Probability sampling.....	22
3.5.2 Non-Probability Sampling.....	23
3.6.0 Data Collection Techniques.....	23
3.6.1 Questionnaires	23
3.6.2 Interviews.....	23
3.7 Validity and Reliability	24
3.8 Data Presentation and Analysis	24
3.9 Ethics	24
3.10 Summary	25
CHAPTER FOUR.....	26
DATA PRESENTATION AND ANALYSIS	26
4.0 Introduction	26
4.1 Presentation of results.....	26
4.1.1 Questionnaire Response Rate.....	26
4.1.2 Interview Response Rate	27

4.1.2 To find the succession planning strategies that have been put in place at Ruwa Local Board.....	29
4.4 To motivate their response, they mentioned the following impacts to be behind poor service delivery with the first three being mentioned by 99% of the respondents:	31
4.5 Succession planning on service delivery by local authorities in Ruwa.....	32
4.7 Summary	35
CHAPTER FIVE.....	36
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	36
5.0 Introduction	36
5.1 Summary	36
5.1.2 Summary of the findings	37
5.2 Conclusions	39
5.3 Recommendations	40
References	41
APPENDICES	48

List of tables

Table 4.1: Questionnaire response rate	26
Table 4.2: Interview response rate	27
Table 4.3. Succession planning on service delivery by local authorities Ruwa	33
Table 4.4 Coefficients	33
Table 4.5: ANOVA	34

List of Figures

Figure 4.1: Gender of participants	29
Figure 4.2: succession planning strategies that have been put in place at Ruwa Local Board	30
Figure 4.3 Community involvement in succession planning Strategies sufficient	30
Figure 4.4 There is negative Impact of service delivery	32

List of Appendices

Appendix I	Introductory letter
Appendix II	Questionnaire
Appendix III	Interview Guide
Appendix iv	BUSE Letter
Appendix v	Ruwa Council
Appendix vi	Turnitin Report

List of Abbreviations

ANC

African National Congress

APAC

Asia Pacific

FRL

Full Range of Leadership

GDP

Gross Domestic Product

KTMC

Katima Mulilo Town Council

CHAPTER ONE

1.1 Introduction

The proposal will present the background of the study, the statement of the problem, the research objectives and questions, the significance of the study, the limitations and delimitations of the study.

1.1 Background of the Study

The notion of succession planning has long been the area of study which was confined to the private sector but no attention to succession planning in the public sector Wilkerson, (2007). About 180 studies on succession planning which were conducted between 1980 and 1983 only 5 of them were on succession planning in the public sector Santora, and Sarros, (1995). However, succession planning has been an area of attention in the public sector hence the dangers of not having succession plans and mechanisms in place are becoming more obvious Hoffman, (1995). In addition, succession planning is the means in which an organization prepares for and replaces top key employees who leave their positions and is critically important to an organization's future success Wilkerson, (2007).

Therefore, succession entails the process such as how an organization identifies and recruits' successors, how it manages transition from one executive to another and how it develops successors Sigh, (2012). In addition, succession can also involve identifying high potential employees and including them in special training and development for future management roles Santora, Jand Sarros, (1995). As a result, the practice of succession planning is fundamental to sustaining and organization's undertakings and performance and to ensuring it meets its mission even in the face of employee turnover Rothwell, (2000).

However, succession planning within the private sector has been more formalized as compared to the public sector which has begun to focus more formally on recent years Hoffman, (1995). In addition, there has been a lack of focus on succession planning in the public sector although the need for reforms in the area have been far pressing Rothwell, (2000). A study that was carried out to examine the effects of turnover within the Federal Government's Senior Executive concerning the loss of experienced executives without adequate replacements can have a substantial, immediate negative impact on an organization Wilkerson, (2007).

In South Africa there has been an agent need for public institutions to strategically position themselves to organisational goals hence fill in critical positions where they need specific skills along with experience Pita and Dhurup, (2019). As a result, the absence of succession planning is a drawback in public institution since this has a negative impact on the performance of public institutions towards service delivery Pila and Dachapalli, (2016). The end will affect such organisations for failure to deliver quality service to citizens. Unplanned employee turnover has a negative impact to public institutions because employees cannot be easily replaced unless there is a pool of replacements ready to execute duties upon employee retirement Pila and Dachapalli, (2016). Most studies have indicated that research on succession planning has tended to focus more on the relationship with performance and organisational commitment but a paucity of studies have examined the relationship of succession planning, with turnover intentions as an independent variable within the public sector (Garg and Weele, 2012; Lee and Jamenez, 2011) cited in Pita and Dhurup, (2019).

Pita and Dhurup, (2019) also pointed out that current planning initiatives in the public sector, particularly in South African councils and municipalities, have been dominated by a lack of coherence, which has resulted in the duplication of organizational efforts and the expenditure of resources at different levels in both local and provincial governments (2019). This has resulted in inconsistent policy formulation and implementation, making it challenging for the government to achieve its objectives efficiently and effectively Pila and Dachapalli (2016).

On the other hand, the whole process of change in the public sector has been plagued by conflict between the need for efficient, professional and technically competent and politically neutral public service Pila and Dachapalli, (2016). Furthermore, the desire for political alignment, cultural change and patronage has affected the quality-of-service delivery. According to Pita and Dhurup, (2019) many government officials are appointed on the basis of political patronage and motives to the African National Congress (ANC) led government not on merit which has affected the execution of an effective and efficient succession planning coupled by resistance to change by such officials.

1.2 Statement of the Problem

The problem is there has not been any leadership succession planning strategies in Ruwa Local Board. This has resulted in poor service delivery to local residents such as water as well as the maintenance of most infrastructure from roads to sewage repairs. In addition, Ruwa local has also failed to collect refuse which has angered local residents and they have refused to pay their rents because they have not been receiving services which commensurate with what they would have paid. As a result, the Ruwa Local Board is exposed to hazards like excessive personnel turnover. This study aims to determine the effect of leadership succession on service delivery in urban councils in light of the aforementioned difficulties. a Ruwa Local Board case study.

1.3 Research Objectives

- To find out succession planning strategies that have been put in place at Ruwa Local Board.
- To determine the impact of succession planning on service delivery at Ruwa Local Board.
- To evaluate the challenges which are faced by Ruwa Local Board in adopting and implementing succession planning.
- To assess the effectiveness of transformational leadership on service delivery by Ruwa Local Board.

1.4 Research Questions

- What are succession planning strategies that have been put in place at Ruwa local authorities in Ruwa?
- What is the impact of succession planning on service delivery by local authorities in Ruwa?
- What are the challenges faced by Ruwa Local Board in adopting and implementing succession planning?
- What is the effectiveness of transformational leadership on service delivery by Ruwa Local Board?

1.5 Hypothesis

H⁰ Leadership succession planning does not result in better, quality and efficient service delivery in local authorities.

H¹ Leadership succession planning results in better, quality and efficient service delivery in local authorities.

1.6 Research Assumptions

Employees at Ruwa Local Board and residents of Ruwa will cooperate and will participate in this study and will also provide honest responses during this study

Leadership succession planning has always remained a headache since most employees' fear losing their jobs hence it might be difficult to conduct the study as this is a bit sensitive to employee job security

Leadership succession planning results in quick service delivery in local authorities such as Ruwa Local Authorities.

1.7 Justification of the Study

The main justification for conducting this study is because within the public sector from a global perspective not much has been done with regards to putting in place leadership succession planning which has affected service delivery. In addition, no study has been so far conducted on succession planning at Ruwa local authorities which have prompted the researcher to conduct this study.

1.8 Purpose of the Study

The major goal of this study is to investigate how Ruwa Local Board's leadership succession planning affects the provision of services by urban councils.

1.9 Significance of the Study

The study would allow the researcher to have a deeper understanding of both theoretical and practical knowledge on applicability and effectiveness of leadership succession planning in the public sector. The study results will be useful to the student since this will add more insight to the student on how leadership succession planning adopted and implemented from a global to a

regional level and what strategies were put in place towards successful leadership succession planning in the public sector.

Ruwa Local Board

Council, management and all stakeholders of Ruwa Local Board will use the findings from the study to come up with policy position on leadership succession planning. This study results will be useful to leaders at Ruwa Local Board with regards to the importance of leadership succession planning.

The Researcher

The study will enrich the researcher's knowledge on the variables under study and help the researcher fulfill the requirements for attaining the master's in leadership and Corporate Governance degree.

Bindura University of Science Education

The study will provide literature for other scholars who may want to carry out research or make references in leadership succession planning for the public sector since it will be placed in the Bindura University of Science Education library. This means findings of the study can be used as secondary data.

1.10 Limitations

The limitations of the study included time to complete the study which was exacerbated by constant power cuts and bad weather which affected quality supply of power to laptops. However, to mitigate this the researcher had to purchase extra solar batteries and more solar panels with higher wattage. The other limitation which affected the study was lack of viable internet service therefore the researcher had to rely on internet services from his workplace. On the other hand, other challenges which the researcher encountered was the lack of the availability of enough financial resources due to non-payment of salaries on time. To mitigate this the researcher sought assistance from his wife who was very instrumental towards the completion of this study.

1.11 Delimitations of the study

The study was delimited to Ruwa local authority in Ruwa Zimbabwe. The study was also delimited from 2016 to 2022.

1.12 Chapter summary

The study presented the background of the study, the statement of the problem, the research objectives and questions. The study then discussed the significance of the study, the research hypothesis, the limitations and delimitations of the study. The next chapter was a discussion of the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study's backdrop, the problem description, the research objectives, and the research questions were all addressed in the preceding chapter. The importance of the study, its limitations, and delimitations were then discussed in the chapter. The theoretical foundation that underpins succession planning is presented in this chapter. It makes an effort to contextualize succession planning in the context of local government, with a focus on the Ruwa Local Board. The connection between succession planning and service delivery is also explained in this chapter.

2.1.0 Theoretical Framework: Transformational Leadership Theory

Transformational leadership is a form of new thinking in leadership theory and practice. It has departed away from the stick and carrot approach which has been dominant in the transactional leadership approaches Lola, and Paul, (2018). In addition, transformational leadership culture is premised on the notion of one family, purpose and mutual respect. Under transformational leadership subordinates are challenged to think beyond their comfort zones Alalfy and Elfattah, (2014). Under a transformational leader, attaining long-lasting goals is expected rather than short term goals. In addition, transformational leaders seek to transform the organisation to an environment which perpetuates the greater good over individual interests Ali and Mohamed, (2003). As a result, employees are empowered to take part in overall organisational decision-making process and act as champions for stating the vision of the organisation. Under transformational leadership challenging the status quo becomes a regular occurrence for the transformational leader. However, a fundamental key in a transformed personal commitment helps to develop employees and provide a culture of creative change and growth rather than one which maintains the status Arham, (2014). The significance of this theory is that transformational leadership has been viewed or considered as the only solution to organisational success and leadership succession.

2.2 Leadership Succession Planning Strategies that have been put in Place in Local Authorities

According to Monyei, Agbaeze, Isichei, (2020) succession is a process where power is transferred within an organisation be it private or public. Furthermore, succession is a process where an incumbent leader within an organisation works with his or her subordinates hence the leadership is soon passed on to a subordinate Monyei, Agbaeze, Isichei, (2020). The underlying concept under leadership is that succession is the placement of a leader within an organisation Akinyele, Ogbari, Akinyele, Dibia, (2015). In addition, succession planning is a systematic process of leadership preparation and nurturing for the future and a way to establish a diverse pool of leaders who are well-equipped and prepared to fill in leadership position within an organisation Ahsan, (2018). This is also a system of identifying critical management skills for different positions which can start at multiple levels within the organisation and starting from any level.

There are five types of leadership succession which are relay succession or crown prince/ princes of crown hair succession, non-relay succession or horse race, outside succession, coup d'état, and the boomerang Saller and Rahman, (2017). The relay succession is a situation in which management within an organisation identifies a potential employee within management as their heir in advance from the actual transition Monyei, Agbaeze, Isichei, (2020). Relay succession is undertaken to minimise the risk of selecting the wrong candidate hence capitalize on the successor's industry experience Saller and Rahman, (2017). In addition, non-relay succession or the horse race plan involves a competitive process whereby candidates for leadership proposed undertakings entails the involvement of employees whereby the candidates for leadership positions are made up of employees within the organisation and these have to go through several screening or filtration stages which might involve a thorough check into professional competences Saller and Rahman, (2017). This is in addition, to fulfilling several criteria set by top management within an organisation. On the other hand, outside leadership succession planning is a plan which takes place when a candidate for leadership position is hired from outside an organisation Saller and Rahman, (2017). Such an approach has been found to produce stronger results than internal relay-based method, especially organisational instability is quite high Toliver, (2017). However, coup d'état has been considered as a non-organisational plan. Under such a scenario a stakeholder or a coalition of stakeholders force the succession transition Andiana, Simona, Andrea, and Ionut, (2020). This has often been cited as a power grab approach which take place when the stakeholder

is not satisfied with other factors of organisational management. On the other hand, the boomerang leadership succession planning is a plan which brings back a previous leader to lead the organisation Prasetyo, and Riyadi, (2021). Such an approach can be adopted when there are no candidates who may be suitable for such a leadership position or when the organisation needs a stronger leader to tackle organisational instabilities Saller and Rahman, (2017).

However, there have been some shakeups within the labour market over the years due to changes in demographic and social trends to increase the competition for talent between the public and the private sectors Azie, (2017). Such trends have led many public organisations to have scrutiny concerning their approach in managing talent and consider adopting strategies similar to those of the private sector for attracting and retaining talent. Whilst such an undertaking has been successful in some organisations there are challenges which have been endemic within the public sector which have made succession planning difficult Rothwell, (2000).

According to Thomas (2018), maintaining innovation and initiatives in the face of shifting governments, politics, and agendas is one of the toughest problems in the public sector. According to Nkondola (2019), leadership has been defined as the process by which one or more people persuade a group to take a particular course of action. Additionally, Messick and Krammer (2014), who were mentioned by Nkondola (2019), noted that a person's ability to demonstrate leadership attributes depends not only on his or her own traits and abilities but also on the circumstances and surroundings in which they are present. However, strategic leadership is about adjusting to change, and bigger changes necessitate bigger leadership. Han, Montes, Ullah, Zada, Memon, Khattak, Gani, Zada, and Araya-Castillo (2022).

However, Capon (2016), referenced in Nkondola (2019), defines strategic leadership as the capacity to persuade a group of people to pursue organizational objectives. According to the author, effective leadership possesses a strategic vision and is persuasive when putting a plan into action to produce measurable results. Lynch, 2015, referenced in Hassan, (2016) added that strategic leadership often entails speaking with and listening to people inside of an organization with the primary goal of disseminating knowledge, creating and inventing new areas, and finding solutions to issues. Allocating resources to support the selected plans is the process of strategic leadership.

The many managerial tasks required to implement strategic controls that monitor progress, put strategy into motion, and ultimately accomplish organizational goals are all included in the strategic leadership process. Anderson, Li, Hayes (2022). According to (Abdikarim, 2017), there is no question that strong organizational culture and effective organizational leadership are two factors that contribute to the success of organizations as well as motivate goals and objectives. Therefore, weak leadership can have a negative impact on strategy execution. However, Sheehan, Grant, Garavan, (2018) pointed out that weak leadership can wreck the best strategy and at the same time forcefully execute a poor plan which can surprisingly bring success to an organisation. So, organizing resources and directing their use both inside and outside of an organization are all part of implementing a strategy (Abdikarim, 2017). In addition, strong and efficient leadership is a prerequisite for the success of a strategy's implementation. However, there are other ways to gauge a leader's efficacy. When followers perform well, when followers are satisfied, and when significant improvements result from successful implementation, leaders are deemed effective. Gani and co. (2022).

According to Monyei, Ukpere, Agbaeze, Omonona, Kelvin-Iloafu, Obi-Anike, (2021), a thorough leadership succession planning strategy entail several undertakings which serve as a road map to establishment of successful leadership. However, Monyei et al., (2021) pointed out that there is no such a thing as a one-size-fits all solution for leadership succession planning as a result organisations need to adopt different succession strategies for succession to be successful. The first strategy is to assess critical job with regards to skills and training experience which leaders may expect from their subordinates Monyei, Agbaeze, Isichei, (2020). From a management assessment perspective leaders should look for performance and potential for advancement hence they should identify notable talent at the company's top two or three levels. A further strategy is to look for formal education, leadership and management training, coaching or mentoring, for improvement. Management should analyse key talents, the primary need of skills for the next level and strategies for potential future leaders Gani et al., (2022). Furthermore, an annual assessment should be undertaken to track employee development plan's implementation and the adoption of a transition strategy to select from the talent pool to fill in the vacancies Ahsan, (2018). In addition, internal capabilities, talent pooling planning, and future succession and replacement training are the three types of leadership succession planning Monyei et al., (2020).

Therefore, the management of talent creates wealth in business where capacity can be built from the different competences developed. Talent management is an integrated set of processes, programmes, and cultural norms in an organization, designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs, (Global Entrepreneurial Talent Management 2020). Due to tough competition in every sphere of business world today, organizations are vying for the best people from the job market. As a result, attracting the best talent from the job market requires a lot of competence, expertise and experience. This is caused by firms shifting from an industrial to a knowledge-based economy as desired by the state, talent management is of greater concern in firms, not only as a buzzword, but as an area of expertise that has to be developed and well addressed to encourage better transition to a new competitive environment where its outcomes can be assessed and appraised deservingly Monyei et al., (2022). According to European Center for the Development of Vocational Training (2015), between half and two thirds of EU firms meet genuine skill shortages: inability to find job applicants with the right skills, despite their willingness to pay the price for the skills sought.

While in the past, manpower faced the challenges of occupation shortage, modern organizations are dealing with talent scarcity, and demand for talents is much higher. As a result, talent pool and talent management across the globe have been targeted, and economists have shown that finding talented people, as one of the world's most valuable products, has been a challenging task. Global talent shortage is a problem. The Annual Global CEO 22nd Survey (2019) reveals that company leaders not just in Africa agree that they are already having trouble finding the talents they require. According to the report, at least 79% of CEOs throughout the world are worried about the lack of crucial talents. This percentage increased to 87% among corporate leaders in Africa, with 45% stating that they were "very concerned."

The current skills gap is having real effects, according to Industrial Psychology Consultants IPC (2017). 65% of African CEOs (globally: 55%) mentioned that the gap was preventing them from effectively innovating, and 59% (globally: 47%) acknowledged that their quality standards and customer experience were being compromised. Additionally, 54% (globally: 44%) acknowledged that they were falling short of their growth goals due to a lack of suitable capabilities.

In this day and age, reskilling and retraining are essential. According to the Annual Global CEO 22nd Survey (2019), 47% of respondents from Africa (worldwide: 46%) acknowledge the need of

upskilling and retraining as the most important initiatives required to bridge skills gaps in their firms. A solid pipeline of skills coming directly from educational institutions was also cited as a crucial step by 22% of CEOs in Africa (17% globally) (Annual Global CEO 22nd Survey, 2019). According to Shango (2019), organizations must define their current and future workforce needs, take into account the impact of emerging technologies throughout their value chain, from strategy to execution, and train their employees to be fit for purpose in order for these initiatives to be successful. Businesses must adapt in order to survive, as shown by the Annual Global CEO 22nd Survey (2019), since the skills gap is a major obstacle to enterprises fully realizing the potential of emerging technology.

Talent scarcity is a major concern in Asian Market. According to Korn Ferry (2018), an employment and recruitment agent reveals that Asian Companies must work to mitigate this potential talent crisis now to protect their future because if left to run its course, this shortage will severely impact the growth of markets across Asia Pacific, with an imminent talent deficit of more than 12.3 million workers by 2020, rising to a shortage of 47.0 million workers and \$4.238 trillion in unrealized annual revenue across the region at 2030. From the argument, it is already a major issue and shortages of skilled talent will continue to impede growth. If not addressed, it could lead to a significant impact on major Asia Pacific (APAC) economies by 2030. Africa is a hub of talent scarcity. The talent shortage is also one of the complex reasons surrounding unemployment in Africa, and particularly the sub-Saharan region, (Lago, 2019). Though Africa is not alone in the skills gap: nevertheless, by 2030 the demand for a skilled workforce will exceed supply worldwide, possibly resulting in an overall global talent shortage of more than 85.2 million people, (Lagos, 2019).

The World Bank (2017) noted that Sub-Saharan Africa's economies experienced a modest recovery, with gross domestic product (GDP) growth in the region rising to 2.4% in 2017 from 1.3% in 2016. This moderate pace remained below population growth, making it difficult for countries to make a significant dent in poverty unless greater efforts are undertaken to increase efficiency of investment and to pursue new drivers of sustainable growth. According to World Bank (2017), investing in fundamental skills for all is a win-win approach that would allow African governments to enhance productivity growth, promote greater inclusion, and ensure the adaptability of the workforce to the markets of the future.

The Fourth Industrial Revolution is producing cutting-edge technology. According to Shango (2019), the Fourth Industrial Revolution will cause change at an unprecedented rate, leading to more improvements in the next 10 years than in the previous 250. This will undoubtedly have a variety of possible socioeconomic effects, including the emergence of new vocations, working styles, skill requirements, and tools to improve employees' capacities, as well as significant disruptions to labor markets. According to Lagos (2019), as this is happening, Africa would also go through unheard-of demographic changes. The continent's workforce is expected to grow by more than the rest of the globe combined between now and 2030 as more of its young population enters the workforce.

In Africa, between 15 and 20 million young people are expected to enter the labor annually during the next 20 years, according to the World Bank (2017). More over a quarter of the world's population under the age of 25 will reside in Africa by 2030, making nearly 60% of the continent's total population. By that time, Africa would be home to 15% of the world's working-age population and more than 700 million people will live in metropolitan areas. The continent must therefore acknowledge the importance of this opportunity to promote equality and economic prosperity through the development and implementation of future-ready initiatives for education and job creation even as it faces unprecedented technological disruption.

2.3 Leadership Succession planning on service delivery by local authorities

According to Saller and Rahman, (2017) significant attention has been paid concerning the impact of leadership succession planning on organisational capacity or inability to implement strategies in many public sector organisations around the world and on service delivery. Literature has pointed out that leadership succession planning affects an organisation's long-term strategic priorities, initiatives and viability because organisations need to have the right people in the right place to meet an organisation's strategic goals Gani et al., (2022).

On the other hand, Saller and Rahman, (2017) proposed a leadership succession within the public sector through using a cycle-based process. Such a cycle starts with an analysis into an organisation's strategies which will be assessed, basing on the progress towards attaining or achieving an organisation' goals. Such an undertaking by management enables a suitable leader to be identified based on the organisation's needs instead of choosing a leader basing on his or her

capabilities Monyei et al., (2022). The second stage means candidates are identified basing on the position's requirements. This is then followed by a development process to pinpoint the best personality and to train-related soft skills as well as the ability to lead others Lago (2021). The next step involves the assessment and evaluation of the candidate before the decision is made regarding the selection and placement of a leader. The last step then involves the assessment and planning initiative to look for effectiveness of the recruitment and selection process. Such steps feed into the organisational assessment strategies which would be jointly determined by the leader with top management and to be received once the new leader is required Saller and Rahman, (2017).

Therefore, studies have indicated that many government departments encounter challenges with regards to quality service delivery as a result of poor continuity and consistence on service delivery. In situations where many employees within a public organisation department retire en-mass there are challenges which can result in the loss of skilled personnel leaving behind non-skilled employees which in the end will result in poor service delivery Govender, (2021). However, a study which was conducted in Namibia in the Katima Mulilo Town Council (KTMC) indicated that due to poor leadership succession planning this resulted in a number of challenges such poor solid waste management, poor town planning, inadequate housing hence poor quality service delivery Govender, (2021). This then resulted in poor service delivery were lack of community participation, lack of leadership, inadequate service delivery skills, financial difficulties, corruption and ineffective strategic management Govender, (2021).

2.4 Effectiveness of transformational leadership on service delivery in local authorities

However, for leaders to be effective there are certain characteristics that they are expected to exhibit among them efficient coaching skills, confidence in what they do, consistency between word and action, creativity, emphatic listening, visionary, that is turning ideas into product and services, the ability to inspire long-term focus, the ability to balance between individual needs and team needs and the willingness to share responsibility Gani et al., (2022). Effective leaders understand the importance of this process Monyei et al., (2022). On the other hand, John Kotter studied leaders and organizations for over three decades and found that effective leadership is rooted in eight stages of change that build on each other to form a process for leading transformational change. In addition, effective leaders establish a sense of urgency, form a powerful guiding coalition, communicating the vision, empower others to act on the vision,

consolidate improvements and produce more change and institutionalize new approaches. Failure to adhere to these principles can result in leadership ineffectiveness at the same time, the same framework can be used to measure leadership effectiveness.

Effective leaders, on the other hand, clearly define the task, remove obstacles in the way of task completion, and increase possibilities for work-related pleasure and performance improvement. Therefore, there is a link between leadership style and the execution of a strategy. Toliver, (2017). (2017). Due to the instability in the environment, several organizations have recently developed greater organizational flexibility by switching from a hierarchical structure to more modular forms. Simona, Andrea, Ionut, Andiana (2020). Decentralization and delayering have, however, been used to address responsibility for the use of resources and power in organizations. In view of intense competition due to the forces of globalisation there are critical determinants in the success of an organisation Hassan, (2016). The task and roles of employees mandated with strategy execution which are the middle level managers in new structured organisations have been under scrutiny Gani et al., (2022).

However, strategy implementation also requires transformational leadership. Transformational leaders are more people-focused than task-focused and are always interested in seeing growth and development in the people they lead (Abdikarim, 2017). This does not mean a transformational leader cannot be task-focused - in fact, many are, but they know how to encourage loyalty and motivate others to work toward common goals and visions. Transformational leaders appear to be much more likely to take risks Barnes (1995). In addition, transformational leaders are comfortable with making changes when problems come along, and are not afraid of conflict and confrontation for the betterment of the team.

However, transformational leaders also tend to have more committed and satisfied followers Moneyi et al., (2022). Moreover, transformational leaders empower followers and pay attention to their individual needs and personal development, helping followers to develop their own leadership potential. However, transformational leadership will not be discussed in detail in this paper but instead transactional leadership (Abdikarim, 2017). However, the essence of discussing transformational leadership in this paper was because transformational leadership is a product of

transactional leadership and both are part and parcel of the leadership discourse and they complement each other.

Gani et al., (2022) conceptualized leadership as either transactional or transformational. On the other hand, Monyei et al., (2022) indicated that transactional leaders are those who lead through social exchange. They offer financial rewards for productivity or withhold the rewards for employees if they lack the capacity to be productive. However, historians, and sociologists have long recognized leadership that went beyond the idea of a social exchange between leader and followers. Weber's (1924/1947) examination of charisma epitomized such study. In addition, both psychology and economics supported contingent reinforcement that is the offering of a reward or compensation for a desired behaviour as an underlying concept for the study of leadership. Leadership was seen primarily as an exchange process Winfred, (2016).

As early as the 1980s, as well as much of the research with the Full Range of Leadership (FRL) model Winfred, (2016), indicated that contingent reward is reasonably effective under most circumstances. In addition, active management-by exception, that is, corrective leadership for failure of a follower to comply is more varied in effects, and passive management-by-exception is viewed as an effective act of leadership. According to Pita and Dhurup, (2019) the whole essence behind transactional leadership the idea of reward is premised on the idea of carrots for compliance or punishment with a stick for failure to comply with agreed-on work to be done by the follower.

However, very few organisations in the public sector around the world have robust succession planning strategies in place. According to Pita and Dhurup, (2019) in South Africa since its transition from apartheid there has been a scarcity of documented evidence concerning the implementation of succession planning initiatives within the public sector. In addition, literature on public sector succession planning has been quite scarce with sketchy evidence Pila and Dachapalli, (2016). However, there is very little evidence whether succession planning is practiced within the public sector to ensure that employee skills are transferred before employees leave an organisation.

2.5.0 Challenges which are faced by local authorities in adopting and implementing succession planning.

Resistance to change resistance has been perceived as an irrational and problematic behaviour which needs to be dealt with in any change management undertakings and it has therefore has

several definitions Pita and Dhurup, (2019). According to resistance to change is an ongoing problem for change managers hence this lies at the heart of most change programs. In addition, resistance has been seen as a behaviour which is intended to protect an individual from effects of real or imagined change Abdikarim, (2017). However, resistance to change despite bad connotations which are connected to with it has it has its own benefits.

2.5.1 Benefits of change

As noted by Towers (2003) properly managed change in an organisation can result in positive development for a wide range of individuals as well as organisations. In addition, change can contribute to solutions which can result in survival, growth, profitability and innovation in an organisation; private or public. For employees change can imply more opportunities for career advancement and customers can benefit from products and services which better meet their needs and therefore improve their satisfaction generating more profits and company survival. Successful change can be beneficial but if the intended goal fails to be achieved the desired outcomes can lead to negative consequences in terms of profits, customer confidence and attract negative publicity in an age of information superhighways Sheehan, Grant, Garavan, (2018) indicated that, managers can be fired, shareholders can lose dividends, employees may lose their jobs and customers become dissatisfied.

According to Hayes, Anderson, Li, (2022) business reality has been modified in the past few decades often characterized by change which is necessary to remain competitive in a technological dominated environment. As noted by Azie, (2017) the main factors or drivers to change and its increased pace is necessity for change especially in the fast-moving environment where organizations operate in the face of fierce competition and where new players in the production of goods and services have entered into the market place challenging existing players.

2.5.2 Forces that have contributed to change

However, Davies, (2018) highlighted that some of the major forces that have contributed to change are globalization coupled with increased competition, technological advancements and leadership innovation in the production of goods and services, and shifts in consumer tastes and changes in culture Abdikarim, (2017). As a result, these factors demand organisations to adapt and adopt such forces in order to maintain a competitive position in the business environment. Change has not

been driven by external forces alone but also by internal factors such as low productivity which in some cases has resulted in the shortages of products and services on the market thereby creating changes for competitors to take over resulting in a shift of customers and the possible closer of such organisations.

2.6 Empirical Evidence

The results of a study by Gani et al. (2022) in the UK on strategy implementation and public sector performance revealed that for public organizations to perform at higher levels, there must be a fit between their strategy orientation and execution style. Additionally, a study that looked at the relationship between Dutch towns' performance and strategy The study's findings made it abundantly evident that economic, social-cultural, and ecological capital all had an impact on the organizational performance of towns.

However, a study by Winfred (2016) on the relationship between strategic management and business performance in the Nigerian banking sector found that strategic management had an impact on organizational performance. Additionally, Winfred (2016) conducted a study in Zimbabwe to determine the effect of organizational culture and strategy implementation on the performance of commercial banks there. The study's findings showed that culture and strategy implementation had a statistically significant and positive impact on the performance of commercial banks.

Waititu (2016) conducted a study in Kenya on the relationship between strategy implementation and performance in Commercial Banks in Nairobi County, and the results showed that commercial banks that invested heavily in innovation, effective communications systems, inspirational leadership, functional organizational structure, and cultures attained a higher level of strategy implementation and organizational performance. Kihara, on the other hand, stated that there were challenges that affected strategy implementation and organizational performance, such as organizational culture, organizational structure, organizational leadership, and resource availability, among other factors (2019). Top management had to step in and establish more precise policies, a roadmap for implementing strategies, allocating resources, and aligning organizational structures with corporate strategies in order to address these issues. Therefore, with such interventions, organizations are able to succeed in the process of implementing their strategies and enhance their performance Nkondola (2019).

2.7 Summary

The chapter presented the theoretical framework, then it went on to discuss the main theories underpinning the study and these were to find out succession planning strategies that have been put in place in local authorities to determine the impact of succession planning on service delivery by local authorities. It touched on the effectiveness of transformational leadership as an important aspect of succession planning, on service delivery. The chapter also looked at the practice of succession planning by local authorities globally. The next chapter presented the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The previous chapter presented the literature review. This chapter is going to present the research paradigm, the research design, its population, sampling techniques, the research instruments to be used and the ethical considerations. In addition, the chapter is also going to present the advantages and limitations of the above-mentioned elements which form the bulk or bases of chapter three. A research problem under study's information is identified, chosen, processed, and analyzed using certain procedures or techniques known as methodology. The research methodology also enables the reader to assess the general validity and dependability of a study. A research technique is the main premise that directs a research project, according to Creswell (2016). There are several different research methodology kinds, including qualitative, descriptive, quantitative, analytical, applied, exploratory, survey, and case study research.

3.1.0 Research Philosophy

A research paradigm is a philosophical framework which underlines a research. This provides a pattern of benefits and understandings from which theories and practices of a research operates from and these include epistemology and research positivism (Kelly, 2016).

3.1.1 Positivism

The purpose of utilizing such a method is to establish specific facts or reasons of a phenomenon that is being studied. Research procedures that are frequently employed in science are the foundation of positivistic approaches to study. The primary goals of positivism are to recognize, quantify, and assess phenomena. In addition, positivism seeks to establish casual links and rational explanation and relationship between variables. Khan, (2016). However, the types of positivism research approaches include surveys, experimental, studies, longitudinal studies, and cross-sectional studies Neuman, (2018). The study adopted the positivism approach to produce objective and non-biased results.

3.1.2 Phenomenological Approach

The approach indicates that human behaviour is not as easily measured as phenomenon in natural sciences. Human behaviour is shaped by factors which can be observed such as inner thoughts which can be hard to generalise. Therefore phenomenological approaches are concerning with understanding behaviour from the participants' points of view. Phenomenological approaches include case studies, action research, ethnography (participant observation), participative enquiry, feminist perspectives and grounded theory Kelly, (2016). In this study the researcher is going to adopt a case study approach. However, the instrument was used for this study included interviews and questionnaires. The researcher adopted positivism and epistemology so as to increase the validity and reliability of the study as well as reduce bias in the researcher results or findings.

3.2.0 Research Approach

This is the plan and the procedure which consists of the steps or broad assumptions to detail method on data collection, analysis and interpretation Neuman, (2018). This is based on the nature of the research problem under study. However, there are three different ways that can be employed to conduct a study: mixed, qualitative, and quantitative. However, there are two types of research methods: exploratory and descriptive. This research used a descriptive approach. In order to avoid research bias and achieve triangulation through the use of various research methods, the study also combined qualitative and quantitative research.

2.3.0 Research Strategy

A research strategy provides the overall direction of the research including the process by which the research is to be conducted. Because this research is going to focus on Ruwa Local Board, it adopts a case study approach because it is not going to study any other local authorities in Zimbabwe. In short the study was delimited to Ruwa Local Board.

3.4.0 Sampling

The main advantage of sampling is that this can be cost effective and involves less time. This study used probability and non-probability sampling to increase the validity and reliability of the research results.

3.4.1 Units of Analysis

The units of analysis for this study included management in Ruwa Local Board who are responsible for service delivery to Ruwa in general. These included 79 top and middle managers and lower level managers (supervisors). The reason for choosing sample units from leadership position is to reduce chances where the researcher may end up including managers who have nothing to do with service delivery of service such as those from marketing or from the maintenance departments which in the end may produce biased results.

3.4.2 Sample Size Determination

Employees at the Ruwa Local Board offices in Ruwa made up the research sample. In this framework, other significant players are equally taken into account. The responders were picked based on the size of the investments they are anticipated to make as well as the level of expertise they are anticipated to have. The sample must share some traits with the population in order to get the anticipated results in relation to the research objectives. Robert V. Krejcie and Morgan, Daryle W. developed a formula in 1973 that was used to determine the sample for this investigation. The equation indicates that;

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

S = necessary sample size

X = Z Value (for example 1.96 for 95 % confidence level)

N = Population proportion (expressed as a decimal) (assumed to be 0.5) (50 %)

d = Degree of accuracy (5 %), expressed as a proportion (0.5) it is margin of error.

The sample for this study was made up of 122 respondents who were chosen from the Ruwa Local Board in Ruwa, which is in charge of formulating policies related to leadership succession planning, despite the fact that the projected population for this study was 180. 43 of them took part in interviews, while 79 of them completed questionnaires.

3.5.0 Sampling Techniques

3.5.1 Probability sampling

In probability sampling each population member has a known zero-chance of participating in the study. In addition randomization or chance is the center of probability sampling. Furthermore, the sampling technique use the form of random selection. As a result, the application of the method

offers the highest chance of establishing a sample that is truly reflective of the entire population and in this study the entire population included all employees who work at Ruwa Local Board and are in leadership position and service delivery.

3.5.2 Non-Probability Sampling

Such techniques are a more conducive and practical method for researchers when researchers use case studies in the real world. Furthermore, getting resources using non-probability sampling is faster and more cost-effective than probability sampling because the sample is known to the researcher. Therefore a combination of probability and non-probability reduces research bias on the study was undertaken at Ruwa Local Board because the use of one single research method reduces the reliability of research result hence it might be difficult to determine the causes of good or poor service delivery at Ruwa Local Board.

3.6.0 Data Collection Techniques

The study used a questionnaire for data collection as well as interviews

3.6.1 Questionnaires

A self-administered questionnaire is one that the responder, rather than the interviewer, fills out. A questionnaire requests a written response from the respondents and offers information in accordance with the research question Kelly (2016). A good questionnaire should have three qualities: clarity, absence of leading questions, and complicated questions. As a result, questionnaires encourage the use of straightforward, understandable questions that people can interpret and understand (Neuman, 2018). Both closed-ended and open-ended questions were included in the questionnaires, allowing respondents to fully express their responses. Closed-ended questions only allow for a simple yes/no response. The use of questionnaire increases data collection and analysis of data as compared to in-depth interviews. The other reason for using questionnaires is that the results remained objective and non-biased.

3.6.2 Interviews

The researcher used face-to-face interviews as another main research tool in soliciting data. Interviews will be conducted with respondents and the research questions were used as a guide in the interviews. These give the opportunity of instant feedback and enable probing of complex answers. There are two forms of face-to-face interviews namely individual and group interviewing. The researcher will use individual interview to collect information. The interviews to be employed

by the researcher are in-depth in nature. This is high due to the desire by the researcher of encouraging respondents to go deeper and deeper into their levels of thought (Creswell, 2016). The researcher will choose in-depth interviews because the researcher may want to thoroughly analyze the relevance as well as the reliability of information from respondents who work in Ruwa Local Board.

3.7 Validity and Reliability

Validity implies to the ability of the research instruments to provide the much needed data for the study Kelly, (2016). This ascertains data collection instruments ability to be understood and answered in the form to which the researcher would understand. The main purpose to have a questionnaire was to allow participants to provide findings in the same context as the researcher. The researcher took measures to ensure validity and reliability to which the researcher asked independent people to pre-test the questionnaire. The pilot study enabled the researcher to correct some of the questions which may sound vague to the participants and make them clearer to the participants. The sampling procedure was very instrumental in making the data valid and reliable; the study adopted a purposive sampling to which people with reliable information participated in the study.

3.8 Data Presentation and Analysis

The researcher used SPSS and Microsoft Excel to generate pie charts, tables and graphs which were generated from primary data that was generated from the distributed questionnaires.

3.9 Ethics

The majority of these ethical concerns were addressed throughout the exercises for data collecting and questionnaire administration. For instance, obtaining a prior informed consent entails making sure that all possible study participants are made aware of the researcher's visit well in advance.

Confidentiality issues were guaranteed as was shown on the introductory remarks on the research instrument which was the questionnaire. Before each formal interview will be done, the researcher will make sure that the purpose of the study is explained to the respondents. Permission to carry out the research will seek from the Bindura University of Science Education. In addition, research

ethics are standards of behaviour which are used to guide the behaviour of the researcher and the respondents.

These also include moral choices. The main purpose of research ethics is to make sure that subjects especially human beings under study are not harmed prior to the research once contacted by the researcher, during the research and after the research has been completed. Ethics in research also include privacy in this case the privacy all respondents to the study were never revealed by the researcher to anyone including to the university staff and students. The researcher ensured that the respondents' anonymity will be maintained in that nothing on the respondents were not taken such as images, their voices and any other identities and the research be done through the full consent of the participants.

3.10 Summary

The chapter looked at the respondents who were to take part in the study and these were chosen from Ruwa Local Authority. Such a sample had an ideal of what leadership succession entailed. In addition these included administrators and counsellors. The chapter then concluded with the research ethics. The next chapter presented the data analysis and presentations.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The previous chapter focused on the research methodology that was used by the researcher to carry out the study. It provided a report on the methods that were used by the researcher to collect data from respondents. This chapter forms an integral part of the research work as it presents the results of the research. It focused on presenting and analyzing data obtained from interviews and questionnaires. Additionally, tables, graphs, and charts were included with the data. The data collected will be tabulated in this chapter and the findings were discussed. In data analysis, rankings and percentages of frequency of occurrence were used. The data collected from questionnaires and interviews was evaluated and presented using statistical software called SPSS and Microsoft Excel.

4.1 Presentation of results

4.1.1 Questionnaire Response Rate.

The response rate indicates the magnitude or the degree of response from the data collection methods used by the researcher. These methods of data collection include questionnaires and interviews. These methods were weighed and found to be very resounding. The response rate of the questionnaires was calculated using the following formulae:

$$\text{Response rate} = 79/85 \times 100/1$$

$$=93\%$$

Table 4.1 below shows the response rate from the questionnaires distributed.

Table 4.1: Questionnaire response rate

Response Rate				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid returned	79	92.9	92.9	93
Not returned	6	7.05	7.05	7.0
Total	85	100.0	100.0	100.0

Source: Primary Data 2022

A total of eighty-five (85) questionnaires were sent to Ruwa Local Board. 85 candidates were selected from two from Ruwa Local Board. Out of the 85 questionnaires sent, 79 were returned and 93% was the response rate. The response rate of 93% shows that the data compiled has the majority views of the respondents and in the researcher’s opinion this is reliable enough to achieve generalizations of the research findings. This concurs with Saunders, Lewis and Thornhill, (2009) who indicated that a response rate above 75 % means the sample is representative of the entire population.

4.1.2 Interview Response Rate

Twenty-eight council members, twenty-six members of the ward committee, and fifteen officials were all interviewed.

Table 4.2 below shows the response rate from the interviews conducted.

Table 4.2: Interview response rate

Interview response rate				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Conducted	9	20	20	20
Valid Conducted	8	17.78	17.78	17.8
Valid Conducted	11	24.44	24.44	24.44
Valid Conducted	10	22.2	22.2	22.2
Valid Conducted	5	11.1	11.1	11.1
Valid Conducted	2	4.4	4.4	4.4
Total	45	100.0	100.0	100.0

Source: Primary Data 2022

The response rate of the interviews was calculated using the following formula:

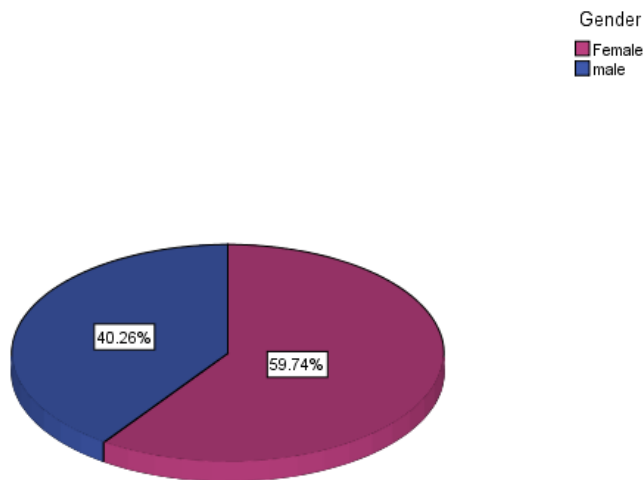
$$\text{Interview Response Rate} = (\text{Interviews Conducted}) / (\text{Total scheduled interviews}) \times 100/1$$

$$\text{Response rate} = 43/45 \times 100/1$$

$$=95.6 \%$$

A total of 45 interviews with employees at Ruwa were scheduled 95.6% responded. 43 of the interviews were successful and 2 failed to take off. 20% of the proportionate council members of the Ruwa Local Board are educated beyond the secondary level, followed by 17.8% of those with a Matric senior certificate, 24.4% of those with diplomas, 22.2% of those with degrees, and 11.1% of those with honors degrees. Interviews are a helpful tool for researchers to utilize if they want to obtain sufficient data that adequately represents the sample population, as evidenced by the interviews' high response rate. The average response rate of 95.6% shows that the data compiled have the majority views of the respondents and in the researcher's opinion this is reliable enough to arrive at generalizations of the research findings.

Jackson and Scott (2002) defined gender as a hierarchical separation between women and men embedded in both social institutions and social practices. For this current research from the 85 participants, it was noted that 40.3% of the respondents were male and 59.77% were female. The findings are shown in figure 4.1 below. This does not affect research findings, but the difference may be attributed to the fact that when the employees were selected to participate, it could be that there were more females than males.



Source: Primary Data 2022

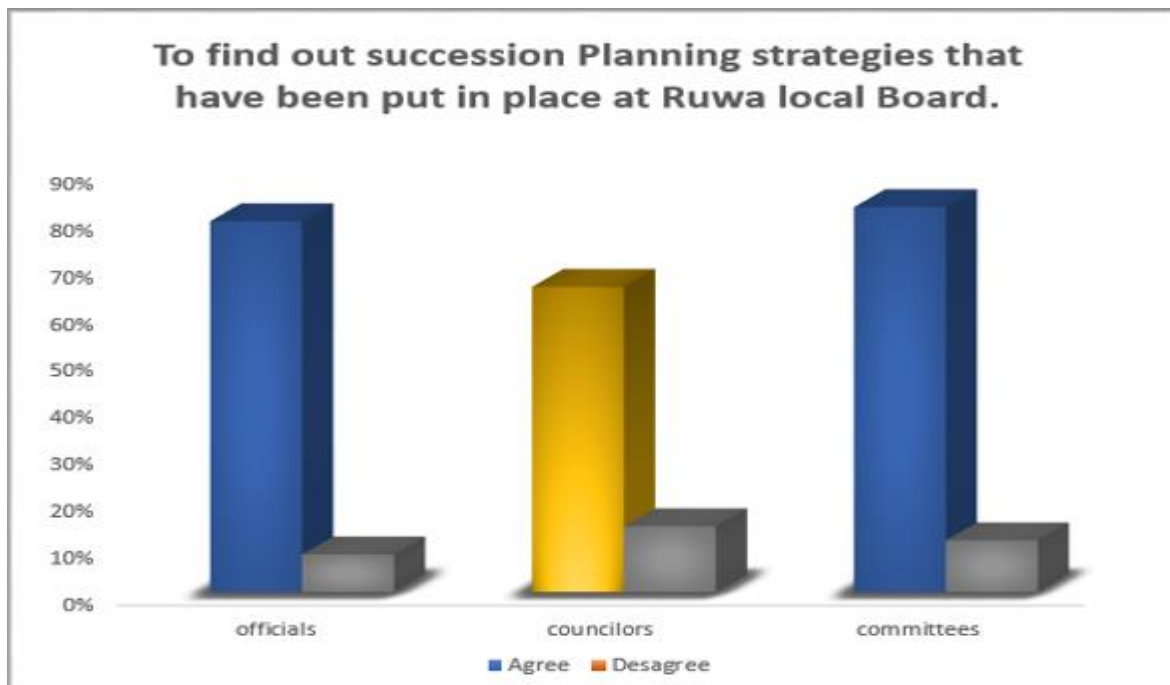
Figure 4.1 Gender

4.1.2 To find the succession planning strategies that have been put in place at Ruwa Local Board

According to Rothwell (2010) there are three main approaches to succession planning strategies with distinct characteristics that promote strategic and proactive approach to ensuring organizations nurture, identify, and recruit leadership to succeed leaders who leave the organization. After analyzing or interview we discover that three strategies have been put in place according to the response which are, Strategic leader development, Emergency succession planning, to build leadership strengths in an organization so that it can reduce its dependency upon the skills, charisma and relationships of the incumbent, and stand strong without his or her presence. The observations above were done concerning the succession planning strategies that have been put in place at Ruwa Local Board.

The findings showed that 20.3 % of the population strongly disagreed the above statement 15.9% disagreed, 18.8% they said they were not able to decide, 25.3% agreed with the statement and 20.3% strongly agreed. The results show that only 45.6% of the respondent could confirm with the 3 strategic points put in place at Ruwa local Board.

4.1.3 Succession planning strategies

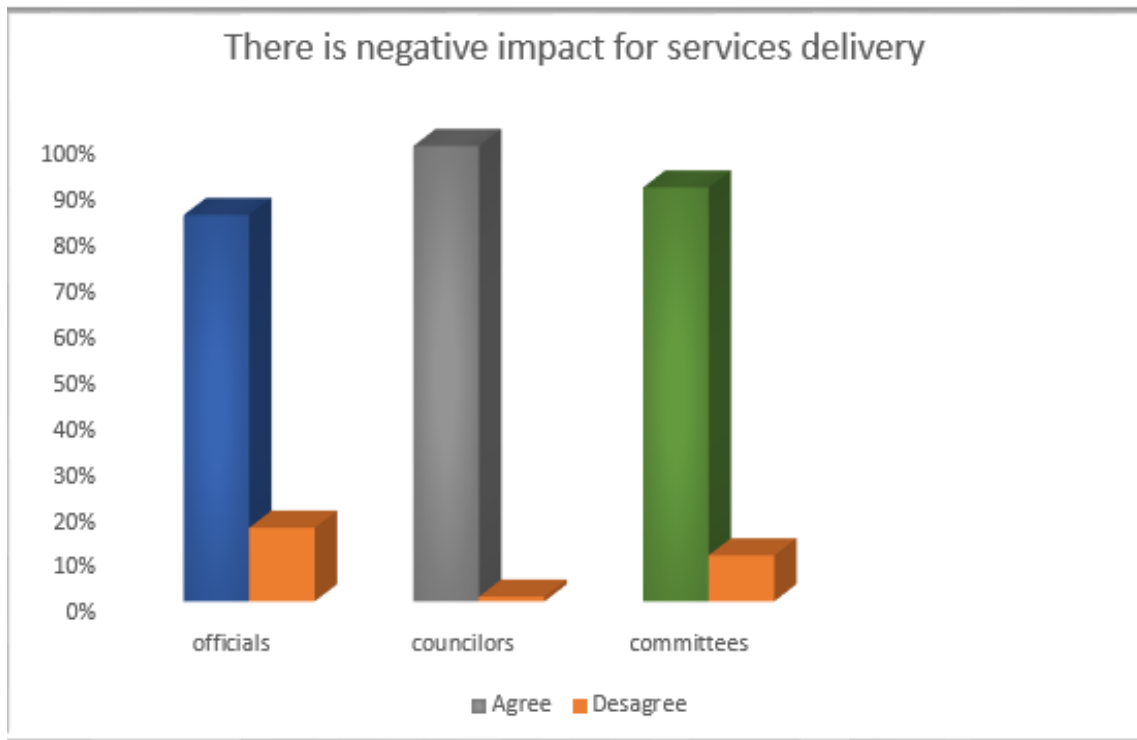


Source: Primary Data 2022

Figure 4.2: succession planning strategies that have been put in place at Ruwa Local Board

Results of participants' involvement in the development of the integrated development at Ruwa Local Board are shown in the figure above. In accordance with the Integrated Development Plan, 79% of officials, 65% of council members, and 82% of committees were reportedly active in succession planning. 8% of employees, 14% of council members, and 11% of committee members claimed not to have participated in the integrated planning's transition. However, Hassan, (2016) cited in chapter 2 pointed out that strategic leadership typically involves communicating with and listening to those within an organisation with the main purpose of spreading knowledge, creating and innovating new areas and solutions to problems.

4.1.4 Negative impact of Service Delivery



Source: Primary Data 2022

Figure 4.3 There is negative Impact of service delivery.

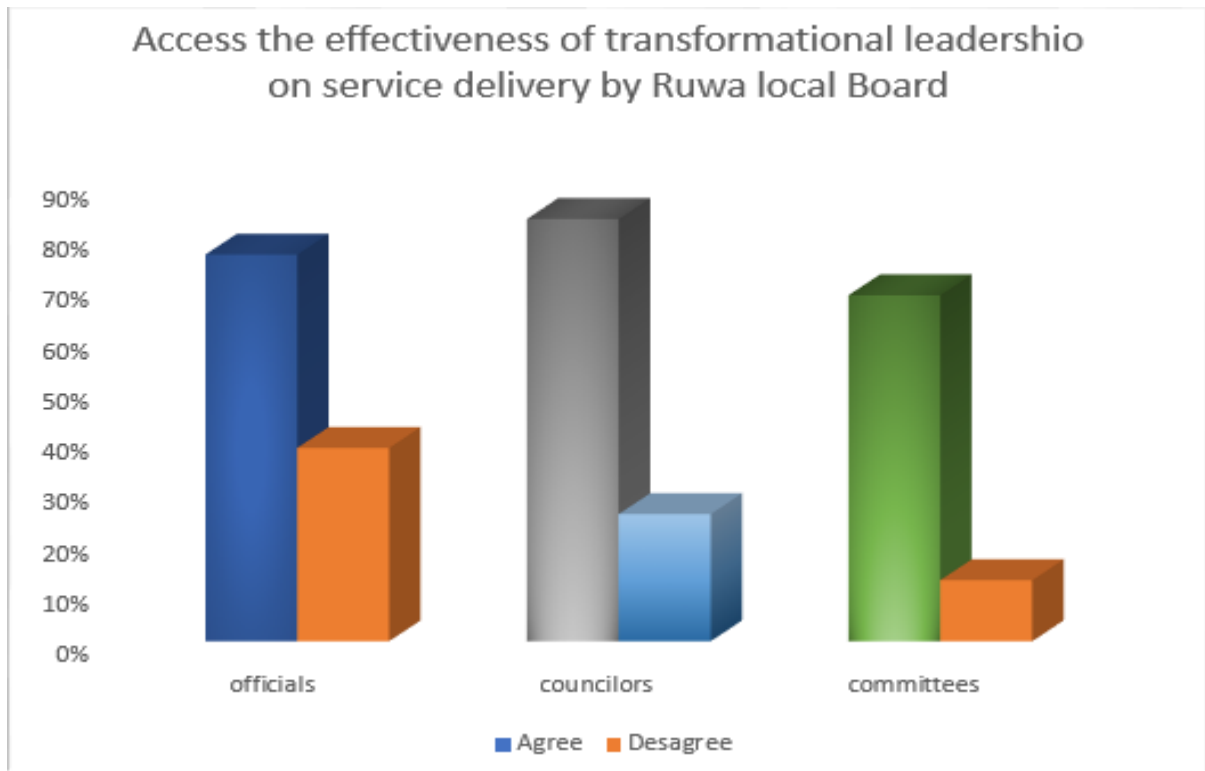
The participants were questioned about any detrimental effects on local authorities' ability to supply services. According to Figure 4.3 above, 84% of officials, 99% of councilors, and 90% of

committee members agreed that there are some effects on Ruwa Local Board service delivery. According to Govender, (2021) cited in chapter 2 studies have indicated that many government departments encounter challenges with regards to quality service delivery as a result of poor continuity and consistence on service delivery. In situations where many employees within a public organisation department retire en-mass there are challenges which can result in the loss of skilled personnel leaving behind non-skilled employees which in the end will result in poor service delivery (Govender, 2021).

4.4 To motivate their response, they mentioned the following impacts to be behind poor service delivery with the first three being mentioned by 99% of the respondents:

There is corruption and prioritizing political party interests over those of the citizenry involvement from politics in administrative matters. Political division and unrest the council has insufficiently skilled employees. The council calculates a fraction of the budget that will be funded by revenue collection when creating the budget. Most of the time, they can't get that estimated portion. This leads to a budget shortfall. The council must be truthful regarding its capacity to generate revenue, deteriorating infrastructure, unauthorized access to services like water, and inadequate revenue collection. In addition, Govender, (2021) cited in chapter 2 further indicated that, the causes of poor service delivery were lack of community participation, lack of leadership, inadequate service delivery skills, financial difficulties, corruption and ineffective strategic management.

4.1.5 Assess the effectiveness of transformational leadership on service delivery by Ruwa Local Board.



Source: Primary Data 2022

Figure 4.4: Assess the effectiveness of transformational leadership on service delivery by Ruwa Local Board

Participants were questioned about the council's income collection procedures. According to Figure 4.4 above, 68% of ward committee members, 83% of councilors, and 76% of employees said the council lacked a reliable procedure for collecting money. 38% of employees, 25% of council members, and 12% of ward committee members said the council had an efficient system. Sheehan, Grant, Garavan, (2018) cited in chapter 2 indicated that successful change can be beneficial but if the intended goal fails to be achieved the desired outcomes can lead to negative consequences in terms of profits, customer confidence and attract negative publicity in an age of information superhighways.

4.5 Succession planning on service delivery by local authorities in Ruwa.

The study's second goal was to determine how succession planning procedures affected the way local authorities in Ruwa delivered services. According to Govender, (2021) cited in chapter 2 a study which was conducted in Namibia in the Katima Mulilo Town Council (KTMC) indicated that due to poor leadership succession planning this resulted in a number of challenges such poor solid waste management, poor town planning, inadequate housing hence poor quality service delivery.

Table 4.3. Succession planning on service delivery by local authorities Ruwa.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387a	.149	.143	.78809
2	.457b [†]	.209	.203	.76144
a. Predictors: (Constant), SUCCESSION PLANNING				
b. Predictors: (Constant), SUUCESSION PLANNING, ESTABLISHMENT				

Source: Primary Data 2022

The model synopsis planning for succession accounts for 14.9% of local government outcomes without the use of a moderating variable. However, after moderating, the percentage of authorities' results changes to 20.9%, indicating that the link has a considerable impact on how succession planning affects authorities' outcomes. This can be attributable to the local board's maturity, which strengthens its four main performance dimensions, namely efficiency, effectiveness, capacity, and sustainability (Brinkerhoff 1991). These results therefore support the summary provided by Rothwell et al. (2010) of the advantages of succession planning, which included; enabling the organization to quickly identify and engage key individuals who are available to fill critical work functions; defining career pathways through an organization; providing for a higher return on investment from employees that results in the right promotion.

Table 4.4: ANOVA

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.240	1	29.240	47.078	.000b
	Residual	166.453	268	.621		
	Total	40.888	269			
2	Regression	40.888	2	20.444	55.261	.000c
	Residual	154.804	267	.580		
	Total	195.693	269			
a.	Dependent Variable: LOCAL AUTHORITIES (OFFICIALS, COUNCILORS, COMMUNITIES)					
b.	Predictors: (Constant), SUCCESSION PLANNING					
c.	Predictors: (Constant), SUUCESSION PLANNING, ESTABLISHMENT					

Source: Primary Data 2022

According to the findings of the analysis of variance, the study produced a F statistic of 47.078 without moderation and 35.261 with a significance level of 0.000. This result demonstrates the connection between succession planning and local government outcomes. The analysis of the data is thus consistent with Govender, (2021) concluded that succession planning aims to address fundamental questions relating to: what occurs in the outside world that can have a direct and profound influence on the personnel plans in the organization that would bring about changes to the quantity and quality of manpower needed to support the mission and vision of an organization.

Table 4.5: Coefficients, Regression Analysis of Succession Planning

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.826	.610		1.354	.177
	Succession Planning	.156	.023	.387	6.861	.000
2	(Constant)	.413	.597		.692	.489
	Succession Planning	.150	.022	.372	6.826	.000
	Establishment	.284	.063	.244	4.482	.000
a. Dependent Variable: local authorities						

Source: Primary Data 2022

The findings in Table 4.6 show that the correlation between succession planning and the intercept of the model without moderation was 0.156. This suggests that a single unit change in succession planning results in a 0.156 rise in stakeholder outcome. As a result, $Y = 0.826 + 0.156 X_1$ is the

fitted model that is obtained. Where X1 is succession planning and Y is the outcome for the stakeholders. The model's intercept changed to 0.413 after controlling for the influence of succession planning on local authorities' outcomes, and the coefficient associated with succession planning was 0.15, indicating that a single unit change in succession planning caused stakeholders' outcomes to rise by 0.15. According to Gani et al., (2022) cited in chapter 2 indicated that literature has pointed out that leadership succession planning affects an organisation's long-term strategic priorities, initiatives and viability because organisations need to have the right people in the right place to meet an organisation's strategic goals.

4.7 Summary

This chapter was used to present and analyze and interpret the data collected from the field. Findings in this results chapter show that Ruwa local authorities face problems with leadership and delivery. Interviews approaches to data analysis were used. Effort was made to make the analysis easy to understand and interpret by making use of graphs and tables. The next chapter highlighted the findings of the research, conclusions drawn from the analysis and the recommendations from research findings were provided

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

A overview of the key findings is provided at the beginning of this chapter. This is followed by the researcher's inferences on the data collected. Finally, the chapter concludes by providing recommendations, based on the information gathered and the findings made during the research and suggestions, for further research in the field of leadership succession planning in local authorities and how it impacts on service delivery.

5.1 Summary

In local government, planning and leadership are crucial. Municipalities' governance and service delivery have not been particularly strong in terms of leadership succession planning, or lack thereof (Schmidt, 2010:7). The purpose of this study was to determine how leadership succession planning affected urban councils' ability to provide services. The dissertation was designed and guided by the main objectives of the study which are:

- To find out if leadership succession planning is practiced at Ruwa Local Board.
- To ascertain whether service delivery and leadership succession planning are related..
- To evaluate the challenges which are faced by Ruwa Local Board in adopting and implementing succession planning.
- To assess the effectiveness of transformational leadership as a model for leadership succession planning and service delivery at Ruwa Local Board.

Investigating how leadership succession planning affects service performance in urban councils was the goal of this study. The research began by giving a brief background of the problem in the first chapter. Research questions and objectives have been outlined and the significance of the study was explained as well as the assumptions, delimitations and limitations of the study. In Chapter 2 literature review was conducted to identify the views of different authors about the problem and findings. Their insights into the subject matter were really an eye opener for the researcher. The conceptual, theoretical and empirical literature reviews have been completed.

Previous research by different authors have helped the researcher to identify the research gap that the current research trying to bridge. This research identified and used an appropriate methodology for conducting the studies that were carried out. It argued that mixed methods have been identified to be an appropriate research approach that achieves the objectives of this research and responds to the questions highlighted by this research. The research methodology was designed to determine the important the impact of leadership succession planning on service delivery in urban councils as outlined in Chapter 3. Then, it highlighted the design that was followed to meet the research aim and objectives. Although this research collected data through different techniques such as questionnaires and interviews were used to collect the primary data that was analyzed in Chapter 4. SPSS and Excel Microsoft were used to analyze the collected data and the main conclusions of this research have been drawn from the interview.

5.1.2 Summary of the findings

In this research we examined the impact of leadership succession planning on service delivery in urban councils, what are succession planning strategies that have been put in place at Ruwa Local Board in Ruwa?, the impact of succession planning on service delivery by the local authority? the challenges faced by Ruwa Local Board in adopting and implementing succession planning? the effectiveness of transformational leadership on service delivery by Ruwa Local Board?

Out of 85 questionnaires and interviews that were administered, seventy-eight (78) were responded to. Based on the objective analysis of obtained data, the major findings and conclusions of this study may be summarized as follows:

Legislation in Zimbabwe mandates that Ruwa Local Board implement succession planning techniques in order to create an integrated development plan that was assembled with consultation. The majority of participants, as shown in Figure 4.1.3.1, contributed to the creation of the current integrated development. According to reports, the committees and council members' involvement in the 326 Planning developments has primarily been in the creation of community-based plans and presentations to the urban councils. Political affiliations also influence how communities and council members participate in the drafting of integrated development plans. The drafting of the integrated growth plan is spearheaded by the dominant political party, which may have an impact on how the organization plans its leadership succession. Promotions "would not be based on merit as personnel thought to be affiliated to opposition political parties are marginalised by the ruling

party," one councilor claimed. It appears that there is no plan in place to involve the citizens who can contribute significantly to the integrated development plan process. It is necessary to look into other ways to increase community involvement in IDP development. Since nothing is implemented, communities view this as a pointless exercise. Another participant remarked that the activity was pointless because the final document did not take community needs into account. Given that some of the participants voiced this opinion, it is essential that the local government develop programs to alter it. Improve the abilities of local leaders to engage the community, one participant said. The council "needs to have strategic priorities which will guide them in selecting successful leaders who match the desires of citizens as envisaged from the community engagement process," according to another attendee. According to the quote above, planning inventiveness appears to be lacking. Using multiple tactics during planning would be considered creative planning.

The primary conclusions of this inquiry have been demonstrated after evaluating and interpreting the data gathered, demonstrating that leadership succession planning has a considerable impact on service delivery in urban councils. The people of Ruwa are in a better position to give a trustworthy assessment of how the urban council is doing with service delivery. We asked the participants, which included ward committee members, officials, and councilors, if they thought the council was doing a good job of providing services. According to figure 4.1.4, the majority of respondents felt that the Ruwa was not doing a good job of providing services. In the context of this study, failing to perform well indicates that citizens are not obtaining services that are up to par. This urban council obtained two disclaimers and one qualified audit finding three years in a row, according to one participant. Another attendee mentioned that the local council had gone five years without an engineer after firing their previous engineer. The council has seen a lengthier acting period following the departure of the incumbent, showing clear indicators of the absence of succession planning, according to another respondent, who claimed that at no point did a retiring or resigned employee give over their tasks to their successors. Respondents stated that the quality of the services provided during these acting periods was subpar. The period would be preceded by the incoming office holders taking some time to familiarize themselves with the council procedures, they noted. No one can assert that this urban council has a succession plan in place in such a situation. "This Urban council was placed under administrative 324 owing to its poor service delivery record; no one can deny that this Ruwa council is not doing well," another attendee stated.

Figure 4.1.31 makes it clear that the municipality is struggling to provide services. The impact of leadership succession planning on service performance in urban councils is further supported by this conclusion, which also serves as reason for COGTA's intervention in 2013, placing the urban council under administration.

Over the years, numerous modifications have been made to local government with the goal of ensuring that it performs properly and fulfills its constitutional purpose. The selection of members to serve on the committee is based on political alignment, as mentioned in section 4.1.4 above. People who happen to belong to a different political party but might nonetheless contribute to the committee's work are excluded due to the selection process's manipulation. The majority of participants stated that it is challenging to plan for succession when the Local Government Board is involved in senior appointments. Candidates who have the potential to fill senior positions in the case of a vacancy must be perceived as supporting the political agenda of the people in authority. The Local Government Board itself is not independently appointed, according to one respondent, therefore "leadership succession planning in local authorities is not independent." Therefore, succession planning for local authorities would also depend on the Local Government Board and not just the particular local authority. Since the Local Government Board makes the final decision, a council cannot precisely align or train its staff for future postings.

5.2 Conclusions

In this study, the case study of Ruwa Local Board will be used to evaluate the effects of leadership succession planning on service performance in metropolitan councils. This chapter discussed the findings and related them to management and leadership in the local government community. The discussions also included some recommendations for addressing the leadership and management shortcomings found in this study. The following are some crucial issues that must be resolved in order to improve the situation in these urban councils:

Leadership and management: A strong leader may guide a group of people or an organization in the right direction. The municipality needs to make an investment in enhancing its management and leadership capabilities. A thorough leadership succession planning strategy that encompasses the entire local authority fraternity needs to be investigated in order to improve the integrated development planning process.

Choosing council members. The results also revealed some council members with inadequate levels of education. The process of choosing possible successors may have a weak link in this group of councilors, which would have an impact on how services are provided. Service delivery in local government could be improved by amending the law to incorporate educational qualifications.

5.3 Recommendations

This study was carried on in the Ruwa Local Board in Mashonaland East, one of the urban councils. Neighboring urban councils within the same province or in other provinces can experience a different situation. It is suggested that other localities conduct comparable investigations. Section 84 of the Municipal Structures Act of 1998, which is where the activities of local authorities are grouped together, as stated in this study, frequently leads to conflicts between these two directives. When the Ministry of Local Government and Public Works is present to serve as the supervision role, these duties are frequently anticipated to be carried out by local authorities, which then raises concerns about the role of the Local Government Board. Thirdly, it has been emphasized that councillors' leadership skills need to be developed because their ability to communicate issues related to leadership succession planning has an impact on service delivery as a whole. Future research is advised to evaluate or assess the induction training program for councilors' present eligibility requirements. Fourth, there are allegations that political entities have meddled in local government affairs. Council members from various political parties gather in political caucuses in order to prepare for council meetings. In the municipal council, political parties choose a viewpoint, which council members then endorse. Future research is advised to focus on how leadership succession planning can be managed in local councils without political intervention.

5.4 Limitations of this study

In Mashonaland East, the Rural Local Board was where this study was carried out. The study sample was primarily composed of councilors and committee members as well as officials who held the offices of manager and director. Municipalities do have differences, although being in the same district and province. The provision of services may vary from one council to another depending on the political and administrative role actors in the municipality. The results of this study cannot, therefore, be applied to other local administrations.

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APPENDICES

GRADUATE SCHOOL OF BUSINESS (GSB)

My name is Talent Hwatirera B210008B. I am a student at Bindura University of Science Education. I am doing a Master's Degree in Leadership and Corporate Governance degree. I am conducting a study entitled, "*The Impact of Leadership Succession Planning on Service Delivery in Urban Councils. A Case Study of Ruwa Local Board*". I am kindly requesting you to complete this questionnaire. Responses given would be used for academic purposes only. The study is in partial fulfilment of the of the Master's Degree in Leadership and Corporate Governance degree.

Please do not write any personal information on the questionnaire such as your name, surname, address or phone number.

Should you require any further information, please do not hesitate to contact me on the following details:-

Cell: 0773484062

Address: No. 19239 Phase II

Damofalls

RUWA

QUESTIONNAIRE

Please tick in the provided space where it is appropriate to you,

1. What is your gender?

Male	
Female	

2. How long have you been working in Ruwa Local Board?

0 – 4 years	
5 – 9 years	
10 – 14 years	
15 – 19 years	
20 years and above	

3. What is your highest qualification?

Diploma	
Degree	
Master's Degree	
Other (Specify)	

4. How long does it take to fill in vacancies that arise on the three top posts within council? (Grade 14 to Grade 16)?

Three months or less	
Three to six months	
Six to nine months	
Nine months to one year	

More than a year	
------------------	--

5. Are Acting appointments made on merit to personnel with the relevant expertise and experience. What is your opinion?

Strongly Agree	
Agree	
Neutral	
Disagree	
Strongly Disagree	

6. May you please explain your answer to question 5 above.

.....

7. What do you understand by the term leadership succession planning?

.....

8. Are there any leadership succession planning strategies that have been put in place at Ruwa Local Board.?

Yes Not sure No

9. If yes, can you list down some of these leadership succession planning strategies in place at Ruwa Local Board.

.....

10. Is there a relationship between leadership succession planning and service delivery?

Yes Not sure No

11. If yes, what is the relationship between leadership succession planning and service delivery.

.....
.....
.....
.....

12. Do you have any suggestions or recommendations on leadership succession planning and its impact in local authorities.

.....
.....
.....
.....

13. May you please explain whether the leadership succession planning strategies mentioned in question (9) above have been effective or not.

.....
.....
.....
.....
.....

14. If your response to question 8 above is 'No', what would you consider as the cause for lack of leadership succession planning strategies.

.....
.....
.....
.....
.....
.....

15. What do you understand by the term Transformational Leadership?

.....
.....
.....

16. Transformational leadership is effective in shaping future leaders? What is your opinion?

Strongly Agree	
Agree	
Neutral	
Disagree	
Strongly Disagree	

17. What would you consider as the benefits of transformational leadership in leadership succession planning?

.....
.....
.....
.....

Thank you very much for participating in the study

INTERVIEW GUIDE

My name is Talent Hwatirera, B210008B, a student at Bindura University of Science Education. I am studying a Master’s Degree in Leadership and Corporate Governance. I am conducting a study entitled, “*The Impact of Leadership Succession Planning on Service Delivery in Urban Councils. A Case Study of Ruwa Local Board*”.

1. **What is your position in Council?**
.....

2. **How long have you been with Ruwa Local Board?**

3. **Do you have an Organisational Leadership Succession Policy as Council?**
.....
.....

4. **Do you have a Council Staff Training and Development policy?**

5. **Are acting appointments made in a manner that promote grooming for future leadership role?**
.....
.....

6. **When did you last had a vacant senior position and how long did it take for the position to be filled?**
.....
7. **Do you have senior personnel who are in acting positions?**
How long have they been in these positions?
8. **Does your recruitment policy prefer internal appointments to external recruitment?**
.....
9. **Would you say leaders in acting positions perform better than substantive leaders?**
.....
10. **What can you consider as challenges in the implementation of strategic leadership succession?**
.....
.....
11. **What strategies do you think Council should adopt to in order for leadership succession planning to be effective?**
.....
.....
12. **Would you consider transformational leadership as ideal for grooming leaders?**
.....
.....
13. **Does Ruwa Local Board have transformational leaders?**
.....
.....
.....

THANK YOU

TALENT HWATIRERA B210008B

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