

COMMUNITY LEADERSHIP IN A NEW DEMOCRACY

A Study of Success Factors and Barriers Influencing Municipal Councils'
Performance as Community Leadership in the Kingdom of Bahrain

A Thesis Submitted for the Degree Doctor of Philosophy

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ABSTRACT

The concept of community leadership as a field of study has attracted the attention of researchers for many years across the globe. The role of municipality councils is of great importance as an aspect of democratic governance. Councils have a significant role to play as partners to the central government in providing community services. This research attempts to explore community leadership in a new democracy focusing on the relationship between community members, community leadership and government organisations compared to the same of established democracies. The specific focus of the research investigation is community leaders and community members in the Kingdom of Bahrain as a new democracy.

This thesis is an investigation of the success factors and barriers that influence the performance of municipal councils' members as community leaders. It also investigates how community leaders have practiced their roles and duties and assesses their performance and characteristics in new democracy compared to those of established democracies as exemplified in the UK, Canada, Australia, and the Philippines. The research objectives are: (1) to identify success factors that influence community leadership performance in a new democracy as perceived by community leaders; (2) to identify barriers that hinder community leadership performance in a new democracy as perceived by community leaders; (3) to identify the roles and duties practiced by community leadership in new democracies as perceived by community leaders and community members; (4) to assess community leadership performance in new democracy as perceived by community members; and (5) to identify characteristics practiced by community leadership in a new democracy as perceived by community members.

Three sequential pilot studies were undertaken to gain better feedback from respondents and to build a strong foundation for the main survey. Two sets of questionnaires were developed for this study; the first set of questionnaires dealt with community leaders in new democracies, where they evaluated the success factors, barriers and roles and duties practiced by community leadership in established democracies. The second set of questionnaires dealt with community members in a new democracy, where they evaluated their community leaders

through roles and duties, performances and characteristics practiced by community leadership in established democracies.

The findings showed that municipal councils' members agreed on the importance of success factors and barriers that influence communities in established democracies and they were very positive about their own perceptions of their roles and duties in municipality work. On the other hand community members were negative about their own perception of their municipal leaders' roles and duties, performance and characteristics.

The results also revealed an absence of clear demarcations of roles between government agencies and councils, and disproportionate demarcation of the constituents. The respondents agreed that awareness programs could be an important undertaking to improve and enhance the effectiveness of council leaders.

This study may contribute to the literature by filling the gap related to success factors and barriers that influence community leadership performance in new democracies, focusing on problems facing community leadership and the solutions to overcome these problems. Furthermore, the governments of new democracies can use the empirical evidence to create and adopt new laws, policies and regulations that will redound to community improvement services, leadership enhancement and goal achievement.

DEDICATION

I dedicate this thesis to my loving wife for her love, support, tolerance, and assistance.

*To my daughters for never-ending sources of pride hoping that this work may inspire them
to continue striving for greater knowledge and betterment of society.*

To my parents as this was their dream.

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LIST OF ABBREVIATIONS

GCC	: Gulf Corporation Council
NLGN	: New Local Government Network
LSPs	: Local Strategic Partnerships
CLPs	: Community Leadership Programs
UK	: United Kingdom
US	: United States
UN	: United Nation
CPA	: Comprehensive Performance Assessments
PDC	: Pinili Development Cooperative
NGO	: Non-Governmental Organisations
CRD	: Community Resource Development
DFA	: Department of Finance Canada
CIS	: Sense of Community Index
DEA	: Data envelopment Analysis
C/L	: Community Leadership

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Community leadership is a term widely used to describe the important role that councils can play in the local communities of a society. As elected bodies, municipal councils have a key role to promote democratic practice within the local community. According to the New Local Government Network, community leadership “focuses on bringing partners together, joining up local services, exercising influence in developing a shared local agenda and high quality local services, engaging with citizens and creating a vision for their localities.” Thus, municipal council members have a role to perform as community leaders. (Randle and Hatter 2005)

Building community leadership in a new democracy is necessary if we consider the fact that there are psychological and social aspects attached to it. These aspects aim to engage the community at various levels such as the individual, the family, the community and the government. The concept of community leadership provides democratic legitimacy of the local government to work towards a shared vision for a locality, in partnership with communities and other agencies.

Moreover, it is hard to define exactly the community leadership role. In meeting the complex and diverse needs of modern communities, central governments should be willing to provide the means for the needs of a local community. Perhaps, there are always people who are ready to respond to cater for the citizens’ needs in a collective manner which makes sense in a democratic society.

Community leadership is not simply about services. Many council leaders deliver excellent services but may not be seen as community leaders. It is a role which goes beyond providing a specific service delivery. In its essence, community leadership is about sharing vision, ambition for an area and in partnership with citizens and other agencies. It is about having a direction and providing services that make a difference to people’s lives (Randle and Hatter 2005).

A leader is an individual who has special responsibilities to act on behalf of his or her community. In this sense, all members of the community are fully equal and

each shares equal responsibility for the leadership of the community. In a representative democracy, members periodically grant special responsibilities for decision making and action to individuals who represent their interests and act on behalf of the whole community (Dahl, *et al.* 2003). Moreover, democracy relates to a number of government forms. It is also a political philosophy, despite the fact that there is not a single universally accepted definition of 'democracy', there are two principles that any definition of democracy includes: equality and freedom, the first principle is that all members of the society have equal access to power and the second is that all members enjoy universally recognised freedoms and liberties (Dahl, *et al.* 2003).

There are several varieties of democracy, some of which provide better representation and more freedoms for their citizens than others, (Guas and Kukathas, 2004 and Barak, 2006). However, if any democracy is not carefully legislated to avoid an uneven distribution of political power, such as the separation of powers, then a branch of the system of rule could accumulate power and become harmful to the democracy itself (Barak, 2006 and Williamson, 2004). Democracy can facilitate the development of multiple and complementary political identities. At the core of democracy are the needs of the people and their expectations of their governments (Barak, 2006). Approaches that integrate coexistence of values and democratic principles require rigorous analysis of the socio-political context, skilled and capable people, and resources to support the implementation of relevant policies (Barak, 2006). In this way, the 'majority rule' is often described as a characteristic feature of democracy, but without responsible government it is possible for the rights of a minority to be abused by the "tyranny of the majority" (Barak, 2006). It is important, therefore, that in democracies there are competitive elections characterised as fair in substance and procedures (Barak, 2006).

Moreover, the freedom of political expression, freedom of speech and freedom of the press are essential in a democracy so that citizens are informed and able to vote to the best of their personal interests. Clearly, not all councils are capable of delivering community leadership. This may require changes in their methods of working as well as that of central government. Nonetheless, developing the community leadership role of local government and the powers to exercise it should be a key concern of modern local governments (Randle and Hatter 2005).

Finally this study focuses on municipal council leaders as community leadership in new democracies where they were elected officially through citizen's participation in a democratic election process.

1.1.1 Community Leadership Concept

The concept of community leadership is not new. Local council members in many countries have always had a variety of roles and duties to do for their communities. Municipality work is a kind of local government and, therefore, is part of democracy because the members are elected by community members. Community leadership is about democracy in the first place. It is also about partnership between government and local authorities. Community leaders have a direct impact on the life and well-being of their community (Wilkinson 1991). These leaders play key roles in community actions and working to develop the “common good” of their community (Wilkinson 1991). Community people are voicing their concerns about their capacity to cope with increased stress within their community. In addition, they are faced with issues like the lack of infrastructure development, cultural problems, policy issues, poor community service, lack of funds and deficient leadership (Bahrain Brief 2002).

Some community leaders lack the knowledge on how to deal with community problems (Cuff, 2007). In real-life situations, the exact link between leadership role and service delivery is not so straightforward. As a consequence of mixing up decision-making and service delivery, traditional role accountabilities are rather ambiguous. As pointed out by Lowndes (1995), it is at the local level that people usually come into contact with politicians or public officials as they receive services and benefits from the state.

Community leaders try to solve daily community problems and they exert much effort to impose authority and provide services and yet try to separate the overlap of functions with some government bodies. With too much responsibility at hand, these council leaders are faced with numerous problems that need immediate solutions (Cuff, 2007).

It could also be said that the responsibility of municipal council leaders cannot be achieved unless there is coordination and cooperation between relevant parties, particularly the private and government sectors. Here, the move for more inclusive

participatory forms of governance creates questions about representation, leadership, legitimacy and authority. In a traditional representative democracy, elected representatives are expected to make decisions on behalf of the people, who in turn hold themselves accountable at times of elections. How community leaders deal with and work through change continues to play an important role in their own communities.

Community leadership is also about how local communities run their own affairs. Local councils bring people together in an attempt to work collectively in cooperation with central government to achieve certain goals. There is naturally a process of decision making and a sense of responsibility towards the community.

1.2 Problem Statement

In new democracies (such as the Kingdom of Bahrain), there is a clear lack of research on the subject of local municipal council members as community leaders. In particular, no literature is available on how effective local councillors have been. In the wider context, the same observation applies. In an interesting document (Conference on Gulf Municipality Work held in Doha, Qatar, 21-23 April 2008) regarding municipality work in the Gulf countries, a number of conference papers dealt with aspects of municipality work. However, little research appears to have been done on the role of community leaders in light of success factors or key barriers that influence their performance.

At the international level, most of the studies reviewed in this field do not seem to have paid enough attention to the role of community leaders and their perceived roles by members of local communities in a new democracy context. Most of the available literature seems to deal with the development of community leadership. For example, Carroll (1977) pointed out increasing the amount of manpower devoted to community organisation and how leadership patterns are related to community leadership success. Recent studies such as Putnam (2000) and Mills (2005) were concerned about leadership programs. Denters and Rose (2005), on the other hand, were more interested in community leaders as agents of change.

Although numerous studies have been undertaken to analyze leadership in a community setting, the amount of research on community leadership in a new democracy is still limited. It is interesting to note that some researchers pointed out

that the concept of community participation must be re-situated in the light of current realities which offer constraints as well as new spaces (Cornwall and Gaventa, 1999; John and Gains, 2005; Toner, 1996 and Fox, 1995). Previous research efforts seem to have been based mainly on theories of leadership factors that affect community leadership (Ballard, 2007; Solarz, 1988 and Sabran, 1990). Therefore, there is a need to understand how community leadership works and devise effective policies and programs that will improve the current situation.

Most of the studies focused on success factors and barriers and how these factors affect community leadership (Howat *et al.* 2001; Tosum, 2000 and Aref and Redzuan, 2008). However, these studies did not measure how leaders proactively deal with major changes in the community and also did not properly tackle the impacts of these success factors and barriers to community leadership, specifically in an emerging democracy. To conclude, previous research seems to have focused mainly on decision-making, power, community culture, leaders' personalities, and environmental influences. However, the literature of (Carroll, 1977; Espia, 2008 and MOSAICA, 2008) did not measure the performance of community leaders and its effect on community leadership. The research problem in this thesis is, therefore, based on the need to conduct more and better research on the relevance of success factors and major barriers that are assumed to affect the performance of municipality council members in their capacity as community leaders within the context of an emerging democracy such as Bahrain.

1.3 Aim and Objectives of the Study

This study is an attempt to assess how community leaders view their roles and duties. It also seeks to identify success factors and barriers that influence community leadership performance in a new democracy. The various factors that shape successful communities, linkages between social capital and community activity, and how the overall community process is affected by leadership will be explored with the aim of providing a better illustration of how community leadership performs their roles and duties in an emerging democracy.

In particular, this research aims to provide an investigation into the success factors and barriers influencing municipal councils' members as community leaders' performance taking the Kingdom of Bahrain as an example of a new democracy.

The research objectives are stated as follows:

1. To identify success factors that influence community leadership performance in a new democracy. The purpose of this is to reveal certain success factors that can be utilised as standards for measuring / monitoring municipality councils' performance.
2. To identify the barriers that hinder community leadership evolution in new democracies. Knowing such barriers can provide the authorities and councils with a chance to avoid such barriers in future cycles of municipality work.
3. To identify the community leadership roles and duties undertaken by community leaders and community members. This objective is significant to this study as it helps determine the perceptions of both types of respondents, i.e. the council members and professional community members.
4. To explore the current practices including the performance of community leadership in the context of (Bahrain) as a new democracy. This provides an idea on how these community leaders perform their roles and duties in the context of a new democracy.
5. To explore the current practices including characteristics of community leadership in the context of (Bahrain) of a new democracy. This provides an idea on how these community leaders perform their relation with other parties in the context of new democracy.

1.4 Methodology

Having identified the aim and the objectives of the study, the researcher sought to contemplate on how each of them could best be realised in terms of sound methods. The methods selected were aligned with the main aim, i.e. to provide an in-depth investigation of the success factors and barriers affecting the performance of the members of the municipal councils as community leaders in a new democracy as a basis for good governance in the context of local government authority. The methodology was directed to help achieve the study objectives as follows:

Objective 1: To achieve this objective, thirteen success factors that influence community leadership in established democracies were drawn from the literature review (Chapter Two Section 2.3: Table 2.2). Those factors are used as input to the

questionnaires as part of the quantitative approach and interviews used as part of the qualitative approach. The aim is to explore how council members view the impact of these success factors on their performance as community leaders. In this questionnaire, the respondents are community leaders.

Objective 2: To achieve this objective, barriers that deter community leadership performance in established democracies were drawn from the literature review (Chapter Two Section 2.4: Table 2.3). Those barriers are categorised as: 1) Operational Barriers, 2) Cultural Barriers and 3) Structural Barriers, which were used as an input to the questionnaires as quantitative approach and interviews as a qualitative approach. The aim is to explore how council members view the impact of these barriers on their performance as community leaders. In this questionnaire, the respondents are community leaders.

Objective 3: To achieve this objective, community leadership roles and duties practiced by community leadership in established democracies were drawn from Ricketts (2005). The measurable parameters for this objective were modified and finalised as described in Section 3.7, Table 3.6. Those parameters are used as input to the questionnaires as quantitative approach and interviews as a qualitative approach. The aim is to explore how community leaders perform their roles and duties efficiently indicating the perceptions between both parties in relation to those selected parameters. The questionnaire respondents were both community leaders and community people.

Objectives 4: To achieve this objective, community leadership performance parameters in established democracies were drawn from (Ricketts, 2005). The measurable parameters for this objective were modified and finalised as described in Section 3.7, Table 3.7. Those parameters are used as an input to the questionnaires as quantitative approach and interviews as a qualitative approach. The aim is to assess community leaders performance in new democracies compared to the same of established democracies. In this questionnaire, the respondents are community people.

Objectives 5: To achieve this objective, community leadership characteristics practiced by community leadership in established democracies were drawn from Ricketts (2005). The measurable parameters for this objective were modified and

finalised as described in Section 3.7, Table 3.8. Those parameters are used as an input to the questionnaires as a quantitative approach and interviews as a qualitative approach. The aim is to explore how characteristics are practiced by community leaders in new democracies compared to the same of established democracies. In this questionnaire, the respondents are community people.

This study utilised the triangulation approach, which is a combination of both qualitative and quantitative approaches, making a convergence of results possible. The goal of combined methods research is not to replace either the quantitative or qualitative approach but rather to draw from the strengths and minimise the weaknesses of both in single research studies and across studies. A five-point Likert scale was used to measure the levels of agreement and disagreement with each statement, with 1=strongly disagree and 5=strongly agree.

To achieve the research objectives mentioned previously, the researcher adopted two sets of questionnaires, two types of respondents were involved (all community leaders N=40 and community members N= 80).

Set 1 of the questionnaire was sent to the (community leaders N=40).It consisted of *three parts/questions* as follows:

1. Success factors affecting community leadership performance in a new democracy.
2. Barriers affecting community leadership performance in a new democracy.
3. Community leaders' roles and duties (*this part is common for both respondents*).

Set 2 of the questionnaire was sent to the community people / community professionals (N= 80). It consisted of (*three parts/questions*) as follows:

1. Community leaders' roles and duties (*this part is common for both respondents*)
2. Community leaders' performance assessments
3. Community leaders' characteristics assessments

In addition, unstructured interviews were also employed to generate qualitative data to supplement and complement the data gathered from the survey questionnaire. The information gathered from interviews was recorded and presented to strengthen the quantitative data derived from the survey. The

interviews are triangulations procedure to support the questionnaires credibility and to strengthen the results. The unstructured interviews included 10 respondents: five were council members as community leaders and five community professionals/experts who had direct contact with municipal council members. The data were sourced from the municipal council members who are elected officially from the five Governorates in the Kingdom of Bahrain, specifically Muharraq, Capital, Northern, Central and Southern. Moreover, the sample of community people were also selected especially those professionals and experts living in each Governorate such as projects managers, engineers, police officers, doctors, lawyers. They were chosen because they can describe the present problems of their own communities. On the other hand, the secondary sources of data were the records and files of the municipal councils under study. Books, pamphlets, journals, magazines and other related readings were also used as references of the research. An extensive literature review was made to identify critical success factors and barriers of community leadership in countries such as the United Kingdom, Canada, Australia and Philippines.

1.5 Thesis Road Map

This work is presented and organised in seven chapters as follows:

Chapter (1) provides the background of the research study, aims and objectives, the methodology used and the rationale of the thesis. Chapter (2) provides a review of the related literature. The main purpose of this chapter is to review current theoretical studies and concepts in the area of community leadership in established democracies. It surveys both empirical and theoretical studies covering the major issues involved in community leadership within contexts of established as well as new democracies. The specific issues that have been explored include underlying assumptions concerning leadership, community leadership development and history; forms of established democracies; forms of new democracies; success factors in established democracies in the United Kingdom, Australia, Canada, and the Philippines; the community leadership in Bahrain; and the effects of success factors and barriers on community leadership development.

Chapter (3) provides the research hypotheses and framework of this study. The input from the literature review and the pilot studies made it possible to formulate

the research hypotheses and research framework for this study. Various parameters were identified from established democracies in relation to the success factors that influence community leadership, barriers that affect community leadership in addition to roles and duties, performance and characteristics practiced by community leadership. Those parameters were identified in order to be used in the research questionnaires and the unstructured interviews.

Chapter (4) outlines the research methodology. The methodology is comprised of qualitative and quantitative methods to achieve the research objectives. These methods included survey questionnaires and unstructured interviews. While the data is predominantly qualitative, both the survey and interviews also generated simple quantitative data. Basically, this chapter deals with data collection and covers how data is derived from primary and secondary sources. The chapter also details the approach used and conditions under which the various stages of investigations were carried out, the development of initial contacts, pilot survey, and design of main research instrument (questionnaire) used to collect the primary data. It further indicates how issues of validity and reliability were addressed through triangulation.

Chapter (5) presents the descriptive findings. These results are presented in the following order: (1) the community leadership in a new democracy; (2) community leadership roles and duties assessment; (3) the results of interviews on the most common responses among council leaders and community people on municipal council members' roles and duties assessment; (4) the community respondents' assessment on community leaders' outstanding characteristics; (5) results of interview assessment of current practices of municipal councils involving nationals in decision-making process; (6) the council respondents' assessment on success factors affecting community leaders performance; (7) results of interviews on the common responses on the success factors affecting municipal council member's performance; (8) council respondents' assessment of the barriers affecting community leaders' performance; (9) results of interviews on the barriers affecting municipal council members' performance; (10) the summary of respondents' assessment on the barriers affecting community leaders' performance; (11) comparison between the perceptions of the respondents on the community leaders' roles and duties assessment; and (12) results of the interview as regards additional viewpoints which might contribute to the success of the current experience.

Chapter (6) is a discussion of the descriptive findings obtained from the questionnaires and qualitative analysis of interviews. It relates to the conceptual framework of the study and discusses the respondents' assessment on community leaders' roles and duties; community respondents' assessment on community leaders' performance; community respondents' assessment on community leaders' outstanding characteristics; council respondents' assessment on success factors affecting community leaders' performance; barriers affecting community leaders' performance; the common responses on the additional viewpoints which might contribute to the success of current experience, and comparison between the perceptions of the respondents on the community leaders' roles and duties assessment.

The conclusions, recommendations and implications of the study are provided in Chapter (7). The conclusions are drawn based on the findings of the study. Upon reflection of the results, specific recommendations are proposed and the main contributions of the research to improve community leadership in a new democracy. Finally, new avenues for research are suggested that would provide new researchers insights on community leadership and development

1.6 Summary

This chapter presented the background of the study by outlining the research problem and the purpose of the study. The aim and objectives of the study were also specified in this chapter. The methodology to achieve these objectives was highlighted. Community leadership in a new democracy is the context of this research. It is noted that no prior research has been specifically undertaken in (the Kingdom of Bahrain) a new democracy. The next chapter presents a review of empirical as well as theoretical literature in the area of community leadership both in established and new democracies. In what follows, the researcher presents a collection of studies from an international perspective that deals with community leadership concerns. These studies give an account of major issues that helped the researcher identify gaps in the literature. Also, this review was useful in providing focus for the scope and methodology of this study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In the previous chapter, the researcher presented the introduction and background of the study by outlining the research problem, aim and specific objectives outlining the methodology used. In this chapter, the literature relating to community leadership highlights the common themes and findings which provide a basis for meeting the research objectives of this study. Those objectives are: (1) To identify success factors that influence community leadership performance in a new democracy as perceived by community leaders; (2) To identify barriers that hinder community leadership performance in a new democracy as perceived by community leaders; (3) To identify roles and duties practiced by community leadership in a new democracy as perceived by community leaders and community members; (4) To identify performances practiced by community leadership in a new democracy as perceived by community members; and (5) To identify characteristics practiced by community leadership in a new democracy as perceived by community members.

It should be also pointed out, here, that the content of this chapter is a review of both empirical and theoretical literature. In this review, the researcher considered both regional and international studies on municipality councils as community leadership. The researcher also had in mind success factors and barriers involved in the work of community leadership in established democracies as well as new democracies. Success factors were derived from the UK, Australia, Canada, and the Philippines as established democracies representing four continents. Styles of leadership, characteristics of council members as community leaders, performance pointers are the points of reference in this review. These studies involved different aspects of community leadership highlighting major issues and problems faced in this regard. This review of literature provides a link between the current research and the studies already completed. Local and regional studies are presented in a chronological order.

2.2 Community Leadership

Community leadership is the key concept in this thesis. This section aims to establish a better understanding of community leadership with particular reference to the following areas: social capital, sense of community, community development, community leadership and local authority, community building and organisation, community leadership concept, community leadership development, community leadership and decision-making, community leadership and community engagements, community leadership structure, community leadership roles and duties, community leadership characteristics and, finally, the need for community leadership.

2.2.1 Social Capital

The concept of social capital can be usefully applied in community leadership to enhance the quality of community services provided by the local councils. Social capital is defined by Putnam (2000) as "the collective value of all social networks (who people know) and the inclinations that arise from these networks to do things for each other (norms of reciprocity)". 'Social capital' has also been picked up by the World Bank as a useful organising idea. They argue that "increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable" (The World Bank, 1997). On the other hand, Beem (1999) argues that lack of social capital puts communities at risk of many challenges. Therefore, community leaders can help address local challenges with useful leadership skills and concepts while increasing social capital by bringing people together.

It is also true to say that developing strong social capital within a community can be considered as one of the most important contributors to successful community leadership (Beem, 1999). Clearly, the presence of social capital within rural communities affects a variety of community aspects, from effective decision making, to developing beneficial relationships, to advancing trust among leaders and community members. It can also be said that the more trust community leaders share with their members, the more likely the community will move toward a shared vision-and ultimately positive community change (Beem, 1999). One could also argue that if a leader cares about his or her community and works to contribute to

the welfare of the community, social capital will eventually be encouraged.

2.2.2 Sense of Community

McMillan and Chavis (1986) identify four elements of "sense of community". These are: 1) membership, 2) influence, 3) integration and fulfilment of needs, and 4) shared emotional connection. A Sense of Community Index (SCI) has been developed by Chavis, *et al.* (1986) which was revised and adapted by others. Although originally designed to assess sense of community in neighbourhoods, the index has been adapted for use in schools, the workplace, and a variety of types of communities.

Also, Obst, *et al.* (2002) found an association between sense of community in rural and urban areas. Rural participants displayed a higher sense of community than their urban counterparts, and were more likely to be involved in their community. In a similar report, the relationships between sense of community and life satisfaction, self-esteem, perceived social support and satisfaction with community services in communities of different sizes have been explored by Prezza and Costantini (1998). Their results confirm not only that sense of community and life satisfaction was higher in smaller communities, but it was only in these same small communities where life satisfaction showed a relationship with sense of community.

The issue of leadership and how the sense of community and social capital work can encourage change were considered by Ricketts (2008). Drawing on the research of leadership through a comparative case study undertaken in two Florida communities, she examined the relationships and effects among the aforementioned variables. The results indicate that only community empowerment and building social capital through trust had a direct effect on a community's openness to change. Conclusions illustrated leadership importance at the community level. It was found that effective community leaders assisted in developing important relationships, establishing communication and imparting community direction, thereby providing the needed link between variables. The study suggests that a unique type of community leadership training is needed as well as further research focusing on leadership, change and development. The study also reveals that rural communities have unique ideals and values, as well as a culture and life of their own. On the

other hand, Peck (1991) remarks that building a sense of community is easy but maintaining this sense of community is difficult in the modern world. Community building can use a wide variety of practices, ranging from simple events such as small book clubs to larger-scale efforts such as mass festivals and construction projects that involve local participants rather than outside contractors.

2.2.3 Community Development

It can be said that community is about being together. Being together is also a matter of socialisation. Community development is often formally conducted by non-government organisations (NGOs), universities or government agencies to progress the social well-being of local, regional and, sometimes, national communities. Bolton (1991), Kirk and Shutte (2004) and Mills (2005) point out that fostering local leadership to help make communities better places to live is one of the primary purposes of community development. The community development can empower individuals and groups of people by providing them with the skills they need to effect change in their own communities. These skills often assist in building political power through the formation of large social groups working for a common agenda. Community development officials need to understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions (Kelly, 1988).

In a useful study, Sabran (1999) reports on the role of leadership in the success of community development projects in Malaysia through two case studies. There were about (150) people in both communities interviewed. Two communities were selected as case studies. Three different data sets were collected. There were the community data, factors affecting success and leadership data. Both qualitative and quantitative methods were used. Participant observation and interviews were two of the main qualitative methods that were used. The findings of Sabran's study reveal that the secrets of success in the communities depended on at least three main factors. These were the local people, the agencies involved and the leaders. The results also show that effective leaders need to have certain patterns of behaviours and traits. Among the most important patterns of behaviour are:

1. Willingness to accept comments,
2. Knowing how to plan,

3. Ability to work in groups, and
4. Caring, and understanding peoples' problems.

The most important traits that effective leaders need include self-confidence, fairness, and good relationship with people, open-mindedness, and being trusted. It was also found that leaders alone were unable to contribute to success without the presence of other factors regardless of how effective they are. Factors needed to help leaders for success include the location, customs, and situation, leadership patterns of behaviour and leadership traits. He argues that one of the reasons of success in many community development projects was due to effective leaders in the community.

2.2.4 Community Leadership and Local Authority

Warner (2004) focuses on what constitutes leadership for regional economic development in each of three regional cities in South Australia. The research investigated themes and patterns of local economic development policy adoption and considered the role of leadership in local government. The research method employed interviews and focus groups supported by analysis of public documents, such as minutes, agendas, reports, government publications and submissions to state and federal governments. The research focuses on how and why economic development policies were implemented and the role local leadership played in this process. Factors examined included local politics, city leadership and governance processes, efforts made to change community perceptions in regional economic development processes, economic growth and economic development activity. The convenience sampling method was used to select the participants for the three focus groups that comprised of elected members and senior management teams in local government, board members and senior professional staff in the regional economic development boards, and community members from their organisations who promote, initiate and implement community economic development. The researcher discussed the following nine important dimensions to effective leadership:

- Vision and a shared vision;
- Empowerment;
- Partnerships;
- Networks and strategic alliances;

- Collaboration;
- Values;
- Charisma;
- Communication and trust;
- Teamwork.

A consistently emerging aspect from all participants was the perceived importance of community involvement in regional economic development. While some respondents and participants found it difficult to define leadership in the context of regional economic development, the need for leaders and for collaboration between leaders existed as two of the key ingredients for success. Respondents and participants also highlighted the importance of our civic and community leaders to be working cooperatively towards a shared vision in conjunction with other stakeholders in the regional economic development process.

The findings and the literature review both assert that in the light of declining social capital and lack of leadership in regional areas, it is important to institute processes through which potential leaders are developed. The thesis shows that such development often occurs best through active participation by creating expanded opportunities for involvement to provide a wide range of learning opportunities and through formal and informal training Warner (2004).

Clark and Clegg (1998) analyse the reasons for change in the role of the local authority and argued that existing structures and ways of working are inadequate for the new circumstances as they are designed mainly for the delivery of services. They stress that there are five principles which underlie governance:

First, the local authority should be concerned with the overall welfare of the area rather than merely with service provision.

Second, the local authority's role in community governance is only justified if it is close to and empowers the communities within and the citizens who constitute them.

Third, the local authority must recognise the contribution of other organisations and enable, rather than control, that contribution.

Fourth, the local authority should ensure that the whole range of the resources in the community is used to the full for the good of its area.

Fifth, to ensure the best use of those resources the local authority needs to review how needs are best met and act in different ways to meet them.

Jung (2006) analyses whether reformed cities (council-manager form) spend less than unreformed cities (mayor-council and commission forms) by examining per capita spending on common municipal functions of a panel of 504 American cities with populations of over 50,000 from 1980-2000. The study employs a fixed effects model of the pooled cross-sectional time-series research design to better capture changing effects of municipal structure on spending level. Findings in the study indicate that per capita spending on common municipal functions in reformed cities was not statistically different from unreformed cities. However, when the two narrowest common municipal functions (police and fire) were examined, spending in council-manager cities was significantly less than in the non-council-manager cities for the police function, but not significant for the fire function.

On the other hand, Purdam, *et al.* (2008) examine the question of how many elected representatives a local government needs. The researchers reviewed evidence from Europe. They drew attention to the limited comparative research on the factors and processes involved in determining the number of elected representatives that are suitable for a particular governance structure. In particular, they examined the principles and practices informing the size of local government in the UK and other European countries. The issue of the number of elected representatives remains a neglected area of reform and innovation. It was found that in the UK the numbers of local councillors varied considerably across different areas and comparable types of authority. Whilst there were formal processes of review, the number of elected representatives in each council is, in large part, the result of historical accident. The researchers pointed out that there is limited evidence for measuring the appropriateness of different council sizes for democratic representation, such as the minimum number of elected representatives to perform the core functions of democratic governance. The study considered the policy option of increasing the number of representatives in priority areas as a driver for increasing civic engagement and for tackling deprivation.

2.2.5 Community Building and Organisation

Peck (1987) argues that the almost accidental sense of community that exists at times of crisis can be consciously built. He believes that conscious community building is a process of deliberate design based on the knowledge and application of certain rules. He states that this process goes through four stages:

1. *Pseudo-community*: Where participants are "nice with each other", playing-safe, and presenting what they feel is the most favourable side of their personalities.
2. *Chaos*: When people move beyond the authenticity of pseudo-community and feel safe enough to present their "shadow" selves. This stage places great demands upon the facilitator for greater leadership and organisation, but Peck believes that "organisations are not communities" and this pressure should be resisted.
3. *Emptiness*: This stage moves beyond the attempts to fix, heal and convert of the chaos stage, when all people become capable of acknowledging their own "woundedness and brokenness", common to us all as human beings.
4. *True Community*: the process of deep respect and true listening for the needs of the other people in this community. This stage, Peck believes, can only be described as "glory" and reflects a deep yearning in every human soul for compassionate understanding from one's fellows.

In a similar study, Carroll (1977) describes the effects of large amounts of manpower devoted to community organisation and leadership development work by state cooperative extension services. Evaluation questions were asked to address objectives and policies related to community organisational and leadership development approaches or methods used in that work, audiences which support the work, factors affecting the quality of leadership training, usefulness of that work in the extension program, and need for changing resources devoted to that work. A large number of extension service personnel were surveyed across the nation, including 50 Community Resource Development (CRD) program leaders, 145 CRD specialists, 91 district administrators, and 500 local agents. The findings included the following:

1. The majority of extension personnel rated 24 objectives of states in doing community development work as being important or very important;
2. The policy climate delineated by state directors is favourable for community development work by extension personnel;
3. Extension personnel perceive community organisation and leadership development as an integral part of the extension CRD programs; and
4. Extension personnel perceive the facilitating and supporting of existing organisations and leadership to be the most effective approach for community development work; and
5. The amount of manpower devoted to community organisation and leadership development should be increased.

In his thesis, Jones (2005) wrote on best practices guiding community service organisation governance. He reported on a link between the effectiveness of a board, including its corporate governance practices, and organisational effectiveness. His work aimed to discover best practice in the area of corporate governance for Tasmanian community service organisations. The research adopts a case study approach as the main research methodology using interviews, document reviews and a short self-assessment questionnaire as data collection tools.

The findings indicate that case organisations have adopted a range of governance practices. There were significant gaps in some organisations and there was room for improvement in all of the case organisations. The research identifies a number of factors that may influence corporate governance in case organisations. Those factors include:

1. The role of the Chief Executive Officer;
2. The quest for competitive advantage;
3. Implementation of governance maintenance strategies; and
4. The impact of religion for religious-based organisations.

The research also identifies three factors that were not determinative upon case organisations. They were the size of the organisation, the governance model being used, and the influence of the regulator.

2.2.6 Community Leadership Concept

Over the past 40 years, community leadership has received increasing attention (Brungradt and Seibel, 1995; Kirk and Shutte, 2004; Langone and Rohs, 1995; Mills, 2005; Williams and Wade, 2002). Influenced largely by servant leadership (Greenleaf, 1977), community leadership is based on the notion that there are leaders everywhere, including civic groups, boards of volunteer agencies, neighbourhood associations, interest groups, and self-help organisations (Tropman, 1997). Community leadership is also about how local communities run their own affairs. Local councils bring people together in an attempt to work together in cooperation with central government to achieve certain goals. There is, naturally, a process of decision making and a sense of responsibility towards the community.

Denters and Rose (2005) define community leadership as a symbol of change, and as an attempt by a 'discursive coalition' to generate a 'dominant narrative' about 'modernisation' in local government. They define and use the word 'leader' as any earned or appointed role that carries with it the exercise of power and influence over others especially in regional economic development processes.

The idea of the local authority as community leader is not new. Leaders have the ability to see how the different aspects of a situation fit together and influence each other, in addition, seek out alliances, opportunities, and approach goals in a proactive way. Moreover, they have a positive effect on others, which attract support from those who have similar needs for accomplishment. Their self-confidence creates a belief in other people's abilities; therefore, the emphasis is on empowerment and freedom (Denters and Rose 2005).

However, many leaders believe that leadership is not simply about leading and giving direction (Denters and Rose 2005). This kind of concept has been broadened by time primarily because of the demand of the current environment. Many leaders forget that leadership consists of two distinct aspects: 1) the individual who exerts influence, and 2) those that are the objects of this leadership. In addition, there are two types of leaders: 1) emergent leaders, those who earn leadership positions through their expertise, skills and abilities to influence others, or personal acceptability by the group; and 2) assigned leaders, those who are given power to exercise influence through appointment (Denters and Rose 2005).

Furthermore, community leadership is about councils enabling local communities to steer their own future. It is not traditional top-down leadership but involves councillors and officers using all the tools at their disposal to engage communities in making their own difference. It promotes a partnership of shared commitment to promote a shared vision for the locality. To support and strengthen this role, community leaders have a duty to develop a comprehensive strategy for promoting the well-being of the community. Moreover, community leaders have new powers to work in partnership – in particular, establishing local strategic partnerships (LSPs). These broad powers extend to promote the economic, social and environmental wellbeing of communities (Denters and Rose 2005). To enable successful community leadership, councillors need to have:

1. Democratic legitimacy; the ability to build effective partnerships with other local organisations and communities;
2. A commitment to community engagement and empowerment; the ability to respond effectively to local priorities; a sound understanding of local governance arrangements;
3. An understanding of the local community and the groups and organisations within it; access to key people in other agencies within that community; and
4. Access to officers and key people within local authority (Randle and Hatter 2005).

The responsibility of municipal council leaders cannot be achieved unless there is coordination and cooperation between relevant parties, particularly the private and government sectors. Here, the move for more inclusive participatory forms of governance creates questions about representation, leadership, legitimacy and authority. In a traditional representative democracy, elected representatives are expected to make decisions on behalf of the people who, in turn, hold themselves accountable at times of elections. How community leaders deal with and work through change continues to play an important role in their own communities (Denters and Rose 2005).

Similarly, Pigg (1999) stresses the forces that have established a requirement for new forms of community leadership development. These include:

1. Lack of resources,
2. Accountability and expectations,
3. Economic globalisation,
4. Increased decision making at the local community level, and
5. Growing recognition for collaboration and communication.

Most leadership development initiatives are directed toward addressing a specific community sector or problem, without recognising the benefit of building leadership capacity throughout the community. The features of community leadership have been described by a number of community leadership experts and researchers (Robinson, 1994; Langone and Rohs, 1995; Northouse, 1997; Kouzes and Posner, 1995; Rost, 1991; Price and Behrens, 2003). They suggest that community leadership emphasises a collaborative, ongoing, influential process based on the relationships between people. Over the last century, there has been a lot of research and scholarship devoted to the leader agency in the leadership process (Bratton, Grint, and Nelson, 2005). Some argue that the importance of leadership is overstated. “Yet, we remain convinced that leaders do make a difference” (Hackman and Johnson, 2009).

Northouse (2007) indicates that leadership is a subject with universal appeal. A considerable amount has been said and written about leadership. To this end, “academic institutions throughout the country are creating programs in leadership studies.” People from all walks in life have sought to clarify what leadership is and identify the skill sets that allow an individual to lead effectively.

Woyach (1993) confirms this attempt noting that some “350 different definitions of leadership” exist. In addition to defining leadership, it is important to consider issues concerning the nature and dynamics of leadership. Woyach (1993) states that “our ideas of leadership usually reflect our experience”. Leadership is what the ‘good leaders’ in our lives have done, or the opposite of what the ‘bad leaders’ have done.” He further explains that the concept of a leader comes from a Middle English word meaning “to guide”. This conceptual position is consistent with the view that “we want them to be credible, and we want them to have a sense of direction...and we must be able to believe that they have the ability to take us there” (Kouzes and Posner, 1995). Still, connecting theory to practice is complicated. This is so because

of the many varied traditions, experiences, and ways of thinking about leadership. Scholars, educators, and practitioners sometimes do not agree on the subject.

According to Kouzes and Posner (2002) the biggest mistake a leader can make is taking too much credit. In fact, a good leader never takes credit at all. Besides, leadership is about creating the climate in which people turn challenging opportunities into remarkable successes. In their discussion of the background of the Leadership Studies program at Kansas State University, Shoop and Scott (1999) point out that the program is based on four beliefs. These are:

1. They note that people are not leaders if they can only “do” leadership with people just like themselves;
2. They indicate that leadership is a collaborative activity;
3. They contend that leadership is not a matter of position or title, but it is a process; and
4. They make the claim that “leadership can be taught and learned”.

2.2.7 Community Leadership Development

A model for community leadership capacity building was presented by Kirk and Shutte (2004). This model for individual and organisational development is used with the Resource and Development Foundation (RDF) in Stellenbosch, South Africa. RDF is a non-governmental organisation with the aim of providing resource-based training and capacity-building services to the socially excluded and disadvantaged youth, women and rural people of the Western Cape. They examined the process of capacity building with the intention of discovering lessons to inform management education in relation to leadership and change. The researchers explored issues related to developing empowerment: the capacity of a system to engage in enterprising dialogue where power is unequally distributed. They proposed a community leadership development framework that comprises three components:

1. Leading change through dialogue,
2. Collective empowerment, and
3. Connective leadership.

Langone (1992) studied Georgia's Community Leadership Program and showed that county extension programs can serve as a viable resource in helping communities face social and economic change. The need for leadership in communities, and especially for rural communities in the South, has been well-documented. In Georgia, the critical need for leadership development was identified through an extension-sponsored, comprehensive local needs assessment in which communities analysed local resources and developed plans for the future. A key finding was the need for a broader, better-trained leadership base. This finding was supported by state leaders who publicly stated that unified, committed local leadership is crucial to rural development.

Community leadership is that which involves influence, power, and input into public decision-making over one or more spheres of activity. The spheres of activity may include an organisation, an area of interest, an institution, a town, county or a region. Leadership capacity extends beyond the skills necessary to maintain a social service and/or activities organisation. The leadership skills include those necessary for public decision-making, policy development, program implementation, and organisational maintenance. This definition suggests the need for application of skills through involvement in local decision-making and action toward community goals. The study concluded that extension can help communities discover and develop local resources. The Community Leadership Program has provided educated leadership and a forum for such cooperation.

In their study, Sandmann and Vandebger (1995) illustrate how leadership is viewed and approached in a community context. Based on the traditional view, community leadership rests with a single or small group of individuals who control and direct others. Contemporary views emphasise the need for many leaders working as facilitators to empower partners. Traditional views suggest organisations and groups are marked by a hierarchy with specific rules and clear boundaries of right and wrong.

According to this study, local community leadership development leads to stronger and more meaningful democracy. Also, long-term community development is better than short-term project interventions. Investment in community leadership development can complement and enhance investment in local community facilities and events, so long as it is long-term. They argue that: "There is nothing more

disruptive to the social cohesion of communities than constantly changing funding priorities, restructuring and re-organising schemes and personnel". They maintain that much time and energy are expended chasing funding; filling out forms; and justifying and evaluating projects, often for sums that are so small that in many cases they barely cover the costs of the proposed project.

According to Williams and Wade (2002), leadership development programs help communities to address present challenges. Such programs emphasise the importance of collaborating with others to effect long-term, positive change. The costs and demands of operating effective programs make partnerships essential. A survey of those who design and implement leadership programs across the United States asked respondents to identify their current partners and those they consider ideal partners. The responses support the need for modifications in program sponsorship. That is, institutions of higher education should work more closely with community-based organisations to plan and administer these community development programs. The challenges facing contemporary society require leaders who are adept at community-building. Recent discussion in the area of community development links successful responses to such challenges with strong leadership (Peirce and Johnson, 1998; Pigg, 1999).

Schweigert (2007) presents a schema for education in community leadership, with three essential elements for learning to lead in communities. These are:

First, community leadership is presented as the authoritative action of citizens on behalf of the public good.

Second, the distinctive dynamics of community interaction provide the settings demanding leadership and, therefore, set the patterns for learning to lead.

Third, because leadership is rooted in the authority and power of followers, leadership development must focus less on the qualities of individual leaders and more on the social settings, processes, and needs that require and facilitate authoritative action. The study concluded with a description of practical wisdom as the core quality required of community leaders.

The development of leadership ability is a very complex process. Conger (1992) concludes that leadership actually starts before birth with certain genes favouring

intelligence, physical stamina, and other qualities. Then one's family members, peers, education, sports, and other childhood experiences influence the person's need for achievement, power, risk taking, and so on. Add to the mix various work experiences and mentors who shape the potential leader through early adulthood by providing essential knowledge and behavioural skills and, with an opportunity and some luck, the result is a leader.

It has been argued that "the appropriate type of leadership depends upon the circumstances" (Goldhaber, 1993). Manz and Neck (1999) indicate that leadership (the process of influence) can originate from a number of sources. Of course, without followers there would be no need for leaders (Pierce and Newstrom, 2008). In recent years, an important new thrust in understanding leadership is to regard it as a long-term relationship, or partnership, between leaders and group members (DuBrin, 1995).

2.2.8 Community Leadership and Decision-Making

Ricketts (2005) believes that it is important for community members to be accurately informed. Information is the key to good decision making and problem solving, and more active civic engagement. When community members are given appropriate information and allowed to invest themselves in suitable decision-making opportunities, they are empowered and much more likely to work for the good of the community. Effective ways to communicate essential information is to have regular, well-publicised community meetings or town forums, share the information with key people (e.g., extension educators, head of the chamber of commerce, local pastors, etc.), or relay it through local media. By encouraging young leaders to participate in important community functions, contribute towards decision-making processes, and ultimately become more civically engaged, you are taking a grand step towards future community viability Ricketts (2005).

2.2.9 Community Leadership and Community Engagement

Ricketts (2005) argues that community engagement is a great thing; however, it can be a little overwhelming. Being prepared to be able to be an effective communicator, good role model, and a servant leader at all times is a constant challenge; one that you get used to, but never master. It can be both a curse and a blessing when so much of your work and personal life overlap under the guise of

leadership within a small town setting. The role of citizen participation in social policy formation and implementation, especially in a new global era was examined by Cornwall and Gaventa (1999). The investigators identify the changing contexts and conditions affecting the actors in civil society, especially the poor or those working with the poor. Furthermore, they ask questions regarding how these people can exercise voice and influence in critical aspects of social care, be they in the areas of health, education, welfare, social security, programs for the disabled, low-income housing, or other significant social policy arenas. In their study, the researchers use a participation-oriented view to explore these questions and argue that social policy must see citizens not only as users or choosers, but as actors and citizens in shaping and implementing social policy. They argue that to put forth this view is immediately to raise important conceptual issues about the nature of participation, citizenship, universality and difference, and social policy itself, each of which has been widely debated in social policy literature.

On the other hand, Greasley and John (2010) test whether stronger political leadership has effects on citizen satisfaction through the direct connection of leaders to citizens even when the possible effect of policy performance is controlled for. They also investigate whether majority and coalition governments mediate the impact of leadership. The data were drawn from English local authorities following a reform in 2000 that created separate executive bodies in councils and gave powers to political leaders. The analysis uses regression models on survey data from the English principal local authorities. The study concludes that leader powers predict citizen satisfaction but that single-party majority government does not. The article adds to the literature on the impact of the form of council government by setting out the mechanisms whereby leadership translates to positive citizen outcomes. Similarly, Born (2002) provides a view of the interconnection between leader and follower. This is not only a cause and effect relationship but also a relationship of influence. He argues that leadership is a process of community engagement rather than as something someone is or is not. Hence, once individuals understand the process of leadership in a community, people can begin to influence this process and help it to grow in a healthy environment.

2.2.10 Community Leadership Roles and Duties

The community leadership role of local government is founded on its democratic legitimacy and accountability as the primary locally elected body. As such, local government has a mandate to represent and act on behalf of the whole community. Also, as a local level body, local authorities have a unique ‘sense of place’, of a distinct geographical area. These roots in the locality put them in a unique position with regard to local communities. The diagram on Figure 2.1 illustrates the emphasis that can be placed on the two functions, and where councils might sit within the spectrum of responsibility and accountability (Dhillon and Randle, 2004).

Figure 2.1 Quadrant of Community Leadership Role

Source: (Dhillon and Randle, 2004)

	A	Strong	D
Low	<ul style="list-style-type: none"> • Commissioning Services • Directly Delivering Services 		<ul style="list-style-type: none"> • Actual powers and resources • Allocating resource • Making choices • Setting priorities • Vision for place • Acting • Harnessing/Communicating • Being responsible
	<ul style="list-style-type: none"> • Fragmentation • No direction • Corruption • Conflicting voices • No legitimacy • Unaccountable providers • Public anger and frustration 		<ul style="list-style-type: none"> • Broker consensus • Influencing others • Articulate what community wants • Listening • Persuasion
	B	Weak	C
			High

X - axis = capacity of local government to influence

Y - axis = direct power and responsibility of local government

The vertical axis represents the actual powers that local government has at its disposal, including control over resources. The horizontal axis represents the

legitimate capacity of local government to exert influence over the resources and outcomes secured by other agencies in the interests of the local community. The horizontal axis might, therefore, arguably be seen to represent the community leadership axis of local government and responsibility of local government. The functions that are plotted in the top-left quadrant 'A', illustrate local government's role as a delivery arm: responsible for service delivery. Whilst the power of councils to directly deliver services is considerable, their capacity to influence a wider set of outcomes is fairly low.

The roles outlined on the right-hand side of the diagram, quadrants 'C' and 'D', are examples of councils performing community leadership, whether or not they govern resources. This diagram is helpful in illustrating the difference between the traditional service delivery role and the community leadership role. A council can be an excellent provider and deliverer of services, but this does not necessarily mean that they are performing community leadership; engaging with communities and partners, creating and articulating long-term vision and balancing different interests. This type of council would, therefore, be placed in the top left hand corner of quadrant 'A': An organisation with a largely strategic and influencing role but little direct service delivery. The roles in quadrant 'D' describe the local authority with the necessary powers to secure its own high quality service outcomes, and is also capable of using its powers and legitimacy to influence outcomes in a wider range of areas. However, it was also recognised that the roles and responsibilities of local authorities would vary with respect to the different service areas. Throughout the 20th century there was an evolution in our understanding of group leadership. By the 1990s many organisational development specialists focused on team-based leadership. This leadership could be performed by the designated leader or shared with team members. "Given the pervasive use of teams in our culture today, it is essential to understand the role of leadership within teams to ensure team success and to avoid team failure" (Northouse, 2007).

2.2.11 Community Leadership Characteristics

According to Warner (2002), there are ten characteristics of effective leaders. These range from vision to teamwork. He believes that for a leader to be effective they must be a visionary and be able to lead their followers to excitement, while creating

an atmosphere of change to make a community follow them through economic development processes. These include vision, shared vision, empowerment, values, communication and thrust, collaboration, networking and strategic alliances, charisma, partnership, and teamwork. Another idea of community leadership is stressed by Lowndes (2004) who explains that networking and strategic alliance as well as partnership relative to shared visions is essential in this process. This is supported by observers of English local government who have noted that local authorities are able to accommodate, shape and even resist change.

Furthermore, he stresses that the intended impact of the interpretation of community leadership is about the reawakening of local government, and the development of local interventions within a framework of 'shared priorities' and standards agreed between central and local government. These include:

1. The creation of forums where the main stakeholder groups in a community can meet to discuss opportunities and develop approaches to meet them;
2. Ways of developing a shared understanding with partner organisations about issues facing a locality; developing a shared understanding amongst staff; improvising the capacity of members and officers to understand the organisations and agencies involved in community governance; and
3. Developing of a process of community planning emerging from shared understanding.

Community leadership takes a more clear form with local government in shaping action by others in conjunction with its own activities, as pointed out by Sullivan and Sweeting (2005). This same idea finds strong implication in the core elements of the community leadership role. This includes focusing attention on key community priorities that require local authorities to demonstrate the capacity to set a shared strategic direction and to represent community priorities beyond the locality; and involving citizens in the process of priority identification and delivery.

Emphasising strong leadership, John and Gains (2005) state that democracy can only function with effective, sometimes strong leadership, whether it is vested in one person, cabinet or ruling group. Democrats want public policies to be responsive to the people, but they also expect leaders to make tough choices, leading opinion rather than slavishly following it. Toner, (1996) cites Burns (1978)

saying that “leadership over human beings is exercised when persons with certain motives and purposes mobilise institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers.” He further discusses that the nature of leadership is to offer something beyond the expectable. If a group of people may be expected, for instance, to achieve a desirable outcome regardless of leadership, one might fairly assume that, with effective leadership, the same group might be able to achieve even greater things.

The features of community leadership have been described by a number of community leadership experts and researchers (Robinson, 1994; Langone and Rohs, 1995; Northouse, 1997; Kouzes and Posner, 1995; Rost, 1991; Price and Behrens, 2003). Collectively they suggest that community leadership emphasises a collaborative, ongoing, influential process based on the relationships between people. When defined as a relationship, all participants are practicing leadership to some extent, depending on the situation and required skills. Contemporary views of community leadership emphasise the need for citizens to voice their opinions and thoughts in shaping the decisions and policies that affect their lives (Robinson, 1994; Langone and Rohs, 1995; Northouse, 1997; Kouzes and Posner, 1995; Rost, 1991; Price & Behrens, 2003).

The fact that leadership research is so broad and diverse does not mean that leadership cannot be learned. Woyach (1993) claims that exercising leadership effectively requires using appropriate skills to meet the specific needs of a group. His point is that leadership involves skills. He states that “People learn skills. They learn them through study – including the observation of others who have those skills. Ultimately they learn through practice – by trying to apply what they know about the skills in real leadership situations”. Furthermore, Kouzes and Posner (2002) in discussing leadership and constituents concentrate less on skills and behaviour and more on relationships between leader and follower. They describe ways in which leaders can inspire constituents to achieve greatness; leadership is a relationship between those who aspire to lead and those who choose to follow. However, they consider the five fundamental practices of exemplary leadership to be 1) Challenging the process; 2) Inspiring a shared vision; 3) Enabling others to act; 4) Modelling the way; and 5) Encouraging the heart.

Blanchard (1985) explains that the leader employs ways to help ‘followers’

wherever they are. For those followers who need a high level of management, the leader provides management. Followers who are self-managed receive less management. Leadership and power always go hand in hand. Naturally, effective leadership lies in the way a leader uses his power to influence the behaviour of other people. Power is the ability to get someone else to do something you want done or to make things happen the way you want. The need for power is inherent to a leader. But on the contrary, this need for power is not a desire to control for the sake of personal satisfaction; it is a desire to influence and control others for the good of the group or the organisation as a whole. This means, this kind of power is the foundation of effective leadership.

According to Blanchard (1985), as a leader, one must be able to both acquire and appropriately use position power and personal power. At this point, he must use his people skills to establish interpersonal contacts and get involved in the important information flows within them. Definitely, the leader must take care of those people around him who are depending on him. Leaders must also take into consideration, his visibility. As such, he must not hesitate to make formal presentations, participate in major tasks committees, and accept special assignments in order to prove his special talents and capabilities.

Position power must be coupled with personal power. Personal power must be developed through good interpersonal skills. This can be achieved by keeping in mind four important points: there is no substitute for expertise, likable personal qualities are very important, effort and hard work breed respect, and personal behaviour must support expressed values. Another important issue is that an effective leader empowers others. They know that when people are empowered, they are more willing to make the decisions and contribute to achieve organisational goals. A good and effective leader realises that in order for someone to gain power, it is not necessary to give it up. Empowering people will help a great deal in achieving the goals of the organisation (Blanchard, 1985).

DiChiara (2007) assesses the differences in leadership practices among four governing Greek councils. The purpose of this study was to examine the leadership practices of students affiliated with fraternities and sororities. The study also explores the differences in leadership practices among members of the four governing councils of the fraternities and sororities present at the host institution.

Data were collected by administering the Student Leadership Practices Inventory (Kouzes and Posner, 2006) to affiliated members of fraternities and sororities enrolled at a major research institution located in the mid-Atlantic region of the United States. Results show that respondents of the fraternal community as a whole and members of each governing council score moderately on all sections of the SLPI. Results of this study indicate that there are no significant differences in leadership practices among the four governing councils at the host institution. This is consistent with past research finding that leadership practices are consistent across organisations whose membership differed by sex and ethnicity (Snyder, 1992; Williams & Wade 2002). The researcher concludes that respondents of Greek-letter organisations do not identify with one specific category of leadership practices more than any other.

Kouzes and Posner (1995) note that strategies, tactics, skills, and practices are empty unless we understand the fundamental human aspirations that connect leaders and constituents. They point out that leadership is a relationship between those who choose to lead and those who choose to follow - a reciprocal process. Leaders need to connect with and communicate to followers “with a range of expertise from the layperson or non-expert to the technical or highly specialised individual” (Barrett, 2008). Being successful in achieving goals is not the only matter of importance in determining effective leadership. There is an ethical dimension to effective, successful leadership. On this issue, Johnson (2005) describes a common dilemma facing leaders of all types which is the ethical arena. He suggests that “when we function as leaders, we take on a unique set of ethical challenges in addition to a set of expectations and tasks”. This dilemma “involves issues of power, privilege, deceit, consistency, loyalty, and responsibility”. How leaders handle the challenges of such issues is a major determinant of the quality of leadership they provide to their followers.

2.2.12 The Need for Community Leadership

Putnam (2000) documents declines in civic and social connectedness over the past 40 years. His analysis reveals dramatic shifts in the way people interact with one another and a decline in the social capital within communities. This lack of social capital puts communities under a host of challenges. Community leaders can

help address local challenges with useful leadership skills and concepts while increasing social capital by bringing people together. Others (Bolton, 1991; Kirk and Shutte, 2004; Mills, 2005) contend that fostering local leadership is one of the primary purposes of community development. Implied in this purpose is the assumption that the skills, knowledge, and attitudes of a leader can be learned. Despite the need to understand and foster community leadership, little is known about how to diffuse leadership throughout a community. Most leadership development initiatives are directed toward addressing a specific community sector or problem, without recognising the benefit of building leadership capacity throughout the community.

According to Hackman and Johnson (2009) there are 10 conditions necessary for collaborative public ventures. These include “(1) good timing and a clear need; (2) strong stakeholder groups; (3) broad-based involvement; (4) a credible and open process; (5) committed, high-level, visible community leaders; (6) formal support; (7) an ability to overcome mistrust and skepticism; (8) strong leadership of the process; (9) celebration of ongoing achievement; and (10) shift to broader concerns”.

Current trends in leadership emphasise the charismatic leader. This leadership style develops special leader-follower relationships and inspires followers in extraordinary ways. The presence of a charismatic leadership is reflected in followers who are enthusiastic about the leader and his or her ideas, who work very hard to support them, who remain loyal and devoted, and who seek superior performance accomplishments.

Congruent with charismatic leadership is the term transformational leadership, which describes someone who uses charisma and related qualities to raise aspirations and move people and organisational systems to new performance. The notion of transformational leadership offers a distinct management challenge. It is not enough to possess leadership traits, know the leadership behaviours, and understand leadership contingencies. From these foundations of transactional leadership, the manager must also lead in an inspirational way and with a compelling personality (Hackman and Johnson, 2009).

The transformational leader arouses his followers to be highly dedicated, more satisfied with their work, and more willing to put forth extra effort to achieve

success in challenging times. The special qualities often attributed to transformational leaders include:

1. Vision - having ideas and a clear sense of direction;
2. Communicating to others and developing excitement about accomplishing them;
3. Charisma - arousing others' enthusiasm, faith, loyalty, pride, and trust in themselves through the power of personal reference and appeals to emotion;
4. Symbolism - identifying "heroes", offering special rewards, and holding spontaneous and planned ceremonies to celebrate excellence and high achievement;
5. Intellectual stimulation - gaining the involvement of others by creating awareness of problems and stirring their imagination to create high quality solutions;
6. Integrity - being honest, and credible, acting consistently out of personal conviction, and by following through commitments (Renesh, 1994).

Drucker's (1992), observations on leadership offer a useful complement to the transformational leadership ideas. He identifies two essentials of leadership:

First, defining and establishing a sense of mission. A good leader sets the goals, priorities, and standards. A good leader keeps them all clear and visible and maintains them. According to him, "The leader's first task is to be the trumpet that sounds a clear sound."

Second, he believes in accepting leadership as a responsibility rather than a rank. Successful leaders do not start out asking, "What do I want to do?" They ask, "What needs to be done?" Then they ask, "Of those things that would make a difference, which are right for me?" They do not tackle things they are not good at. They make sure other necessities are done, but not by them. Successful leaders make sure that they succeed! They are not afraid of strength in others.

In his thesis on local governance and citizen participation and its implication to social capital formation and enabling policy environment, Fox (1995) explores the relationship between these two variables. He found out that it is difficult in practice to establish a causal relation between the two processes. Reciprocal causality may be at work: pro-participation forces in civil society encourage more accountable

governance, while pro-accountability elements within the state encourage more participation. He maintains that effective governance often depends on partnership between civil society and states that are both strong.

2.3 Success Factors of Community Leadership

MOSAICA (2008) reviews existing evaluations for information related to the best practices and success factors, challenges, and the impact of immigrant/refugee-focused and other leadership programs. The following are some broad findings regarding best practices:

1. Leadership development should have three beneficiaries: the individual and his/her family, the community, and organisations that work to strengthen communities.
2. Leadership programs should recognise that leaders are both born and developed, and can come from every sort of background. An effective leadership development program teaches by example; it involves its participants in decision-making, models the leadership behaviours it wishes to teach, and provides opportunities for participants to “learn by doing.”
3. Leadership programs are most effective when they include a variety of components and techniques, and a major emphasis on experiential learning. Leadership programs often need several stages, from individual empowerment to community organising, from focus on a single issue to “an understanding of the interrelationship of issues, power and change strategies in a community.”
4. Leadership programs must recognise, reflect, and address cultural issues, understanding their impact on learning styles, communications, relationships, and other facets of leadership development.

The effective leadership programs typically:

1. Have a strong community base and are designed to reflect the needs of specific communities and constituencies.
2. Focus on community-oriented, leadership development efforts.
3. Support initiatives that are designed to create change at three levels: the

individual, the community, and one or more community-based organisations.

4. Recognise the importance of both “in reach” — for staff, board, and program volunteer leadership development — and “outreach” — for community leadership development.
5. Help to build several levels and generations of leadership.

Ricketts (2005) compares two particularly successful rural communities, focusing on the importance of leadership within the community. Four significant factors set these successful communities apart from those less viable:

1. Effective communication,
2. Development of social capital,
3. Community engagement, and
4. Collaboration across and within communities.

Ricketts stresses that effective communication can be seen as the cornerstone of any functional community. Within both communities, leaders express the need to be open and honest with their constituents. For leaders to be successful within small, rural communities, it is important for them to be able to make the choice between passing on necessary information (through the right channels) and maintaining confidentiality when required. Developing a community website or newsletter, having regular community meetings, and communicating with other community organisations (e.g., Rotary, Kiwanis, churches, etc.) are all helpful ways to improve communication channels.

She further stresses that an effective way to keep communication channels open is by developing an "open door policy" between the leader and his or her constituents. Communication within rural communities can be complex. From the ease of access between community members and their leaders, to the limited number of leaders within a community, and the direct influence locally made decisions can have upon constituents, it is important for rural leaders to listen to their followers - and get the whole story. In addition, having an "open door policy" builds trust and credibility between leaders and their constituents. Sometimes, all it takes is developing a climate of trust within a community or organisation to move in the right direction.

Moore *et al.* (2003) use data envelopment analysis (DEA) as an effective tool for measuring the relative efficiency of public service provision. They use DEA to measure the relative efficiency of 11 municipal services in 46 of the largest cities in the United States over a period of six years. In addition, they explore efficiency differences between cities and services and provide input into a statistical analysis to explore factors that may explain differences in efficiency between cities. The authors discuss municipal governments' use of performance measures and problems with collecting municipal data for benchmarking.

2.3.1 Cases from Established Democracy

The following are four cases of countries taken as examples of established democracy in which success factors are identified for measuring performance of community leadership. The choice of these is based on the assumption that one country is taken to represent one continent. Thus, the geographical distribution represents Europe (UK) North America (Canada), Asia (Philippines) and Australia (Australia). Also, these countries are taken as cases where there is literature readily available as regards the purposes of this study, i.e. success factors affecting performance of community leaders.

The purpose of this section is to explore success factors that influence community leadership in established democracies in answer to Objective Three in this study. From this exploration, it is possible to make a list of success factors that can be utilised as benchmarks in designing the tools of the study. In addition, the success factors from all of the four countries are combined in Table 2.1.

2.3.1.1 United Kingdom

The UK represents a strong case for showing how success factors are linked to community leadership. The Audit Commission Local Government Briefing publishes a series of 'Learning from CPA (Comprehensive Performance Assessment) as a Guide to Achieving Better Public Services (April 2003), describes the critical success factors for improvement and signposts sources of help and advice (CPA, 2003). The following success factors are derived from Briefings 1 and 4 (2003):

1. Awareness. It is understood that the social, demographic, environmental and economic context of the locality operate using information collected from a variety

of sources including census data, internal statistics, partners, members, staff and the local community. Strong awareness of community issues is complemented by good consultation and engagement mechanisms, both within and outside the council.

2. Focus and Prioritisation. Excellent and good councils generally provide a clear and ambitious vision for their communities, with a defined set of priorities based on widespread consultation and a commitment to serving local people.

3. Working Together. The Councils that are doing well in community leadership recognise the benefits of improved joined-up working (both within the council and with other organisations), at strategic and operational levels, to increase capacity, pool resources and deliver better services to users.

4. Clarity of Roles. The clarity of roles both within the council and between the council, its partners and its stakeholders is critical to guaranteeing effective community leadership. Successful councils ensure that the roles of councillors and officers are clearly defined from the outset and that these are fully understood and valued. This is further enhanced by having robust and effective scrutiny arrangements in place, which are linked to strategic planning.

5. Building Leadership Capacity. The community leadership is provided by a range of individuals, including the leader of the council, other councillors, the chief executive, senior officers, partners, and leaders from within communities themselves. Good councils publicly acknowledge and promote their role as community leaders, and this is widely recognised both within the council and among the broader community. This means that councils have had success in delivering a strong community strategy when councillors and staff, partners and other stakeholders share a common purpose and have the right skills to deliver the agenda.

6. Commitment to user focus and citizen engagement focus. Strong user focus is underpinned by core values, such as honesty, inclusiveness, fairness and realism. Those councils that are succeeding in engaging users are committed to these and similar values and demonstrate them in their organisational behaviours and priorities.

7. Understanding your communities. Communities can be defined in a number of ways, the most obvious of which is geography but, people belong to different communities at different times in their lives. Successful councils understand the

perspectives of the people they serve and the complexities of their communities. They are able to anticipate, plan for and respond to people's needs. These councils have adopted a variety of methods to engage users and citizens.

8. *Clarity of purpose.* Councils that gain the most from a user- and citizen-focused approach are clear about what they are trying to achieve, whether it be simply providing information to citizens, undertaking a consultation exercise with users or attempting to encourage greater involvement in decision making.

9. *Communicating in appropriate ways.* The means by which councils communicate, consult and involve their citizens and service users can contribute to good user and citizen focus. The most effective councils use a combination of approaches that enable people to communicate with their council at a time and in a manner that suits them.

10. *Delivering change and improved outcomes.* The most successful exponents of user engagement not only put into place the practice and values of critical success factors 1 - 4 but also ensure that the rationale behind user focus and citizen engagement results in positive change and better services.

2.3.1.2 Australia

Cavaye (2001) studied Rural Community Development in Queensland Australia. According to him rural community vitality depends on communities:

1. Maintaining adequate infrastructure,
2. Having access to services,
3. Enhancing business and economic opportunities, and
4. Establishing policy settings to foster outcomes.

Vitality also relies on communities "rethinking" assets, developing networks, building local cooperation and acting on local passion and motivation. Efforts largely focus on service provision, discrete initiatives, information dissemination and provision of resources to meet perceived needs. While these are crucial elements of rural development, a more comprehensive approach is needed. A more comprehensive agenda involves engagement that helps people act on existing motivation, includes greater recognition of frustration and anger in regional areas, and helps people gain better access to information and services.

Cooperating chambers of commerce, community groups, and even various churches are all examples of groups with similar interests that could easily combine forces and collaborate. Ultimately, the benefits to collaboration are endless - sharing resources, developing new friendships, creating novel groups and associations - as well as assuring the viability of both communities for years to come. Additionally, community action is often promoted through collaboration. A vibrant democracy has, at its heart, people being active to continually improve and change their local communities, the places where they live, not just for themselves but also for others less fortunate. In Australia, local government authorities lead efforts to strengthen local democracy.

A broader approach would also re-examine agency assumptions, better foster community confidence, provide more coordinated frameworks for discrete initiatives, and establish community relationships beyond those of service delivery. In implementing this expanded approach community developers face five challenges – a greater recognition of community values, new forms of participation, coping with perceptions, fostering community confidence and changes to the role of government.

Community leaders and volunteers are “burning out” and struggling to foster broader participation and shared vision. While adequate resourcing is crucial, some communities and agencies can “chase” funding without engaging genuine community ownership. While there are many successes, current rural development approaches only partially support community action and improvement. The difficulties some communities have in organising and achieving outcomes can be better addressed by expanding and modifying the current partial rural development agenda. Key areas identified as success factors for expansion are as follows:

1. *Partnership.* Assessing needs and delivering services and infrastructure to meet perceived needs is a central role for government and community support agencies. Agencies need to adequately deliver high quality services and communities have every right to expect them. However, community development relies on rethinking, motivation, organisation, and local leadership; service delivery represents a partial approach. The delivery of services to meet needs often does little to challenge perceptions and help people rethink issues.

2. Action. Many communities and regions have developed plans and strategies that have not progressed. Often developed by external specialists, many plans have neither engaged communities genuinely nor fostered local action. Many communities appear to be stalled in planning – with multiple plans developed but with little change in community outcomes. Long term planning is crucial to communities in maintaining a vital economy, environment and social situation. Establishing priorities for development through planning is also critical. Opportunities to engage people in action are needed to start action and organisation.

3. Assumptions. In Australia, the Regional Solutions Program has been established, a series of Rural Summits have informed new policy, and state governments have initiated efforts such as the Community Capacity Building Cluster, the Regional Communities Program and the Office of Rural Communities. However, while the relative priority of rural community issues has increased the basic assumption behind this expanded government focus has not. Basic and outdated assumptions about the role of government still pervade government's recent response to the "rural crisis". These are assumptions of capacity "building" rather than capacity appreciation or extension; of government consultation and "delivery" rather than true partnership; of development in the community rather than within the community; of dissemination of knowledge and resources rather than access to them. An expanded rural development agenda requires renewed focus, extra resources, and expanded services. However, it also requires a fundamental re-evaluation of the mission of community development support agencies and new assumptions. These new assumptions should better recognise existing community capacity, establish a partnership relationship rather than that of "deliverer", conciliation with communities of the motives behind government initiatives, shared kudos, and a focus on community capacity outcomes.

4. Access: While there is a wide range of funding and support services available, few communities can access them easily. Many communities find it difficult to know what is available, to discriminate what suits them best to understand information and available services. Furthermore, many application and communication procedures are complex and lengthy. Community

development initiatives clearly need to provide information and services. However, development agencies need to do more than disseminate information and services. Staff is needed to partner communities to help them gain access to services and information. This means training, coaching and working with community groups to help them access appropriate information and help them improve their capacity to navigate the broad array of services available. Communities also need access to key individuals with rural development expertise and community trust. Access to networks has also allowed communities to gain new ideas, build confidence and accelerate local initiatives.

5. Coordination. Much rural and regional development support is provided as specific initiatives. Programs clearly need to be targeted to specific issues, but they require a more coordinated framework. Rather than providing a formal coordination structure programs and services can be best coordinated within informal rural development networks that function well at the regional level. Experience has shown that personal relationships and common issues at the regional level overcome institutional boundaries. Ultimately rural community development occurs within a “system” of communities, sub-communities, individuals, external agencies and internal organisations. Each entity makes decisions and takes action under the influence of each other through a dynamic set of relationships. Rural development agencies, therefore, not only have a responsibility to deliver their function to their “constituency” or “clients”, but to also contribute to the function of the whole “system” (Cavaye, 2001).

2.3.1.3 Canada

According to the Department of Finance (DFA), Canada, (2008), there are three key success factors that are critical to the overall success of this effort. These are:

1. Engagement. Canadians are proud of their country and want Canada to take its rightful place on the world stage as a respected, modern, dynamic and tolerant society. We can do that - if Canadians work together. Individual Canadians are seeking post-secondary education and training opportunities like never before. This must continue, and governments must do their part to support education and training for the benefit of the community.

2. *Partnership.* Advantage Canada is a national plan, and its success depends on clarifying, enhancing and strengthening the relationships between different levels of government. Governments, at all levels - provincial, territorial, municipal and federal - need to work together in the spirit of cooperation, united by the vision of a stronger, better, more prosperous Canada for all Canadians.

3. *Commitment.* The successful implementation of Advantage Canada will require long term focus and discipline. This plan is about fundamentally refocusing government on what it does best. This will take time, and it will take patience. The implementation of the principles and policies of Advantage Canada will require governments to remain committed to this ambitious strategy over the long term.

The implementation of Advantage Canada has already begun. A number of initiatives within Budget 2006 support Advantage Canada's principles, as do the measures outlined in the Tax Fairness Plan for Canadians. This implementation will continue through measures to be proposed in Budget 2007 and beyond, as well as in other key policy and legislative initiatives of the Government. While we must remain steadfast in our resolve to achieve the ultimate purpose and direction of Advantage Canada, Canadians will work together to determine the best ways to achieve these goals.

Canada's New Government will actively seek input and ideas regarding the most effective and efficient ways to implement the details of this plan. In some cases, the policies and priorities of Advantage Canada will be implemented relatively quickly. But the principles that form the foundation of this plan, and the advantages they will create, are designed to serve Canadians for years to come. They should be reviewed and refined as global dynamics and Canada's competitive position change. (DFA, Canada, 2008).

2.3.1.4 Philippines

Two years after the triumph of "people power" in the Philippines, the future of democracy in the "Pearl of the Orient Sea" still hangs in the balance (Solarz, 1988). The ultimate fate of political pluralism in the Philippines may also be determined by the willingness of the United States and other friendly countries to provide the Philippines with the resources it desperately needs to satisfy the population's rising

expectations. Significant political and economic progress has been made over the last two years in addressing the problems that now threaten the survival of democracy in the Philippines (Solarz, 1988). The Filipino people have adopted a new Constitution, conducted the most honest National Assembly elections in Philippines history, established the freest press in all Asia and successfully held the country's first freely contested local elections since 1971 (Solarz, 1988).

A large number of studies carried out on the success factors of cooperative institutions came to the conclusion that if elements of possible failures are eliminated, the cooperative can serve its members well. These failure factors enumerated by the studies include:

1. Lack of capital; inadequate volume of business;
2. Lack of loyal membership support; vested interest and corruption among cooperative leaders;
3. Weak leadership and mismanagement; and,
4. Lack of government support.

During the 16 years of its existence, The Pinili Development Cooperative (PDC) has, however, never experienced any situation which could stop it from gaining success heights. According to Chairman, Jocelyn Espia, the consistency in PDC successful operations can be summed up in one sentence: 'Democratic management and active member participation'. She elaborated on the success factors in the following phrases:

1. Faith in Cooperative Philosophy;
2. Efficient Delivery of Services;
3. Active Participation of Members; Regular Meetings;
4. Self-generated Funds; Harmonious Relationship with Government;
5. Cordial and Active Coop-Member relationship; and
6. Continuous Member Education Programs.

Self-generated funds for credit business have been the most rewarding experience because the PDC had never to knock on the doors of any financing institution or donors. The Cooperative succeeded in maintaining cordial and most harmonious relations not only with the local government but also with the community leaders. The experience of successful cooperatives, whether small or large, has demonstrated the crucial role of an effective leadership.

Leadership is desperately needed to build up a cooperative with a strong culture, whose individual members adhere to common values and work together as a coherent team in pursuing common goals and objectives. An effective and natural leader should be able to motivate and stimulate all the sectors in a cooperative towards superior performance, excellent service quality, and sustained loyalty and support of members. The success factors for community leadership in established democracies such as the UK, Australia, Canada, and the Philippines are the most important keys to these democracies. Table 2.1 summaries the success factors mentioned above in relation to the four cases as follows:

Table 2.1
Success Factors for Community Leadership in Established Democracies

Success Factors in Established Democracies
A. United Kingdom
1. Awareness
2. Focus prioritization
3. Working together
4. Clarity of roles
5. Building leadership capacity
6. Commitment to user focus and citizen engagement focus
7. Understanding your communities
8. Clarity of purpose
9. Communicating in appropriate ways
10. Delivering change and improved outcomes
B. Australia
1. Partnership, as well as service delivery
2. Action, as well as planning
3. Assumptions, as well as initiatives
4. Access, as well as dissemination
5. Coordination, as well as specific initiatives
C. Canada
1. Engagement
2. Partnership
3. Commitment
D. Philippines
1. Faith in cooperative philosophy
2. Efficient delivery of services
3. Active participation of members
4. Regular meetings
5. Self-generated funds
6. Harmonious relationship with government
7. Cordial and active coop-member relationship
8. Continuous member education programmes

Source: Developed by the researcher for the purpose of this study

Without leadership, a cooperative is bound to operate below its potential, and go out of business and collapse eventually. From the theoretical perspective as well as practical, the biggest single factor responsible for the success of cooperatives is strong membership support. An association must have the unqualified loyalty and support of its members; otherwise it is doomed to fail (PDC, 2008).

It can be noticed from the above table, that some success factors are commonly shared in all four countries. Therefore, they have been re-categorised in a new format as shown in Table 2.2 below:

Table 2.2
Common Success Factors for Community Leadership
Development in Established Democracies

Common Critical Success Factors
1. Awareness of the needs of the community
2. Focus prioritisation
3. Working together
4. Clarity of roles
5. Building leadership capacity
6. Commitment to user focus and citizen engagement focus
7. Understanding your communities
8. Clarity of purpose
9. Communicating in appropriate ways
10. Delivering change and improved outcomes
11. Harmonious relationship with government
12. Cordial and active cooperation among the council members
13. The existence of laws and supporting regulations

Source: Developed by the researcher for the purpose of this study

2.4 Barriers Affecting Community Leadership Performance

Tosum, (2000) suggests that there are operational, structural and cultural barriers to tourism development in many developing countries. It should be noted that such areas of barriers are not mutually exclusive. Although there is no special reason beyond this classification, it is supposed that it will facilitate understanding of barriers to community leadership in tourism development, at least at a theoretical level.

1. **Operational Barriers** - Tosum, (2000) lists three major obstacles that planners are likely to meet when they decide to implement a participatory development approach. These obstacles include the centralisation of public administration of tourism development, lack of coordination between involved parties, and lack of information made available to local people of the tourist destination (Murray, 2004).
2. **Structural Barriers** - are usually associated with institutional, power structures, legislative, and economic systems. Tosum describes a few of the relevant barriers such as: attitudes of professionals; lack of appropriate legal system; lack of financial resources (Murray, 2004; Steven and Jennifer, 2002; Tosum, 2000).
3. **Cultural Barriers** - there seem to be some cultural factors including limited capacity of poor people to handle development effectively, and apathy and low level of awareness in the local community and function as obstacles to tourism development (Moscardo and Tosum, 2000).

Table 2.3 presents the common barriers for community leadership development in an established democracy. These barriers are extracted from the literature review and used as input to the content of the questionnaires of this study. Barriers of community power for tourism development in Shiraz, Iran were also examined by Aref *et al.* (2009). In third world countries, a lack of community power is an influential barrier to tourism development. They illustrate barriers of community power in tourism development based on a study carried out in Shiraz city, Iran. The study found that there are operational, structural and cultural barriers to community power in tourism development.

Table 2.3
Common Barriers for Community Leadership Development
in Established Democracies

Common Barriers for Community Leadership Development
A. Operational Barriers
1. Lack of coordination between involved parties
2. Lack of information made available to the local people
3. Lack of coordination between leader and the community members
4. Inconsistent community organisation policies
5. Lack of government support
6. Lack of de-centralisation of government
7. Lack of citizens' confidence in the government
B. Cultural Barriers
1. Weak diversity among the major decision makers
2. Lack of information sharing
3. Weak linkages between the government and the councils
4. Non-uniformity in the distribution of power and resources among community organisations
5. Fear of losing control/power
6. Fear of losing constituent support
7. Lack of knowledge and expertise
8. Lack of appropriate legal system
9. Lack of financial resources
C. Structural Barriers
1. Limited capacity of poor people to handle development effectively
2. Apathy and low level of awareness in the local community
3. Mistrust of local citizens with the leaders
4. Lack of political will/ leadership

Source: Developed by the researcher for the purpose of this study

The results reveal that the strongest barriers toward tourism development are centralisation of public administration, low level of awareness and lack of internal autonomy in tourism decision-making. It is expected that the community leaders could utilise the results of this study in their effort to solve the barriers of tourism development in their communities.

Another study conducted by Howat *et al*, (2001) identifies barriers to community participation in road safety activities in Western Australia and to recommend strategies to reduce those barriers. Information was obtained from review of relevant literature, the authors' extensive community-based experiences, from undertaking community-based research, and from interviews with key stakeholders in road safety in Western Australia. Ten significant barriers to community participation were identified. These are classified into two groups: personnel and planning issues. With regard to personnel issues, on why people are often reluctant to become involved in projects in their communities, it was

discovered that lack of leadership and a lack of skills are the main deterrents. On the other hand, planning issues include: inappropriate program foci, inappropriate program evaluation, lack of resources, and a lack of sustainability. It was concluded that the barriers to community involvement in road safety initiatives are similar in many parts of Australia and overseas and apply to a wide range of health promotion interventions besides road safety. Awareness of the barriers and knowledge of their solutions can ensure that appropriate steps are taken to maximise the likelihood of community participation.

Finally, Dollery et al. (2005) examine how financial constraints and the threats of forced structural reform affect municipal councils across Australia and how these councils were forced to reconsider their operational activities and organisational arrangements. These councils adopted new structural formations that embody various forms of co-operative service provision. The researchers sought to outline the small, rural New South Wales Gilgandra Shire Council's (2004) 'Co-operative/Local Government Service Company' model, place it in the broader context of alternative models of local governance suitable for Australian conditions, and evaluate its characteristics.

2.5 Community Leadership in New Democracy

This section outlines some research studies conducted in the Middle East and the Gulf region with respect to municipal councils' experiences as new democracies. The aim, here, is to establish a better understanding of community/municipality leaders with particular reference to the existing problems that deter community development and the opportunities which could promote the cause of community leadership in new democracies. This section also provides a basis for comparing the case of community leadership in both types of democracy, i.e. new and established.

A useful source of information can be found in Rahma et al. (2006) who presents a field study to the First Conference on Municipality Work in Bahrain. The study assesses the performance of Manama Municipality Council for the electoral cycle of 2002-2006. The researchers explore the opinions of community people as to the performance of the council members they elected. A survey method was used to collect the data from 905 community members representing various regions in the Capital Governorate. The results show that the majority of subjects surveyed agree

on the point that the performance of the council was weak. In addition, the study reveals the community members were ignorant about the roles and duties of the council members. The study reports also on another survey that was conducted by The Centre for Public Opinion on media projects in Bahrain. The study involved 1500 community members from both sexes representing all five governorates in the country. The results of that study showed that half of the population of the capital governorate did not know the municipal council members. Only 30% of this population was willing to re-elect their present representatives for the next cycle of elections. The researchers recommended that more community awareness about the roles of municipality should be considered.

Similarly, Shabou (2006) presents a paper on "good" urban governance and Arab municipalities. He argues that good urban governance is the vehicle to reach out to social justice. Local authorities, municipal councils and local communities form the infrastructure for true democracy. He maintains that UN-HABITAT's experience, derived from over 25 years of work with cities, shows that the key ingredient to realising the Inclusive City is neither money nor technology, nor even expertise (although these are important), but good urban governance. Based on its own experience working with cities, UN-HABITAT initiated a global debate by arguing that good urban governance is characterised by the principles of sustainability, subsidiarity, equity, efficiency, transparency and accountability, civic engagement and citizenship, and security; and that these principles are interdependent and mutually reinforcing.

On the Egyptian experience, Al-Ashmawi (2005) gives an account of practices and experiences in decentralisation and local government in Egypt. His study provides a systematic framework to enhance the investment productivity of the local development plan. He reviews the situation of investment in local government in Egypt and concludes that the size of investment in local projects is modest in comparison to the central government. The study also found that the indicators of measuring investment efficiency and competency in local are poor. The paper concludes that each district should adopt a clear and efficient investment policy. Investment projects should be judged through financial and non-financial objective indicators before and after implementation. These indicators include productivity of the local investment projects.

Furthermore, Alwadi (2006) gave a paper in the First Conference of Municipality Work in Bahrain. He provides suggestions to improve mechanisms of municipality work from an engineering perspective. The major suggestion in this paper is the requirement of a minimum engineering knowledge on the part of the people who are concerned with municipality work. This requirement would improve the quality of interaction with the community members. It also helps in providing better community services. A council member should be aware of laws regarding construction, urban planning, and strategic planning for towns and villages.

Othman (2008), on the other hand, presented a paper in the Third Conference of Municipality Work in Bahrain on the roles of NGOs in raising the efficiency of municipality councils. These roles could include issues such as activating local social movement and helping the poor and needy in the community. They also improve women's activities and improving environmental awareness. He concludes with recommendations that involve improving the competencies of council members through training activities and cooperating with civil society organisations in providing better services to the community. He also stresses the importance of cooperation between local councils and government efforts in implementing programs aimed at improving community services.

An interesting study is found in Ta'annah and Abdulwahab (2005). The authors analyse the status of local government in Arab countries through investigating the laws and by-laws of local government in these countries. The study provides some current trends in local governance such as electronic local government, evaluation of institutional performance and patterns of cooperation with the private sector. The methodology of the study is descriptive and comparative of certain case studies from the Arab world. The research involves cases from Jordan, Syria, Lebanon, Sudan, Egypt, Saudi Arabia, Bahrain, Qatar, Yemen, Tunisia, and Morocco. The study fills a gap in the available literature on Arab local governance and can be seen as valuable as it provides a detailed profile on local government in each country with a comparative perspective.

The findings of this study highlight the growing role played by local units at all levels of politics, economics and society, and the importance of access to systems of local governance in the Arab world. It identifies problems and difficulties faced by the prospects of development, leading to the model (perception) of unified systems

of local governance. It also highlights global attention to decentralisation and local governance and the importance that participation and democracy should take in the initiative to develop this study on local government systems in the Arab world and the contemporary trends of development. Furthermore it fills the shortage in the Arab library in the field of local governance in the Arab world especially regarding community leadership in Municipal work.

Also useful is the study conducted by Sader (2002) who investigates the situation of municipality work in Lebanon. She evaluates the experience of local government in Lebanon in terms of achievements, barriers, and challenges facing municipality work. She surveys the perceptions of the council members' of 25 councils through interviews reporting the following results:

1. The relationship between the executive governmental authority and the councils was viewed as sometimes vague and confusing.
2. The Heads of Councils were concerned about the fact they were restricted in their authorities by legal constraints. They are restricted by the central government authorities and also by the members of the councils when it comes to making even the simplest decisions.
3. The council members had a different view, however, in saying that the Council Heads were working on their own without consultation with council members.
4. Almost 60% of the municipalities were taking their decisions by agreement or great majority.
5. Many Council Heads said the experience is new to them and they lacked the necessary knowledge in this field.
6. Many Council Heads reported that the Head position must be a full time job and specific monthly salary should be provided for the job.
7. Only 30 % of the municipalities had enough numbers of employees.

The study reports some barriers to the work of municipalities such as: routine and bureaucracy in taking decisions. Lack of coordination is also noted between councils and government bodies. The interviews also report lack of clear policies about the roles of councils in community services. The study is quite comprehensive

and detailed. It provides a good reference for comparison with community leadership in other situations in the Arab world.

A legal study conducted by Mustafa (2006) reports on the legal aspects of the laws governing municipality work in Bahrain. He investigates the civil liability of the municipality councils according to the Municipalities Law for Bahrain No. 35 issued in 2001. The researcher notes that the Municipality Law specified 25 specialisations / roles for the municipalities. However, the roles of the council in most of these specialisations is seen as secondary in nature and restricted to suggesting projects for the community or expressing opinions regarding the use of a certain facility. The study concludes with a recommendation that the law for municipalities should be amended to extend the authorities of the Municipalities towards more autonomy in their work. He also suggests training programs to increase the level of awareness among the people working in community services. In particular, more awareness of the legal aspects of the work is needed.

In a Master's thesis, Al-Haddy (2009) reports on a study on the organisational structures of municipalities in Bahrain. He finds that the great majority of people working in municipality work support the idea of re-structuring the municipality councils. Almost 50% of the responsibilities stated in the municipality law are not used by the council members. He compares municipality experiences of Bahrain in relation to other countries such as Holland, Jordan, Qatar, Saudi Arabia and Kuwait. The problems found in these experiences include the lack of harmony between councils and government executive bodies. He concludes that after nine years of the working mechanism of municipalities in the countries, there is a necessity to reconsider the organisational frameworks in terms of responsibilities, organisation, and supporting staff.

2.6 Synthesis of Theory

The literature review covered many aspects of community leadership as exemplified in municipality councils. The identified variables of the study are: community, community leadership development and history; community leadership roles, duties and characteristics; success factors in established democracies; barriers to community leadership in a new democracy; the effects of success factors on community leadership development; and the community leadership in new and

established Democracies. Moreover, a review of regional as well as international empirical literature in the area of leadership and community leadership in established and new democracies were completed.

From the above findings questionnaires parameters were developed which will be used to answer the research question and meet research objectives, which is covered in the next chapter. Table 2.4 provides a brief overview of the literature and presents the findings of the factors that influence community leadership in an established democracy.

Table 2.4
Brief Overview of the Literature and Factors that Influence
Community Leadership in a New Democracy

Themes	Studies	Findings
Leadership	Brungradt and Seibel (1995); Kirk and Shutte (2004); Langone and Rohs (2005); Williams and Wade (2007); Greenleaf (1997)	Community leaders have a duty to develop a comprehensive strategy for promoting the well-being of the community
Leadership Development	Putnam (2000); Beem (1999); Bolton (1991); Kirk and Shutte (2004); Mills (2005)	Most leadership development programs are directed towards addressing a specific community problem.
Practicing Community Leadership	Pigg(1999); Robinson (1994); ; Langone and Rohs (1995); Northouse (1997) Kouzes and Posner (1995); Rost (1991); Price and Behrens (2003)	Leadership emphasises a collaborative, ongoing and influential process.
	Sandman and Vendeberger 1995	Contemporary views of community leadership emphasizes the need for many leaders as facilitator that empower partners
Community Leaders as a Symbol of Change	Denters and Rose (2005); Sullivan and Sweeting (2005); Clark and Stewart (1998); Ballard (2007); Kousez and Posner (2002); Born 2002	Leader is an appointed role and carries with it the exercise and power and influence over others.
Community Participation	Cornwall and Gaventa (1999); John and Gains (2005); Toner (1996); Fox 1995	The concept of community participation must be re-situated in the light of current realities which offer constraints as well as new spaces.
Characteristics of Effective Community Leaders	Kouzez and Posners (2002); Born (2002); Lowndes (2004); Warner (2002); Toner (1996)	Leadership provides emphasis on combining appropriate use of power and authority.
Barriers to Community Leadership	Howat et al (2001); Tosum (2001); Aref et al (2008)	Awareness of barriers and knowledge of their solutions can ensure that appropriate steps are taken to maximize the likelihood of community participation
Critical Success Factors to Community Leadership	Ballared et al.(2007); Solarz and Solarz(1988) Ballard.(2007) DFA, Canada, (2009); PDC(2008)	Success factors are the most important keys to establish the new democracy
	Espia (2008)	Democratic management and active participation are keys to success in community leadership.
	Carroll (1977)	The amount of manpower devoted to community organisation and leadership should be increased.
	Carroll (1977)	Customs, location, situation, and leadership patterns of behaviour and traits are factors associated with community leadership success.
	MOSAICA (2008)	Effective leadership programs must recognise, reflect and address cultural issues

In the above mentioned table, the researcher critically analyses the review of previous community leadership literature and studies and their findings beyond the existing presentation in the previous sections.

First, the researcher discussed the concept of leadership in the context of the factors that influence community leadership in a new democracy. There are numerous studies examining the role of community leaders and their impact on the life and well-being of their community. These leaders play key roles in community actions and work to develop the common good of their community (Wilkinson, 1991). However, community leaders have a duty to develop a comprehensive strategy for promoting the well-being of the community (Brungradt and Seibel, 1995; Kirk and Shutte, 2004; Langone and Rohs, 2005; Williams and Wade, 2007; and Greenleaf, 1997). Some community leaders lack the knowledge on how to deal with community problems. As pointed out by Lowndes (1995), people usually come into contact with politicians or public officials as they receive services and benefits from the state. However, leadership emphasises a collaborative, ongoing and influential process (Pigg, 1999; Robinson, 1994); Langone and Rohs, 1995; Northouse, 1997; Kouzes and Posner, 1995; Rost, 1991; and Price and Behrens, 2003). On the other hand, contemporary views of community leadership emphasises the need for many leaders as facilitator that empower partners (Sandman and Vendebger, 1995). The researcher believes that most of the available literature seems to deal with the development of community leadership. Most leadership development programs are directed towards addressing a specific community problem (Putnam, 2000; Beem, 1999; Bolton, 1991; Kirk and Shutte, 2004; and Mills, 2005). For example, Carroll (1977) talks about increasing the amount of manpower devoted to community organisation and how leadership patterns are related to community leadership success. Recent studies such as Putnam (2000) and Mills (2005) are concerned about leadership programs. Denters and Rose (2005), on the other hand, are more interested in community leaders as agents of change. The leader is an appointed role and carries with it the exercise and power and influence over others (Denters and Rose, 2005); Sullivan and Sweeting 2005; Clark and Stewart, 1998; Ballard, 2007; Kousez and Posner, 2002; and Born 2002). The study aims to provide an investigation on the success factors and barriers influencing

municipal councils' members as community leaders' performance taking the Kingdom of Bahrain as an example of a new democracy.

Second, although previous research analyses leadership in community settings, the amount of research on community leadership in a new democracy is still limited. It is interesting to note that some researchers point out that the concept of community participation must be re-situated in the light of current realities which offer constraints as well as new spaces (Cornwall and Gaventa, 1999; John and Gains, 2005; Toner, 1996; and Fox, 1995). In this aspect, leadership provides emphasis on combining appropriate use of power and authority (Kousez and Posners, 2002; Born, 2002; Lowndes, 2004; Warner, 2002; and Toner, 1996) which focuses on the characteristics of effective community leaders. There are several varieties of democracy, some of which provide better representation and more freedoms for their citizens (Guas and Kukathas, 2004; and Barak, 2006). However, if any democracy is not carefully legislated to avoid an uneven distribution of political power, such as the separation of powers, then a branch of the system of rule could accumulate power and become harmful to the democracy itself.

Third, most studies focus on success factors and barriers and how these factors affect community leadership (Howat *et al.*, 2001; Tosum, 2001; and Aref *et al.*, 2008). However, these studies do not measure how leaders proactively deal with major changes in the community and also do not properly tackle the impacts of these success factors and barriers to community leadership specifically in an emerging democracy. Hence, previous research seems to have focus mainly on decision-making, power, community culture, leader's personality and, environmental influences. On the other hand, the literature of Carroll (1977), Espia (2008) and MOSAICA (2008) does not measure the performance of community leaders and its effect on community leadership. However, McGuinn, (2009), Carothers (2000), Pilon (2002), Carstairs (1980) and Beyme (2001) believe that any form of democracy tries in its own way to ascertain the will of the people and to bring public affairs into line with it.

Finally, the research problem in this thesis is, therefore, based on the need to conduct more and better research on the relevance of success factors and major barriers that are assumed to affect the performance of municipality council members in their capacity as community leaders within a context of an emerging democracy

based mainly on theories of leadership factors that affect community leadership (Ballard et al., 2007; Solarz, 1988 and Sabran, 1990). Therefore, there is a need to understand how community leadership works and devise effective policies and programs that will improve the current situation. Based on the above gaps, the conceptual framework, for this research, is developed.

In addition, based on the summary of synthesis and gap table, the researchers on community leadership in a new democracy show the following findings:

1. There is a clear lack of research on the subject of local municipal council members as community leaders particularly in an emerging democracy like the Kingdom of Bahrain. In particular, no literature is available on how effective local councillors have been in their present situations. In the wider context, the same observation applies. The present investigation aims to determine and identify the success factors that influence community leadership performance in a new democracy.

2. The features of community leadership have been described by a number of community leadership experts and researchers. They suggest that community leadership emphasises a collaborative, ongoing, influential process based on the relationships between people. At the international level, most of the studies reviewed in this field do not seem to have paid enough attention to the role of community leaders and their perceived roles by members of local communities in an established democracy context. Most of the available literature seems to deal with the development of community leadership. This study will, therefore, identify the success factors that influence community leadership performance in a new democracy which can be utilised as standards for measuring/monitoring municipality councils' performance.

3. Most researchers explore issues related to developing empowerment: the capacity of a system to engage in enterprising dialogue where power is unequally distributed. However these studies fail to identify the barriers and success factors related to exemplary community leadership. The current investigation aims to identify the barriers that hinder community leadership evolution in new democracies. Knowing such barriers can provide the authorities and councils with a chance to avoid such barriers in future cycles of municipality work.

4. The researchers use a participation-oriented view to explore questions and argue that social policy must see citizens not only as users or choosers, but as actors and citizens in shaping and implementing social policy. They argue that to put forth this view is immediately to raise important conceptual issues about the nature of participation, citizenship, universality and difference, and social policy itself, each of which has been widely debated in social policy literature. Within this context, the present study aims to identify the community leadership roles and duties by community leaders and community people. This objective is significant to this study as it helps determine the perceptions of both types of respondents, i.e. the council members and the community professional members.

5. Although numerous studies have been undertaken to analyse leadership in a community setting, the amount of research on community leadership in a new democracy is still limited. It is interesting to note that some researchers point out that the concept of community participation must be re-situated in the light of current realities which offer constraints as well as new spaces.

6. Previous research efforts seem to have been based mainly on theories of leadership factors that affect community leadership. Therefore, there is a need to understand how community leadership works and devise effective policies and programs that will improve the current situation.

7. Most studies focus on success factors and barriers and how these factors affect community leadership. However, these studies do not measure how leaders proactively deal with major changes in the community and also do not properly tackle the impacts of these success factors and barriers to community leadership specifically in an emerging democracy.

8. Previous research seems to have focused mainly on decision-making, power, community culture, leader's personality and, environmental influences. Despite the need to understand and foster community leadership, little is known about how to diffuse leadership throughout a community. Most leadership development initiatives are directed toward addressing a specific community sector or problem, without recognising the benefit of building leadership capacity throughout the community. However, they do not measure the performance of community leaders and its effect on community leadership. The current study is directed to the relevance of success

factors and major barriers that are assumed to affect the performance of municipality council members in their capacity as community leaders within the context of an emerging democracy such as Bahrain.

2.7 Summary

This chapter provided a review of regional as well as international empirical literature in the area of leadership and community leadership in established and new democracies. The literature review covered many aspects of community leadership as exemplified in municipality councils. It was possible to identify the common success factors that influence community leadership performance in an established democracy. On the other hand, barriers hinder the performance of community leadership in an established democracy. Community leader's roles and duties, performance and characteristics parameters that are practiced by community leadership were identified. This provides a basis for meeting research objectives in this study.

The next chapter provides the basis for the research hypotheses and conceptual frameworks of this study. It formulates the research questionnaires after a validation process including three pilot studies involving various themes in relation to the success factors and barriers that affect community leadership performance; roles and duties; performance and characteristics practiced by community leadership in established democracies.

CHAPTER THREE

RESEARCH FRAMEWORK AND HYPOTHESES

3.1 Introduction

In the previous chapter, it was possible to identify the common success factors that influence community leadership performance in established democracies as well as the barriers that hinder the performance of community leadership. Community leaders' roles and duties, performance and characteristics practiced by community leadership in established democracy were also identified. These provide a basis for meeting the research objectives of the current research work.

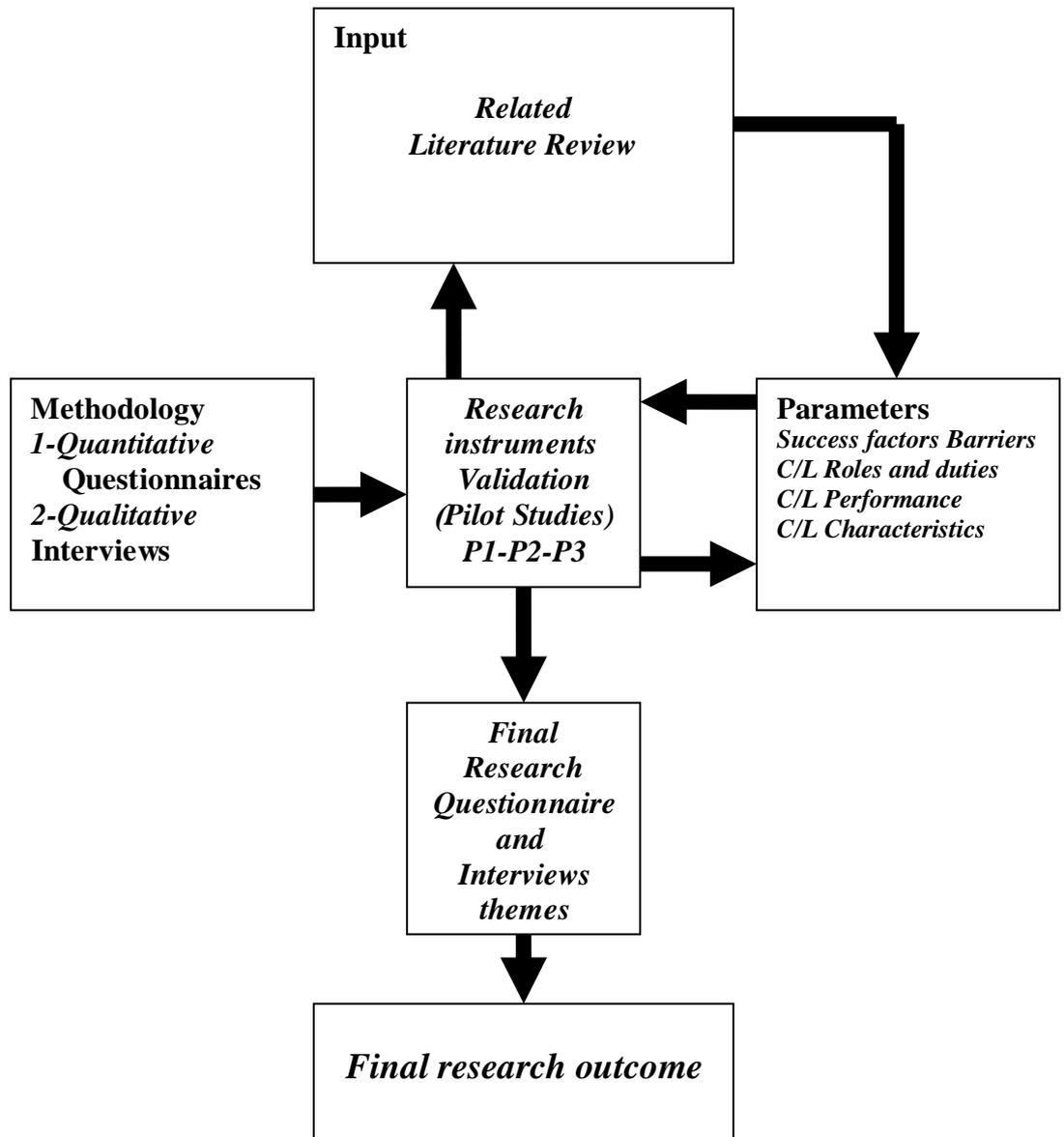
This chapter provides the hypotheses and conceptual framework of the research study in the fulfilment of the research aims which investigate the success factors and barriers that influence performance of municipal councils' members as community leaders in a new democracy and how community leaders practice their roles and duties, performances and outstanding characteristics compared to those of an established democracy. In this chapter, the research survey questionnaires are finalised after three pilot studies and several discussions through a validation process involving academic experts. The research hypotheses and research framework are identified through iterative processes described in detail in this chapter.

3.2 Study Process

Based on the review of theoretical literature as well as the empirical studies on community leadership in Chapter Two, it was possible to identify 13 success factors and barriers that affect the performance of community leaders in established democracies as indicated in Chapter 2, (Section 2.3.1). The cases which were taken as examples of established democracies were the UK, Australia, Canada, and the Philippines given their experience and maturity with democratic processes and institutions. The choice of these is based on the assumption that one country is taken to represent one continent. Thus, the geographical distribution represents Europe (UK) North America (Canada), Asia (Philippines) and Australasia (Australia). Also, these countries were taken as cases where there is literature readily available as regards the purposes of this study.

In addition, the researcher adopted and modified some of the interviews which were used to investigate to how community leaders are perceived from different viewpoints within a community in a study by Ricketts (2005). It investigates how a psychological sense of community leaders, community leadership, and social capital work together towards viable changes within a community. Parameters that influence community leaders' roles and duties, performance and characteristics were selected. Those parameters were tested in pilot study three, which are discussed in detail in Section 3.7. Those parameters were also used to measure the perception between community members and community leaders. On the other hand, performance and characteristics measuring parameters were used to evaluate community leaders leadership styles, skills and knowledge as discussed in Section 3.7. A research process model, shown in Figure 3.1, illustrates the steps followed in this study.

Figure 3.1
The Study Process Model



Source: Developed by the Researcher for the purpose of this study

In this model the literature review in Chapter 2 includes empirical and theoretical studies related to community leadership in established democracies used as the input to this study. Successes factors and barriers that influence community leadership performance in an established democracy, also community leadership roles and duties, performance and characteristics factors were extracted from the literature review in this study and will be used as parameters to measure community leaders' performance and effectiveness in a new democracy. The method used in this study to reach research objectives is a combined method that involves

quantitative instruments (questionnaires) and quantitative instruments (unstructured interviews) the methodology is described in detail in Chapter 4. The research instrument validation process is used to validate and measure the effectiveness of instruments used. Three pilot studies were carried out in this research reaching the final study questionnaires. The procedure and result of each pilot study is discussed in detail in Sections 3.3.1, 3.3.2 and 3.3.3 of this chapter. The final research instruments were approved after running validation procedures of the pilot studies through a group of academic experts. The final research outcome covers the conclusions and recommendations of this study which is discussed in Chapter 7.

3.3 The Context of Bahrain

Mature leadership is one of the manifestations of democracy and its development to function in an effective way is certainly one of those important challenges. The Kingdom of Bahrain, for example, introduced democracy in 2001. The country witnessed, in the past few years, important political developments representing a new phase in the history of the evolution of the state. One of the most important developments of the National Charter was the establishment of municipal councils. By this action, the Kingdom of Bahrain political democracy movement was strengthened, and resulted in promoting the independence of the legislature, and the consolidation of governmental responsibility and responsiveness to the growing needs of communities. Several bodies and establishments were created along with the introduction of democracy; among those are five municipal councils that give some autonomy for community leaders to voice the people's opinions about their own communities (Bahrain Brief 2002).

In the Kingdom of Bahrain, reconsidering the march of the five municipal councils during the past few years, many accomplishments and failures occurred in those years (Al Jowdar, 2006). The various achievements and failures of the councils vary from one council to another. Possibly one of the clear observations suggests a hitherto unidentified role for most of the members of these councils wherein they are preoccupied trying to solve the daily problems of people.

On the other hand, seeking to consolidate the relationship and instilling confidence with the citizen, they spared no effort in putting into effect the terms of reference and in trying to separate the overlaps with some of the governmental

bodies. As torchbearers of community leadership, members of those councils focused on the development of vital projects as utmost priority. Many sought to evolve programs to turn those ideas into reality, and many believed that it was the responsibility of the municipal councils alone. However, experience shows that the execution of such projects is not the responsibility of the municipal councils alone, rather it needs cooperation of and coordination with the relevant parties, particularly the private sector (Al Jowdar, 2006).

The total numbers of municipal councils are five, located within five governorates (Muharraq, the Northern, the Capital, the Central and the Southern) with a total of 40 elected members. Each council has a chairman and council members, each member representing a constituency as shown in Table 3.1. In addition, Appendix L presents more information regarding the Kingdom of Bahrain.

Table 3.1
Distribution of Council Members
for each Governorate in the Kingdom of Bahrain

Governorate	Municipal Council Members
Muharraq	8
Capital	8
Northern	9
Central	9
Southern	6
Total	40

Source: Report about Parliamentary and Municipal Elections held on 25th November and 2nd December 2006. The Joint Committee of Monitoring Election 2006 (Feb 2007)

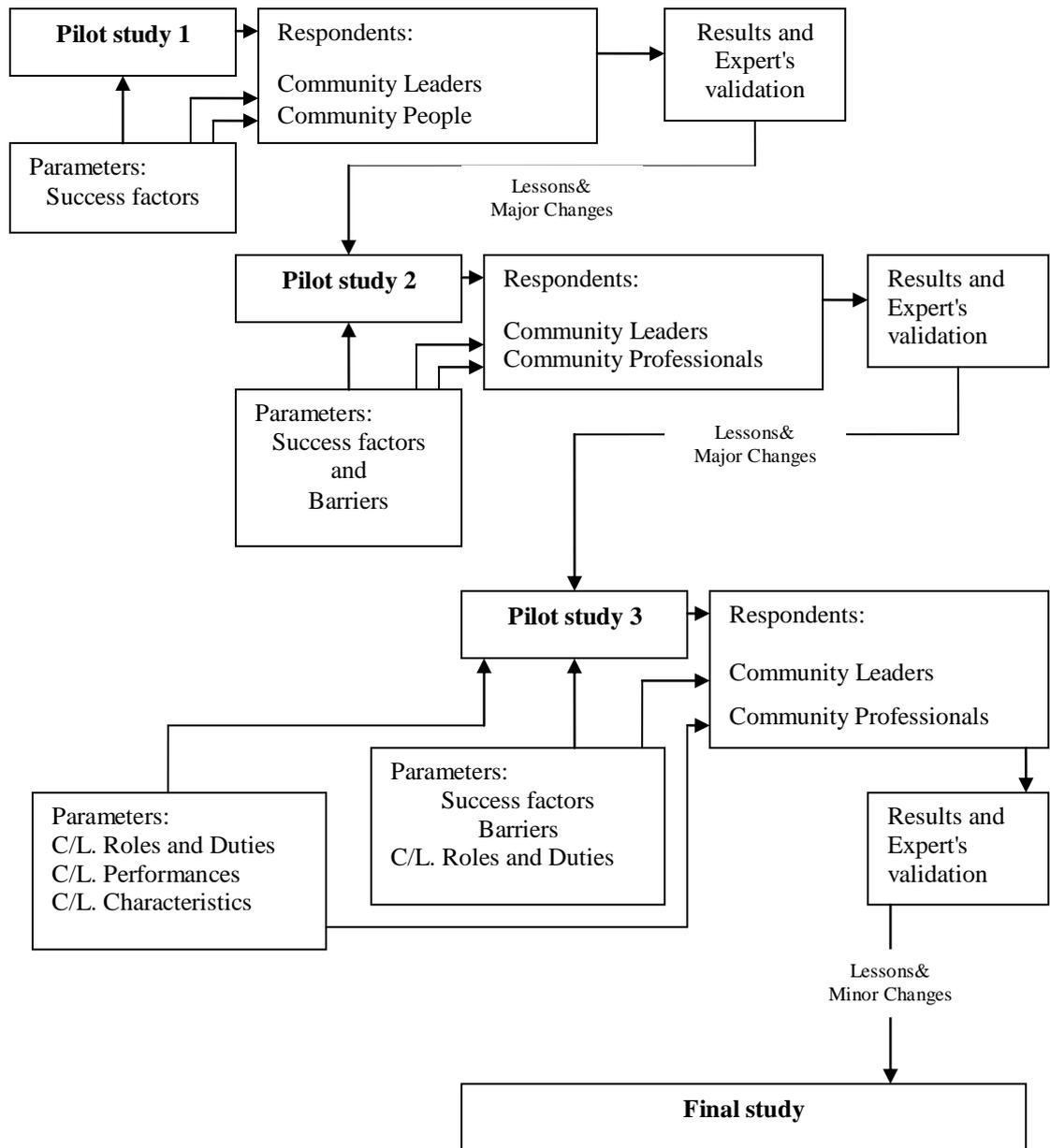
3.4 Pilot Studies

The specific focus of the research investigation is community leaders and community members in the Kingdom of Bahrain as a new democracy. By undertaking a preliminary validation test of the research questions suiting the locality and context, an appropriate and sensitive set of primary data collection can be established. Three iterative pilot studies were undertaken to gain better feedback from respondents and to build a strong foundation for the main questionnaires.

These pilot studies are important in gauging the basic understanding of term and concepts central to the research questionnaires by the community leaders and

community members. These also proved to be a fair assessment of the respondents' clarity and depth of knowledge on the topics dealt with in the questionnaires. These were almost like a trial run prior to the framing of the actual questions. The researcher could test the appropriateness of the wording, easily check ambiguous questions and also ensure that the questions were answerable. Also, the pilot studies proved quite effective in refining the data collection approach with respect to both content and the procedures to be followed. The techniques of data collection were also tested in the process. Finally, the responses to questions obtained served as guides to improve the final survey instruments in terms of raising the level of clarity of the questions, ease of responding by the target respondents and optimising the length of questionnaires. Each pilot study will be discussed in detail in the following sections. Figure 3.2 shows the development of the pilot studies conducted by the researcher through different stages reaching the final study.

Figure 3.2
Research Pilot Studies Layout



Source: Developed by the researcher for the purpose of this study

3.5 Pilot Study 1

As mentioned earlier, the purpose of this pilot study was to gain better feedback from respondents and to build a strong foundation for the main questionnaires. In this pilot study, the researcher identified 13 success factors from the literature review as the most important for the success of community leadership in the established democracies as mentioned in Chapter Two (Section 2.3). Those success

factors were identified from four sample countries, located in different continents, based on their rich experience and record of accomplishment for grooming community leaders as published in the literature available.

In this study, those 13 factors will be evaluated against community leadership in a new democracy. The sample respondents for pilot study are five municipal leaders and five community members in new democracy (Kingdom of Bahrain) chosen randomly, in addition to five expert academic researchers to validate each pilot study and its results. The respondents in this questionnaire were asked about the extent to which they agree with those success factors affecting community leaders' performance. A Likert scale instrument was, therefore, developed for the purposes of this pilot study to assess perceptions of success factors in a new democracy. The research variables were measured on a 5-point Likert-type scale, with a score of 1 representing 'strongly disagree' and a score of 5 representing 'strongly agree'. Table 3.2 shows the 13 success factors used as parameters in pilot study 1 questionnaire.

Table 3.2
Success Factors for Measuring Community Leaders
and Community Members Perceptions in New Democracy

1	Awareness of the needs of the community.
2	Focus prioritisation.
3.	Working together.
4.	Clarity of roles.
5.	Building leadership capacity.
6.	Commitment to user focus and citizen engagement focus.
7.	Understanding my communities.
8.	Clarity of purpose.
9.	Communicating in appropriate ways.
10.	Delivering change and improved outcomes.
11.	Harmonious relationship with government.
12.	Cordial and active cooperation among the council members.
13.	The existence of laws and supporting regulations.

Source: Developed by the researcher for the purpose of this study

The researcher met the respondents and the purpose of the study was explained. Based on the respondents' agreement to participate in this study, the questionnaire was handed to respondents and received upon completion. The data were analysed by the researcher and discussed with the experts' academic group for validation. Appendix C presents the pilot study 1 questionnaire.

3.5.1 Results of Pilot Study 1

The community respondents comprise of five representatives of the community chosen randomly using the local telephone directory. The researcher faced difficulty in involving three of the respondents as they were elderly and disinterested in the subject. Two were able to understand the issue but not able to deal with the parameters for success factors. Hence, the observation is that responses from community respondents chosen by random sampling are unreliable. It is recommended to involve professionals and experts in the field. On the other hand, five community leaders were chosen randomly from a list containing all municipal leaders in a new democracy (Total number is 40 distributed among five governorates in the Kingdom of Bahrain). Two community leaders were able to understand the questionnaires while the other three needed some translation, explanation and guidance. During discussions, the respondents indicated some barriers which affect community leaders' performance which should be measured, in addition to success factors, to enrich the study.

3.5.2 Recommendations of Pilot Study 1

The researcher discussed with the validation panel the results of Pilot study 1, wherein they recommended certain indicators that might affect community leaders' performance adversely (barriers). Identification of new barriers that affect municipal leaders' performance in new democracies will enrich the study. To gain strong results, the community respondents of the study should be professionals and experts having first hand interaction with community leaders.

3.6 Pilot Study 2

Taking Pilot Study 1 recommendations into consideration, another run of a pilot questionnaire was undertaken. This time barriers that affect community leaders' performance in new democracies were identified from the literature in Chapter Two,

Section 2. Based on the literature, those barriers have a strong influence on community leaders' performance in established democracies. In this study parameters underpinning operational barriers, structural barriers and cultural barriers were identified. These would be put to use in ascertaining whether they have similar effect on community leaders in a new democracy. Additionally, we would be on the lookout for new barriers that affect community leaders in a new democracy and are not yet listed. The respondents to these questionnaires comprised five community leaders and five community members such as professionals and experts who are in direct contact with community leaders and selected randomly from a list provided by each governorate in the Kingdom of Bahrain.

The respondents were asked about their level of agreement on barriers and success factors that affect community leaders' performance. Tables 3.3, 3.4 and 3.5 show the parameters linked to the barriers used in Pilot Study 2 questionnaires.

Table 3.3
Operational Barriers for Measuring Community Leaders
and Community Members Perceptions in New Democracy

1	Lack of coordination between involved parties
2	Lack of information made available to the local people
3.	Lack of coordination between leader and the community members
4.	Inconsistent community organisation policies
5.	Lack of government support
6.	Lack of de-centralisation of government
7.	Lack of citizens' confidence in the government

Source: Developed by the researcher for the purpose of this study

Table 3.4
Structural Barriers for Measuring Community Leaders
and Community Members Perceptions in New Democracy

1	Weak diversity among the major decision makers
2	Lack of information sharing
3.	Weak linkages between the government and the councils
4.	Non-uniformity in the distribution of power and resources among community organisations
5.	Fear of losing control/power
6.	Fear of losing constituent support
7.	Lack of knowledge and expertise
8.	Lack of appropriate legal system
9.	Lack of financial resources

Source: Developed by the researcher for the purpose of this study

Table 3.5
Cultural Barriers for Measuring Community Leaders
and Community Members Perceptions in New Democracy

1	Limited capacity of poor people to handle development effectively
2	Apathy and low level of awareness in the local community
3.	Mistrust of local citizens with the leaders
4.	Lack of political will/ leadership

Source: Developed by the researcher for the purpose of this study

The respondents were contacted by the researcher and the purpose of the study was explained. Based on the respondents' agreement to participate in this study, the researcher handed the questionnaire to them and received it upon completion. The data were analysed by the researcher and discussed with the academic experts group for validation. The questionnaire developed to serve pilot study 2 is shown in Appendix D.

3.6.1 Results of Pilot Study 2

The researcher noticed some difficulties encountered by two community leaders in understanding the meaning of some barriers parameters listed in the questionnaires. The researcher noticed lack of awareness on leadership styles and knowledge among two community leaders. There was total agreement between

respondents that success factors and barriers discussed are parts of the community leaders' daily roles and duties which affect their performances. Also, one of the community leaders suggested translating the questionnaire into the Arabic language for better understanding. Having professionals and experts as community respondents led to better understanding of the topic which strengthened the questionnaires' results. Three of the community respondents raised an important point in relation to success factors and barriers affecting community leaders' performance. Their suggestion was to carry out some measurements on the degree of awareness of the municipal leaders on their roles and duties and if they had adequate knowledge and experience to perform their roles and duties.

3.6.2 Recommendations of Pilot Study 2

While discussing the above results with the experts validating this study, it was recommended by them to collect community respondents' views on community leaders' performance, how far the community leaders are aware of their roles and duties and the level of their interaction with community members on concerned issues. Also, there is a need to have views from both parties, namely the community members and the community leaders, on common aspects such as municipal leaders' performance. This will enable measurement of the perception between both parties. The researcher believed that municipal leaders would try to give accurate information by knowing that community members would evaluate the same measurement parameters related to their roles and duties. Another recommendation was to search further in the literature for factors that could be used to measure the community leaders' roles and duties, performance and characteristics. Two separate sets of questionnaires were developed, one for community leaders and the other for community members. The community respondents would evaluate their community leaders' roles and duties, performance and characteristics while the community leaders would evaluate the success factors and barriers that affect their performance in addition to evaluating community leaders' roles and duties. Finally there was a recommendation to translate the questionnaire into Arabic (The local language) for better understanding and stronger input.

3.7 Pilot Study 3

Based on expert recommendations in the Pilot Study 2 on the subject matter of measuring how community leaders perform their roles and duties efficiently, an evaluation process from both community leaders and community people was needed to find if there were common perceptions between both parties in relation to specific parameters. Going through the literature, the researcher was able to identify parameters that could be used to measure community leaders' roles and duties, performance and characteristics. These parameters were adopted and modified from a PhD study (Ricketts, 2005) under the title *The importance of community leadership to successful rural communities in Florida* which investigated how a psychological sense of community leaders, community leadership, and social capital work together towards change within a viable community.

These modified parameters align the successes factors that are critical for building successful community leaders. Through this part of the questionnaire, the researcher was able to indicate how community leaders evaluate themselves and how community people, in turn, evaluate their community leaders. The researcher believes that community leaders try to give reasonable answers when they know that community people are involved in the same questionnaires. In this pilot study two sets of questionnaires would be used, one for community leaders and the other for community members. Community leaders, in addition to reflecting on successes factors and barriers, would be asked to evaluate community leader roles and duties on selected parameters as shown in Table 3.6. The community members would have a different set of questionnaires evaluating community leaders' roles and duties. Performances and characteristics under selected parameters are shown in the same table as they are common for both questionnaires.

Table 3.6:
Community Leaders Roles and Duties Parameters for Measuring
Community Leaders and Community Members Perceptions in a New Democracy

1	Open to learning from subordinate members within the community.
2	Allow community members to help determine where the community is headed.
3.	Promote open communication and sharing of information.
4.	Provide the support and resources needed to help community members meet their goals.
5.	Open to receiving criticism and challenge from others.
6.	Lead by example by modelling appropriate behaviour.
7.	Provide opportunities for everyone to develop to their full potential.
8.	Build community members up through encouragement and affirmation.
9.	Communicate clear plans and goals for this community.
10.	Accountable and responsible to others.

Source: Adopted and modified from an interviews Questionnaire in a study by (Ricketts 2005)

The respondents to these questionnaires comprised of five community leaders and five community members such as professionals who are in direct contact with community leaders and were selected randomly through a list provided by each governorate in the kingdom of Bahrain such as Municipality Directors, Managers and Senior Engineers, Directors and Mangers from different government utilities in addition to Projects Managers from the Private Sector. Tables 3.6, 3.7 and 3.8 show the community leaders' roles and duties, performance and characteristics parameters used in pilot study 3 questionnaires which are adopted from Ricketts (2005) as mentioned earlier.

Table 3.7
Community Leaders Performance Parameters for Measuring
Community Members Perceptions in New Democracy

1	There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs
2	The community has a proven track record of accomplishing creative and innovative projects to enhance the “quality of life
3	Community leaders embrace change, have tried innovative projects and are not afraid to try and fail and try again
4	Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.
5	Leaders understand that they do not need “buy-in” from everyone in order to start a project
6	Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities
7	Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going
8	Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development

Source: Adopted and modified from an interviews Questionnaire in a study by (Ricketts 2005)

Table 3.8
Community Leaders Characteristics Parameters for Measuring
Community Members Perceptions in New Democracy

1	Credibility, respect and trust within the community at large
2	Creative thinker and problem solver
3.	Extensive network of business and government contacts outside the community
4.	Positive, optimistic and cheerful

Source: Adopted and modified from an interviews Questionnaire in a study by (Ricketts 2005)

The respondents were contacted by the researcher and the purpose of the study was explained to them. Based on respondents' agreement to participate in this study, the questionnaire was handed over to respondents by hand and received upon completion. The data were analysed by the researcher and discussed with the experts group for validation. The questionnaire developed to serve pilot study 3 is shown in Appendix E for community leaders and Appendix F for community members.

3.7.1 Results of Pilot Study 3

The researcher noticed that community leaders and community members are quite serious in dealing with questionnaires. Also, translating the questionnaires into Arabic made it easier for both respondents to understand and deal with the same

points. The researcher found some respondents adding more parameters or factors that affect community leaders' performance in written notes on the questionnaire forms.

3.7.2 Recommendations of Pilot Study 3

By discussing the above results with the academic experts validating this study, it was recommended to go for final scrutiny and the researcher was advised to add a note under each question asking respondents if they had any other factors in mind that can influence or deter community leaders' performance in a new democracy. These would supplement the qualitative data gathered for the qualitative part of this study.

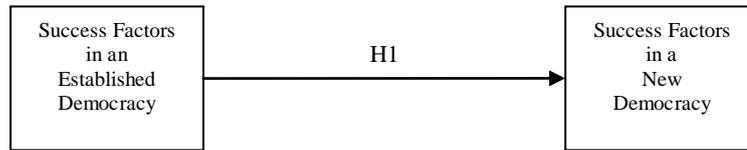
Based on this recommendation a note under each question in the final questionnaire was added asking respondents for any other factors in mind that support the subject asked. The final research questionnaires are shown in Appendices G and H (English versions) and Appendices J and K (Arabic versions).

3.8 Research Hypotheses

The researcher has developed five hypotheses on the basis of the conceptual approach to examine whether success factors and barriers that influence community leadership performance in a new democracy are the same when compared to those success factors and barriers that influence community leadership performance in an established democracy. Also, to examine whether roles and duties, performance and characteristics practiced by community leadership in a new democracy are the same when compared to those practiced by community leadership in an established democracy. The researcher intends to examine the hypotheses on community leaders and community members in the Kingdom of Bahrain as a new democracy. The research hypotheses were formulated as follows:

Hypothesis H1: *Success factors that influence community leadership performance in a new democracy are the same to those of an established democracy.*

Figure 3.3
Research Hypothesis 1

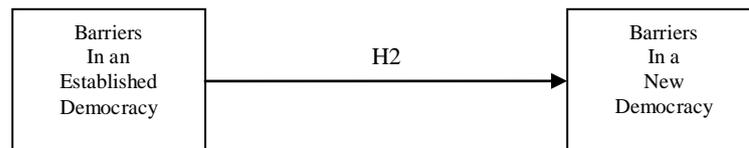


Source: Developed by the researcher for the purpose of this study

Hypothesis 1 was formulated to examine whether success factors that influence community leadership performance in new democracy are the same if compared to those success factors that influence community leadership performance in an established democracy as preserved by community leaders shown in Figure 3.3. The research question was formulated as follows: *What are the perceptions of community leaders in a new democracy about the success factors that influence community leadership performance in a new democracy compared to the same of an established democracy?*

Hypothesis H2: *Barriers that influence community leadership performance in a new democracy are the same to those of an established democracy.*

Figure 3.4
Research Hypothesis 2



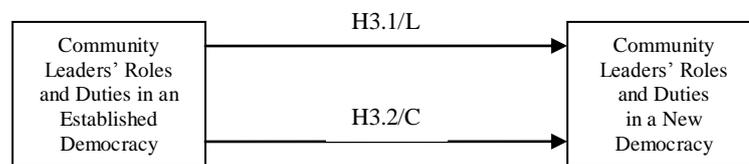
Source: Developed by the researcher for the purpose of this study

Hypothesis 2 was formulated to examine whether barriers that influence community leadership performance in a new democracy are the same when compared to those barriers that influence community leadership performance in an established democracy as perceived by community leaders as shown in Figure 3.4. The research question was formulated as follows: *What are the perceptions of community leaders in a new democracy about the barriers that hinder community leadership performance in a new democracy compared to the same of an established democracy?*

Hypothesis H3.1: Roles and duties practiced by community leadership in a new democracy are the same as those of an established democracy. (L as perceived by community leaders)

Hypothesis H3.2: Roles and duties practiced by community leadership in a new democracy are the same as those of an established democracy. (C as perceived by community members)

Figure 3.5
Research Hypotheses 3.1 and 3.2

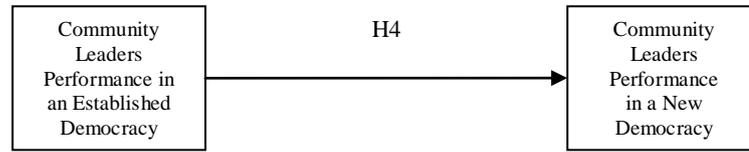


Source: Developed by the researcher for the purpose of this study

Hypotheses 3.1 and 3.2 were formulated to investigate the difference between the perceptions of council members as community leadership and the perceptions of community members about the roles and duties practiced by community leadership in a new democracy as shown in Figure 3.5. Hypothesis 3.1 examines whether roles and duties practiced by community leadership in a new democracy are the same when compared to roles and duties practiced by community leadership in an established democracy as perceived by community leaders. Hypothesis 3.2 examines whether roles and duties practiced by community leadership in a new democracy are the same when compared to roles and duties practiced by community leadership in an established democracy as perceived by community members. The research question was formulated as follows: *Is there a significant difference in the perception of the community leaders and community members on community leadership roles and duties practiced in a new democracy compared to the same of an established democracy?* This question sought to understand the differences in assessment between council members and community members, through contextual sensitivity, collaboration, dialogue and inquiry.

Hypothesis H4: Performance parameters practiced by community leadership in a new democracy are the same as those of an established democracy.

Figure 3.6
Research Hypothesis 4



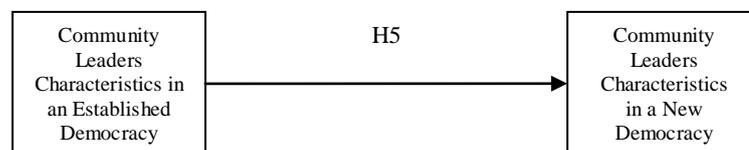
Source: Developed by the researcher for the purpose of this study

Hypothesis 4 was formulated to examine whether performance parameters practiced by community leadership in a new democracy are the same when compared to performance parameters practiced by community leadership in an established democracy. It was formulated to investigate the perceptions of community members about the community leaders' performance in a new democracy as shown in figure 3.6.

The research question was formulated as follows: *What are the perceptions of community members about the performance parameters practiced by community leadership in a new democracy compared to the same of an established democracy?*

Hypothesis H5: *Characteristics practiced by community leadership in a new democracy are the same to those of an established democracy.*

Figure 3.7
Research Hypothesis 5



Source: Developed by the researcher for the purpose of this study

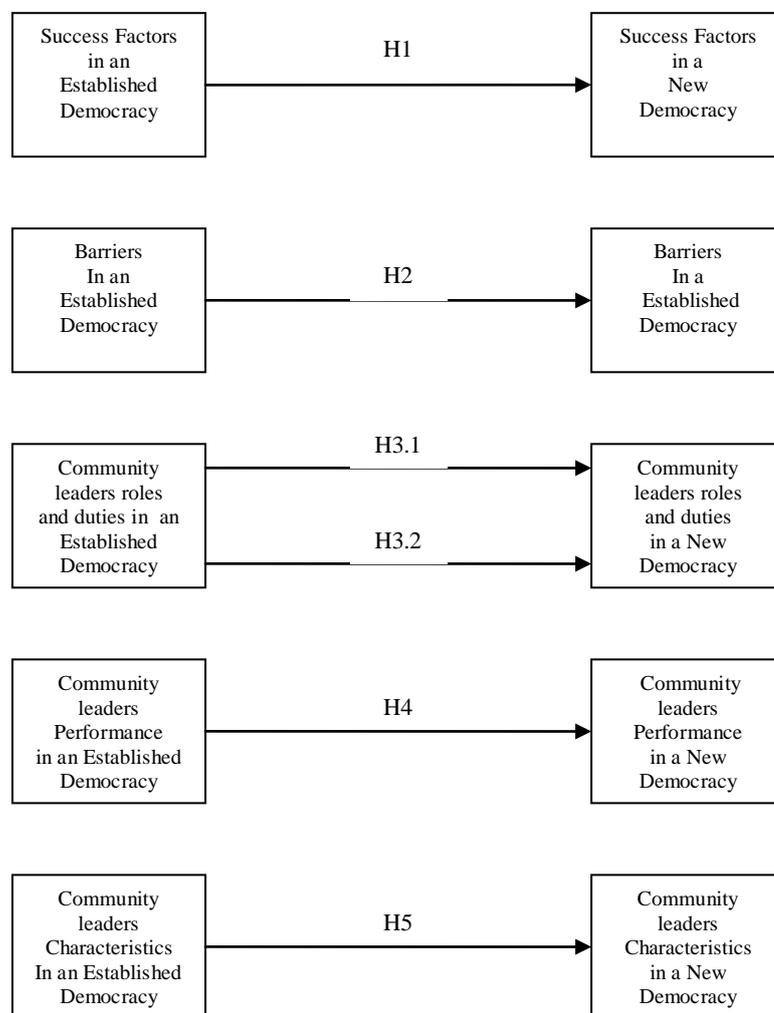
Hypothesis 5 was formulated to examine whether characteristics practiced by community leadership in a new democracy are the same when compared to characteristics practiced by community leadership in an established democracy as perceived by community members as shown in Figure 3.7. The research question was formulated as follows: *What are the perceptions of community members about*

the characteristics practiced by community leadership in a new democracy compared to the same of an established democracy?

3.9 Research Framework

Going through the research hypotheses, the research conceptual framework was formulated involving all hypotheses generated earlier to meet research objectives. These hypotheses will be tested using the research questionnaire developed through the previous pilot studies. Figure 3.8 illustrates the research conceptual framework.

Figure: 3. 8
Research Final Conceptual Frameworks



Source: Developed by the researcher for the purpose of this study

3.10 Summary

In this research work the parameters and pointers that influence community leaders' performance in established democracies vary between success factors, barriers, awareness of roles and duties, performance and characteristics of community leaders. Measuring those parameters and pointers on community leaders in a typically new democracy would help us understand where these leaders stand.

This chapter provided the basis for the hypotheses and conceptual frameworks of this research work. Three pilot studies were presented and their implications and results were discussed. Research hypotheses were identified and the research conceptual framework was presented.

The next chapter covers the methods of the study. Basically, it deals with data collection procedures and explains how data is derived from primary and secondary sources. The chapter also details the approach used and conditions under which the various stages of investigations were carried out, the development of initial contacts and design of the main research instrument (questionnaire), which was used to collect the primary data. It further indicates how issues of validity and reliability were addressed applying a triangulation approach.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

The previous chapter provided the basis for the research hypotheses and conceptual frameworks of this study. Three pilot studies were presented; their implications and results were discussed. The study questionnaires' pointers were finalised after validation. Two sets of questionnaire were presented in this study, one dealt with community leaders and the other dealt with community members. Qualitative data themes for the unstructured interviews were also discussed and presented.

This chapter discusses the methodology which is comprised of mixed qualitative and quantitative techniques to achieve the research goal and objectives. Survey questionnaires and unstructured interviews were used. Furthermore, this chapter covers the methods of the study. Basically, it deals with data collection and covers how data is derived from primary and secondary sources. The chapter also details the approach used and conditions under which the various stages of investigations were carried out, the development of initial contacts and design of main research instrument (questionnaire) and themes used for the unstructured interviews, which was used to collect the primary data.

Accordingly, Chapter Four is comprised of 13 sections: (1) Research philosophy; (2) research objectives; (3) methodology design; (4) data collection procedures; (5) research instrument; (6) sampling procedures; (7) data source; (8) the questionnaire; (9) unstructured interviews; (10) validation of research instruments; (11) statistical tool; (12) limitations; (13) ethical considerations.

4.2 Research Methodology

This study adopts a mixture of quantitative and qualitative methodology. It is a descriptive analysis exploring how success factors and barriers adopted by community leaders in established democracies are applicable for community leaders in new democracies. The analysis also identifies how roles and duties, performance and characteristics practiced by community leaders in a new democracy are compared to community leaders in an established democracy; drawing conclusions

and examining those factors and their implications for the future of community leadership in new democracies. Therefore, both quantitative and qualitative methodologies are adopted for the investigation of the following research questions which were generated in chapter 3:

1. *What are the perceptions of the community leaders in a new democracy about the success factors that influence community leadership performance in a new democracy compared to the same of an established democracy?* This question framed the main part of the study which sought to identify if success factors that influence community leadership in a new democracy are the same if compared to these success factors that influence community leadership in an established democracy.
2. *What are the perceptions of community leaders in a new democracy about the barriers that hinder community leadership performance in a new democracy compared to the same of an established democracy?* This question sought to identify the operational barriers, cultural barriers, and structural barriers that hinder community leaders in a new democracy and are the same if compared to barriers that hinder community leadership in an established democracy.
3. *Is there a significant difference in the perception of the community leaders and community members in a new democracy on the roles and duties practiced by community leadership in a new democracy compared to the same of an established democracy?* This question sought to understand the assessment of council members and community people on how community leadership in a new democracy perform their roles and duties and how effective they are, compared to community leadership performing their roles and duties in an established democracy.
4. *What are the perceptions of community members in a new democracy on community leadership performances in a new democracy compared to the same of an established democracy?* This question sought to understand the assessment of community members on community leadership performance in a new democracy, compared to community leadership performance in an established democracy.

5. *What are the perceptions of community members in a new democracy on the characteristics practiced by community leadership in a new democracy compared to the same of an established democracy?* This question sought to understand the assessment of community members on the community leadership characteristics in a new democracy, compared to community leadership characteristics in an established democracy.

4.3 Methodology Design

The methodology comprises of qualitative and quantitative techniques to achieve the research goal and objectives. Survey questionnaires and unstructured interviews were used. While the data is predominantly qualitative, both the survey and interviews also generated simple quantitative data. The following discussion draws attention to strengths and weaknesses of the methodological approaches used in this study.

4.3.1 Quantitative Approach

A quantitative research approach is grounded in the positive social sciences paradigm, which primarily reflects the scientific methods of natural sciences (Creswell, 1994 and Jennings, 2001). This paradigm adopts a deductive approach to the research process. In the community leadership context it, thus, commences with theories, hypotheses or research questions about a particular community leadership phenomenon, gathers data from the real world setting and then analyses the data statically to support or reject the hypotheses (Veal 1997; Blanche and Durrheim 1999; Welman and Kruger, 2001).

A quantitative methodology abstracts data from participants into statistical representations rather than textual pictures of the phenomenon. The entire research process is objectively constructed and findings are usually representative of the population being studied. The main strength of the quantitative approach lies in precision and control. Control is achieved through sampling and design, and precise and reliable quantitative measurement. A further strength is that experimentation leads to statements about causation, since the systematic manipulation of one variable can be shown to have direct casual effects on another when other variables have been eliminated or controlled (Babbie 1995; Blanche and Durrheim, 1999). One of the limitations of quantitative research reported by critics is that many

researchers are concerned that the scientific quantitative approach "denigrates" human individuality and the ability to think (Walle, 1996 and Massey, 2003). In this study, the quantitative approach is represented by survey questionnaires for both community leaders and community members.

4.3.2 Qualitative Approach

The qualitative approach is grounded in the interpretative social sciences paradigm. Qualitative forms of investigation tend to be based on recognition of the importance of the subjective, experiential 'life world' of human beings. Such reflection is the province of phenomenology reports (Babbie 1995; Blanche and Durrheim, 1999). According to Gilbert (1993) qualitative methodologies provide avenues that can lead to the discovery of these deeper levels of meaning. Easterby-Smith *et al* (1991) describe the task of the qualitative methodologist as to capture what people say and do as a product of how they interpret the complexity of their world, and understand events from the viewpoints of respondents.

In this study, the qualitative approach is represented by unstructured interviews in addition to respondents written views within the questionnaires survey forms.

4.3.3 Triangulation

This study also utilised triangulation to cross validate data through cross verification from two sources. The study adopted a data triangulation technique by using a combination of data sources with the effect that the strengths and weaknesses in each source are compensated when used together.

Cohen and Manion (2000) define triangulation as an "attempt to map out, or explain more fully, the richness and complexity of human behaviour by studying it from more than one standpoint". On the other hand, Altrichter *et al.* (1993) continued that triangulation gives a more detailed and balanced picture of the situation.

In this approach, two sets of respondents were selected to provide data for the study. The data came through two sets of questionnaires as quantitative data. On the other hand, two types of qualitative data were obtained, one was through interviews and the other was through written opinions and observation by respondents on the questionnaires check list.

The qualitative results from the interviews were used to strengthen the results obtained in the questionnaires. It should be noted here that the interviews were very helpful as they gave the chance to understand issues mentioned in the questionnaires. The main aim was to improve the validity of the findings. In selecting the methodology for the present study, the benefits and shortcomings of the various approaches were considered, and a method combining elements of both quantitative as well as qualitative data was decided upon, thus making triangulation possible. Both quantitative and qualitative approaches would make it possible to gather the most needed data to address the research problem and to ensure that the objectives of the study were successfully met.

4.4 Data Collection Procedures

The data for this thesis came from a number of sources. These included a comprehensive review of the relevant literature. The literature review was useful as it identified the success factors adopted by community leaders in established democracies. It also helped pinpoint the key barriers that deter the performance of community leaders in established democracies. This type of data provided answers to parts of Objective 1 and Objective 2 of the study. The literature review was also helpful in identifying the roles duties, performance and characteristics parameters of community leadership in an established democracy. This information provided answers to parts of Objectives 3, 4 and 5.

The rest of the data came from the primary sources, with both community leaders and community members. To accomplish the goals of the research, the researcher selected informants from community leaders and community professionals who provided insight into the research question. To generate the data needed in the study, there were two sources utilised in this study.

First, the primary sources of the data were generated from the Municipal Council Members elected officially from the five Governorates in the Kingdom of Bahrain, specifically in Muharraq, Capital, Northern, Central and Southern. The Kingdom of Bahrain was chosen because it is the context of this study. It is a good example of a new democracy which was established in 2002. These data were gathered through a questionnaire-checklist. Moreover, the community members were selected from professionals living in each Governorate such as private and

government employees, teachers, police officers, doctors, lawyers. The selection process involved communicating with the Governorates in the Kingdom who were required to provide a list of potential professional community members. They were chosen because they can aptly describe the present situation of their own communities in a professional way.

Second, the secondary sources of data were the records and files of the municipal councils under study. Books, pamphlets, journals, magazines and other related readings were also used as references of the research. Moreover, to answer the questions posed in the statement of the problem, two questionnaires sets were constructed: one dealing with community leaders and the other dealing with community people.

4.5 Measurement Instrument Used in this Study

According to the study objectives, the researcher designed the tools of the study as survey instruments aimed at gathering data on the themes and pointers of each objective. A 5-point Likert scale instrument was, therefore, adopted for the purposes of this study to assess community leaders' perceptions towards success factors and barriers adopted by community leaders in an established democracy; community leaders and community members' perception towards roles and duties practiced by community leaders in an established democracy and community members' perceptions towards performances and characteristics practiced by community leaders in an established democracy. The research variables were measured on a 5-point Likert-type scale, with a score of 1 representing 'strongly disagree' and a score of 5 representing 'strongly agree'. The scale was designed to elicit respondents' opinions on a range of issues relating to success factors, barriers, community leaders' roles and duties, performances and characteristics.

The advantage of the Likert method is based entirely on empirical data regarding subjects' responses rather than the subjective opinions of judges. Also, this method produces more homogeneous scales and increases the probability of a unitary attitude being measured; as a result, validity (construct and concurrent) and reliability are reasonably high (Likert, 1967, Lankford, 1994 and Veal, 1997).

On the other hand, respondents were asked to provide any additional positive or negative comments they wished to make regarding township tourism development and planning as a way of identifying other impacts and problems not included in the questionnaire. The survey instrument was modified on the basis of comments and suggestions provided in the three pilot studies. Translating the questionnaires into Arabic was necessary in order to reach better understanding of questions by respondents. The final questionnaire appears in Appendix G (English Version) and Appendix H (Arabic Version).

4.6 Sampling Procedures

Selection of the respondents in this study was undertaken by means of a purposive sampling technique. Purposive sampling is a method in which elements are chosen based on the purpose of the study. Purposive sampling may involve studying the entire population of some limited group. The choice of the (40) council members was based on the intention to cover all of the population of the council members. Therefore, no sampling was needed. For the community members respondents, the following considerations were undertaken:

1. The number of governorates in the Kingdom. (Each Governorate has one council with a total number of five councils as a whole.)
2. Each council member was matched with two community members for sampling purposes and more reliable feedback.
3. The selection of community members took into account the major professions in the community such as engineering, medicine, law, education and others.
4. Each governorate was consulted about the names of professionals suggested for the study.
5. The names of community professionals were selected from an original list of 500 for all governorates. The list contained only people of direct relationship with municipality councils.
6. All community professionals were Bahraini citizens and of both genders.

4.7 Data Sources

Two sources of data were employed in this study. The primary sources of the data came from the Municipal Council Members in the Kingdom of Bahrain. The municipal elections were held in 2002 to elect members of municipal councils in each of the five governorates. Each council consists of eight members in Muharraq and Capital, and nine members of the council of each of the provinces of North and Central. The number of in the Southern Province is six. Table 4.1 shows the distribution of council members for each governorate in the Kingdom of Bahrain.

Table 4.1
Distribution of Council Members for each
Governorate in the Kingdom of Bahrain

Governorate	Municipal Council Members
Muharraq	8
Capital	8
Northern	9
Central	9
Southern	6

Source: Report about Parliamentary and Municipal Elections held on 25th November and 2nd December 2006. The Joint Committee of Monitoring Election 2006, (Feb 2007)

Moreover, the community members were also selected, especially the professionals living in each governorate, such as private and government employees, teachers, police officers, doctors, lawyers, and engineers. They were selected because they can appropriately describe the present plight of their own communities and they have direct contact with their community leaders.

The secondary sources of data are the records and files of the municipalities under study. Such documents provide physical evidence that is essential in providing a means of supporting the conclusion and findings of the study. Moreover, books, pamphlets, journals, magazines and other related readings were also used as references of the research. To provide a wealth of information, thesis and dissertation books available in the Kingdom of Bahrain and various colleges and universities in the Middle East were also scanned and consulted to enrich the data needed in the study.

In addition, unstructured interviews were also employed to generate qualitative data to supplement and complement the data gathered from the survey questionnaire.

The interviewee and the interviewer freely talked about the topic being investigated. The information that was gathered from such interviews was recorded, translated and systematically presented, from which conclusions will also be drawn to strengthen the quantitative data derived from the survey.

4.8 Respondents of the Study

The respondents of this study were all municipal council members (N=40). The selected respondents evaluated the extent of success factors and barriers that affect community leadership performance in the new democracy. They also assessed the roles and duties of council members as community leaders. These council members were selected as representatives of community leaders because they are involved in providing direct services to the people of the community and also they are elected by the community as a practice of democracy. On the other hand, 80 community professionals were chosen to identify the key indicators of leadership performance and the outstanding leadership characteristics prevalent among the members. Based on the validation of the research instruments, it was suggested that the number of community professionals to be included in the survey be raised to 80 so that the ratio became 2:1, thus giving more reliability to the results. These professionals were selected due to their expertise and awareness of public affairs in the country. It was expected they would provide more accurate and reliable information than ordinary people. During the pilot study, it was realised that there were some difficulties concerning understanding the issues and pointers in the questionnaires. For this reason professionals were chosen to provide more informative and reliable data on the issues of the study. Using total enumeration, the respondent groups are presented and identified in Tables 4.2 and 4.3.

Table 4.2
Distribution of Community Leaders Respondents
According to Governorates

Governorate	Number of Respondents	Percentage
1. Muharraq	8	20.00
2. Capital	8	20.00
3. Northern	9	22.00
4. Central	9	22.00
5. Southern	6	16.00
Total	40	100.00

Table 4.3
Distribution of Community Members Respondents
According to Governorates

Governorate	Number of Respondents	Percentage
1. Muharraq	16	20.00
2. Capital	16	20.00
3. Northern	18	22.50
4. Central	18	22.50
5. Southern	12	16.00
Total	80	100.00

Source: Developed by the researcher for the purpose of this study

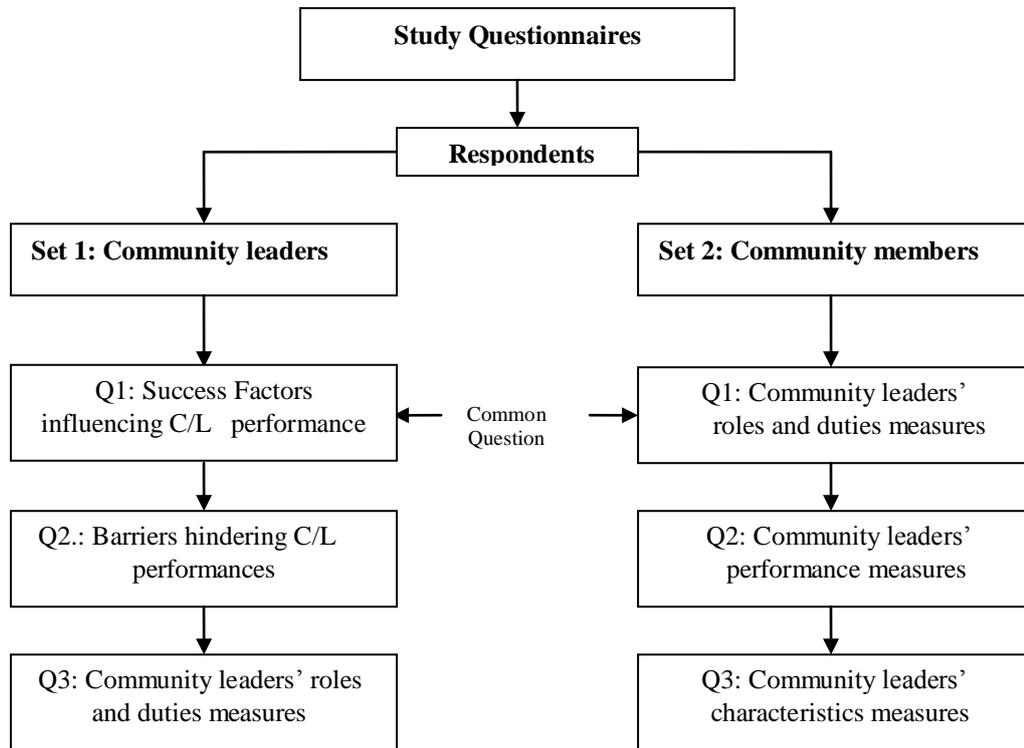
As shown in the tables, the total number of 40 elected officials comprising five municipal councils and 80 community professionals were selected as respondents for the purpose of this study. This represented the five governorates in the Kingdom of Bahrain.

4.9 The Questionnaire

The questionnaire was used as the main tool for data gathering in this study. Questionnaires offer an objective means of collecting information about people's knowledge, beliefs, attitudes, and behaviour (Flicker et al. 2010). The questionnaires were designed according to the objectives of the study and modified according to the three pilot studies' recommendations. The research questionnaires were translated into Arabic for easier understanding by respondents (Appendix J and k). Figure 4.1 illustrates the research question layout.

Figure 4.1

Study Questionnaires Layout



Source: Developed by the researcher for the purpose of this study

Going through the three pilot studies, taking into consideration all recommendations and views given by experts who validated those studies and/or by community leaders and community members involved in this study, the researcher was able to gain an almost complete picture of how the final study questionnaires would be presented. There would be two different sets of questionnaires. The first set would deal with community leaders in a new democracy where they would evaluate the success factors, barriers affecting community leaders' performance, and roles and duties practiced by community leaders in an established democracy. The second set would deal with community leaders where they would evaluate their community leaders through roles and duties, performances and characteristics practiced by community leaders in established democracy.

4.9.1 Community Leaders' Questionnaires (Set 1)

In this set, three questions were presented, each question having a list of selected measurable parameters listed under each question. Those questions had both

quantitative and qualitative components. The qualitative part was addressed through respondent's written views on each question. The questions listed below deal with the community leaders. The motive behind this is to understand community leaders' perceptions about success factors, barriers and roles and duties practiced by community leadership in a new democracy when compared to community leadership in an established democracy. The questionnaire parameters were measured on a 5-point Likert-type scale, with a score of 1 representing 'Strongly Disagree'; 2 'Disagree'; 3 'Undecided'; 4 'Agree'; and 5 'Strongly Agree'.

Q1: Assessment of success factors influencing community leadership performance in a new democracy

The input to this question came from the review of literature after a validation process through Pilot Study 1 as described in Chapter 3 (Section 3.5) which highlighted various success factors influencing the performance of community leadership in established democracies. For this purpose, the researcher identified 13 success factors from the literature review as the most important for the success of community leadership in the established democracies. Those success factors were identified from four sample countries as located in different continents based on their rich experience and record of accomplishment for grooming community leaders (Chapter 2, Section 2.3). This question was devoted to council members as community leaders to explore how they assess performance of their work in light of certain indicators or success factors. The council members were asked how they see these success factors as a basis to improve the efficiency of their performance. The aim of this question was to answer research hypothesis 1: *Success factors that influence community leadership performance in a new democracy are the same as an established democracy.*

Q1: As a Council Member, what is the level of your agreement on the following success factors affecting your performance?

Success Factors		Rating Scale				
		1	2	3	4	5
1	Awareness of the needs of the community.	1	2	3	4	5
2	Focus prioritisation.	1	2	3	4	5
3	Working together.	1	2	3	4	5
4	Clarity of roles.	1	2	3	4	5
5	Building leadership capacity.	1	2	3	4	5
6	Commitment to user focus and citizen engagement focus.	1	2	3	4	5
7	Understanding my communities.	1	2	3	4	5
8	Clarity of purpose.	1	2	3	4	5
9	Communicating in appropriate ways.	1	2	3	4	5
10	Delivering change and improved outcomes.	1	2	3	4	5
11	Harmonious relationship with government.	1	2	3	4	5
12	Cordial and active cooperation among the council members.	1	2	3	4	5
13	The existence of laws and supporting regulations.	1	2	3	4	5
14	Others, please specify.....					

Assessment of success factors that influence performance of council members as community leaders in a new democracy is revealed by the municipal council members. In this study those 13 factors will be evaluated against community leadership in a new democracy. To supplement the quantitative data the respondents were asked to indicate any other success factors that influence community leadership in new democracy and are not yet listed. The respondents were asked about the extent to which they agree on those successes factors influencing community leadership performances in a new democracy.

The result of this part of the questionnaire will help to answer research question 1: *What are the perceptions of the community leaders in a new democracy about the success factors that influence community leadership performance in a new democracy compared to the same of an established democracy?*

Q2. Assessment of barriers that hinder community leadership performance in a new democracy

The input to this question came from the review of literature after a validation process through Pilot Study 2 as described in Chapter 3 (Section 3.6) which highlighted various barriers influencing the performance of community leadership in established democracies. From the literature review in Chapter 2 (Section 2.4) the researcher identified the barriers that hinder community leadership performance in established democracies such as operational barriers, structural barriers and cultural barriers. Based on the literature review, those barriers have a strong influence on

community leaders' performance in established democracies. In this study, parameters underpinning operational barriers, structural barriers and cultural barriers were identified. These would be put to use in ascertaining whether they have similar effects on community leadership in a new democracy. Additionally, the respondents were asked to indicate any other barriers that hinder community leadership in a new democracy and are not yet listed. The respondents to these questionnaires included councils' members as community leaders; they were asked about their level of agreements on barriers that hinder their performance. The aim of this question is to answer research hypothesis 2: *Barriers that influence community leadership performance in a new democracy are the same of an established democracy.*

This part of the questionnaire was divided into three questions to deal with operational barriers, cultural barriers, and structural barriers as shown in the questions below:

*Q2.1: As a Council Member, what is the level of your agreement on the following **Operational Barriers** affecting your performance?*

Operational Barriers		Rating Scale				
		1	2	3	4	5
1	Lack of coordination between involved parties	1	2	3	4	5
2	Lack of information made available to the local people	1	2	3	4	5
3	Lack of coordination between leader and the community members	1	2	3	4	5
4	Inconsistent community organisation policies	1	2	3	4	5
5	Lack of government support	1	2	3	4	5
6	Lack of de-centralisation of government	1	2	3	4	5
7	lack of citizens' confidence in the government	1	2	3	4	5
8	Others, please specify.....					

*Q2.2: As a Council Member, what is the level of your agreement on the following **Cultural Barriers** affecting your performance?*

Cultural Barriers		Rating Scale				
		1	2	3	4	5
1	Weak diversity among the major decision makers	1	2	3	4	5
2	Lack of information sharing	1	2	3	4	5
3	Weak linkages between the government and the councils	1	2	3	4	5
4	Non-uniformity in the distribution of power and resources among community organisations	1	2	3	4	5
5	Fear of losing control/power	1	2	3	4	5
6	Fear of losing constituent support	1	2	3	4	5
7	Lack of knowledge and expertise	1	2	3	4	5
8	Lack of appropriate legal system	1	2	3	4	5
9	Lack of financial resources	1	2	3	4	5
10	Others, please specify.....					

Q2.3: As a Council Member, what is the level of your agreement on the following Structural Barriers affecting your performance?

Structural Barriers		Rating Scale				
		1	2	3	4	5
1	Limited capacity of poor people to handle development effectively	1	2	3	4	5
2	Apathy and low level of awareness in the local community	1	2	3	4	5
3	Mistrust of local citizens with the leaders	1	2	3	4	5
4	Lack of political will/ leadership	1	2	3	4	5
5	Others, please specify.....					

Assessment of operational, cultural and structural barriers that deter the performance of council members as community leaders in a new democracy is revealed by the municipal council members. The results of this part of the questionnaire help to answer research question (2): *What are the perceptions of community leaders in a new democracy about the barriers that hinder community leadership performance in a new democracy compared to the same of an established democracy?*

Q3 Assessment of community leadership roles and duties practiced by community leadership in a new democracy

The input to this question came from the review of literature after a validation process though Pilot Study 3 as described in Chapter 3 (Section 3.7) which highlighted various roles and duties practiced by community leadership in established democracies. The parameters for measuring community leaders’ roles and duties were adopted and modified from a PhD study (Ricketts, 2005) under the title *The importance of community leadership to successful rural communities in Florida*. It investigated how the psychological sense of community leaders, community leadership, and social capital work together towards changes within a viable community. Through this part of the questionnaires, the researcher was able to indicate how community leaders evaluate themselves compared to roles and duties practiced by community leadership in an established democracy. The respondents were asked about their level of agreement on roles and duties practiced by community leaders in a new democracy. The aim of this question is to answer research hypothesis 3.1: *Roles and Duties practiced by community leadership in a new democracy are same as those of an established democracy (as perceived by community leaders)*.

Q3: As a Council Member, what is the level of your agreement on the following Roles and Duties?

Community Leaders Roles and Duties		Rating Scale				
		1	2	3	4	5
1	Open to learning from subordinate members within the community	1	2	3	4	5
2	Allow community members to help determine where the community is headed.	1	2	3	4	5
3	Promote open communication and sharing of information.	1	2	3	4	5
4	Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5	Open to receiving criticism and challenge from others.	1	2	3	4	5
6	Lead by example by modelling appropriate behaviour	1	2	3	4	5
7	Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8	Build community members up through encouragement and affirmation.	1	2	3	4	5
9	Communicate clear plans and goals for this community.	1	2	3	4	5
10	Accountable and responsible to others.	1	2	3	4	5
11	Others, please specify.....					

The results of this part of the questionnaire help to answer research question 3: *Is there a significant difference in the perception of the community leaders and community members in a new democracy on the roles and duties practiced by community leadership in a new democracy compared to the same of an established democracy?*

4.9.2 Community Members Questionnaires (Set 2)

As mentioned earlier and based on Pilot Study 2 recommendations, Set 2 questionnaires target community members in the Kingdom of Bahrain as a new democracy. In the set three questions were presented, each question has a list of selected measurable parameters which is listed under each question. Those questions have two component parts namely quantitative and qualitative. The qualitative part is addressed through respondent's written views on each question. The questions listed below deal with the community members. The motive behind this is to understand community members' perceptions about roles and duties, performance and outstanding characteristics practiced by community leadership in a new democracy. The questionnaire parameters were measured on a 5-point Likert-type scale, with a score of 1 representing 'Strongly Disagree'; 2 'Disagree'; 3 'Undecided'; 4 'Agree; and ; 5 ; 'Strongly Agree'.

Q1 Assessment of community leadership roles and duties practiced by community leadership in a new democracy

The input to this question came from the review of literature after a validation process though Pilot Study 3 as described in Chapter 3 (Section 3.7) which highlighted various roles and duties practiced by community leadership in established democracies. The parameters for measuring community leaders’ roles and duties were adopted and modified from a PhD study (Ricketts, 2005) under the title *The importance of community leadership to successful rural communities in Florida*. It investigates how the psychological sense of community leaders, community leadership, and social capital work together towards change within a viable community. Through this part of the questionnaires, the researcher was able to indicate how community members evaluate their community leadership compared to roles and duties practiced by community leadership in an established democracy. The respondents were asked about their level of agreements on roles and duties practiced by community leaders in a new democracy. The aim of this question is to answer research hypothesis 3.2: *Roles and Duties practiced by community leadership in a new democracy are same as those of an established democracy (as perceived by community members)*.

Q1: As a Community Member, what is the level of your agreement on the following Roles and Duties practiced by your Council Member?

Community Leaders Roles and Duties		Rating Scale				
		1	2	3	4	5
1	Open to learning from subordinate members within the community.	1	2	3	4	5
2	Allow community members to help determine where the community is headed.	1	2	3	4	5
3	Promote open communication and sharing of information.	1	2	3	4	5
4	Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5	Open to receiving criticism and challenge from others.	1	2	3	4	5
6	Lead by example by modelling appropriate behaviour.	1	2	3	4	5
7	Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8	Build community members up through encouragement and affirmation.	1	2	3	4	5
9	Communicate clear plans and goals for this community.	1	2	3	4	5
10	Accountable and responsible to others.	1	2	3	4	5
11	Others, please specify.....					

This question sought to identify the community leaders' roles and duties emerging from the data. This question is derived from the third objective of the research work which aims to identify the roles and duties of council members as community leaders in a new democracy from the point of view of community members. Through this part of the questionnaires, the researcher was able to indicate how community members evaluate their community leaders compared to roles and duties practiced by community leaders in an established democracy. The result of this part of the questionnaire will help to answer research question 3: *Is there a significant difference in the perception of the community leaders and community members in a new democracy on the roles and duties practiced by community leadership in a new democracy compared to the same of an established democracy?*

Q2 Assessment of performances practiced by community leadership in a new democracy

The input to this question came from the review of literature after a validation process through Pilot Study 3 as described in Chapter 3 (Section 3.7) which highlighted various performances practiced by community leadership in established democracies. Through this part of the questionnaires, the researcher was able to indicate how community members evaluate their community leaders' performances compared to performances practiced by community leaders in established democracy. The respondents were asked about their level of agreement on performances practiced by community leaders in a new democracy. As mentioned earlier, the pointers for this question were based on the review of the literature. In particular, the researcher adopted and modified some content of the questionnaires which were used in a study by Ricketts (2005). The aim of this question is to answer hypothesis H4: *Performance parameters practiced by community leadership in a new democracy are the same as those of an established democracy.*

Q2: As a Community Member, what is the level of your agreement on the following performance parameters practiced by your Council Member?

Community Leaders Performance		Rating Scale				
		1	2	3	4	5
1	There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs	1	2	3	4	5
2	The community has a proven track record of accomplishing creative and innovative projects to enhance the quality of life	1	2	3	4	5
3	Community leaders embrace change, have tried innovative projects and are not afraid to try and fail and try again	1	2	3	4	5
4	Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.	1	2	3	4	5
5	Leaders understand that they do not need “buy-in” from everyone in order to start a project	1	2	3	4	5
6	Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities	1	2	3	4	5
7	Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and ongoing	1	2	3	4	5
8	Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development	1	2	3	4	5
9	Others, please specify.....					

This question sought to assess the community leadership performance parameters emerging from the data. This question is derived from the fourth objective of the research work which aims to assess council members’ performance in a new democracy from the point of view of community members. Through this part of the questionnaires, the researcher was able to indicate how community members evaluate their community leaders compared to performance parameters practiced by community leaders in an established democracy. The aim of this question is to explore the views of the community members concerning the qualities and traits that lie behind the effective performance of community leaders. The results of this part of the questionnaire help to answer research question 4: *What are the perceptions of community members about the performance parameters practiced by community leadership in a new democracy compared to the same of an established democracy?*

Q2. Assessment of outstanding characteristics practiced by community leadership in a new democracy

The input to this question came from the review of literature after a validation process though Pilot Study 3 as described in Chapter 3 (Section 3.7) which

highlighted the outstanding characteristics practiced by community leadership in established democracies. Through this part of the questionnaires, the researcher could indicate how community members evaluate their community leaders' characteristics compared to characteristics practiced by community leaders in an established democracy. The respondents were asked about their level of agreement on characteristics practiced by community leaders in a new democracy. As mentioned earlier, the pointers for this question were based on the review of the literature. In particular, the researcher adopted and modified some content of the questionnaires which were used in a study by Ricketts (2005). The aim of this question is to answer hypotheses 5: *Characteristics practiced by community leadership in a new democracy are same as those of an established democracy.*

Q3: As a Community Member, what is the level of your agreement on the following characteristics practiced by your Council Member?

Community Leaders' Characteristics		Rating Scale				
		1	2	3	4	5
1	Credibility, respect and trust within the community at large	1	2	3	4	5
2	Creative thinker and problem solver	1	2	3	4	5
3	Extensive network of business and government contacts outside the community	1	2	3	4	5
4	Positive, optimistic and cheerful	1	2	3	4	5
5	Others, please specify.....					

The aim of this question is to explore the views of the community members concerning the qualities and traits that lie behind the outstanding characteristics of community leaders. Through this part of the questionnaires, the researcher indicated how community members evaluate their community leaders' characteristics compared to characteristics practiced by community leadership in an established democracy. The respondents were asked about their level of agreement on characteristics practiced by community leaders in a new democracy. The results of this part of the questionnaire help to answer research question 5: *What are the perceptions of community members in a new democracy on the characteristics practiced by community leadership in a new democracy compared to the same of an established democracy?*

4.9.3 Translation of the Research Questionnaires

During the first and second pilot studies, the research questionnaires were originally written in English. In the third pilot study, it was recommended by validation group to translate the questionnaires to Arabic to avoid misunderstanding questions by respondents. Brislin (1970; 1980) states some of the problems with translating research instruments from the original language to the research language. According to Brislin (1970) and Campbell *et al.* (1970), the key translation methods that should be used to translate and reduce errors are: one-way translations, back-translations, bilingual techniques, the committee approach and pre-test procedures (pilot study). In this study identification and correction of mistakes in the questionnaires' translation enhanced the research quality and validity. The translation of the questionnaires (English version) into Arabic was done through a multi-stage, back-translation procedure as follows:

1. The English version questionnaires were given to a professional Arabic/English translator.
2. The English and Arabic versions of questionnaires were given to a group of academics known to the researcher to ensure clarity of questionnaires.
3. Necessary corrections were made as a result of their feedback.
4. The questionnaires were discussed with the Arabic/English professional translator for final validation.
5. The final versions of the Arabic questionnaires were conducted in a pilot study.
6. The respondents comprised of five community leaders and five community members. Based on their interaction with the questionnaires, they were considered ready for the final study distribution.

4.9.4 Questionnaire Delivery Mechanisms

The quantitative data collection phase was implemented after the validation of the research instrument. The following steps were undertaken by the researcher:

- (1) The researcher applied for ethical approval from the university to conduct a study on “Community Leadership in the New Democracy” (See Appendix A).

- (2) The researcher handed a letter to the research respondents attached with the questionnaires. The researcher explained the significance of the study as well as the instruction for the proper completion of the questionnaire (see Appendix B English version and Appendix I Arabic Version).
- (3) The survey questionnaires were distributed as per schedule and collected on specific dates.
- (4) The questionnaire was distributed by mail, in person, or through electronic means, including fax or email.
- (5) The survey questionnaires were processed, tabulated, presented, analysed and interpreted.

In this aspect, the questionnaires were distributed among the respondents and the responses were tabulated accordingly.

4.10 Unstructured Interviews

Unstructured interviews were employed to generate qualitative data to supplement and complement the data gathered from the survey questionnaires. The interviews were conducted in Arabic with the use of a tape recorder. The taped interviews were transcribed in Arabic then again translated into English by a professional translator in order to obtain accurate responses. The purpose of using this method is to support the input that comes from the questionnaires according to the principles of a triangulate approach. In these interviews, the researcher dealt with two sets of respondents, the community leaders and the community members. Through these interviews, it was clear that there was a large amount of replication in the answers given and saturation of information obtained. Therefore, the researcher decided to be content with 10 interviews.

Each unstructured interview lasted approximately 30 to 45 minutes. The researcher explained the purpose of recording the discussion to the respondents in detail. The interviewees were assured that the information recorded would be confidential and used only for the purpose of the study. The researcher derived interview themes as qualitative data to be used through the unstructured interviews from existing literature and research questionnaires. In addition to this, another source of qualitative data was explored to be the respondents written views on each

question. This would support the quantitative data derived from the questionnaires employing a triangulation process. The interviews were guided by the following themes:

4.10.1 Community Leaders Interview Themes:

Theme I: Assessment of current practice of Municipal Councils involving nationals in decision-making processes.

The aim behind this interview theme is to have community leaders and community members' viewpoints on the current experience of community leaders in a new democracy indicating their strengths and weaknesses.

Theme II: Success factors affecting Municipal Council members' performance.

The aim behind this interview theme is to have community leaders viewpoints on success factors that influence community leadership evolution in a new democracy compared to those of an established democracy.

Theme III: Barriers affecting Municipal Council members' performance.

The aim behind this interview theme is to have community leaders' viewpoints on barriers that deter community leadership evolution in a new democracy compared to those of an established democracy.

Theme IV: Municipal Council members' roles and duties assessment.

The aim behind this interview theme is to have community leaders' viewpoints on roles and duties that are practiced by community leaders in a new democracy compared to those of an established democracy.

Theme V: Any additional viewpoints which might contribute to the success of current experience.

The aim behind this interview theme is to have community leaders' additional viewpoints that can enrich the current experience of community leadership in a new democracy. Moreover, in the community leaders' questionnaires set and under each question, the respondents were asked to write their comments in relation to the subject matter asked. Those comments would help the researcher to paint a clear picture about the topic and possibly supplement new parameters and factors that are not experienced even in established democracies, so far reported.

4.10.2 Community Members Interview Themes:

***Theme I:** Assessment of current practice of Municipal Councils' members involving nationals in decision-making process.*

The aim behind this interview theme is to have community members' viewpoints on the current practice of municipal members involving nationals in decision-making processes and the related problems facing them.

***Theme II:** Municipal Councils members' Roles and Duties Assessment.*

The aim behind this interview theme is to have community members viewpoints on roles and duties that are practiced by community leaders in a new democracy compared to those of an established democracy.

***Theme III:** Municipal Councils Members' Performance.*

The aim behind this interview theme is to have community members' viewpoints on performances that are practiced by community leadership in a new democracy compared to those of an established democracy.

***Theme IV:** Municipal Councils Members' Outstanding Characteristics.*

The aim behind this interview theme is to have community members' viewpoints on performances that are practiced by community leadership in a new democracy compared to those of an established democracy.

The aim behind this interview theme is to have community members' viewpoints on characteristics that are practiced by community leadership in a new democracy compared to those of an established democracy.

***Theme V:** The most important success factors and barriers affecting the performance of city councils.*

The aim behind this interview theme is to have community members' viewpoints in general on success factors and barriers that influence community leadership evolution in a new democracy compared to those of an established democracy.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

The aim behind this interview theme is to have community members' additional viewpoints that can enrich the current experience of community leadership in a new democracy. Additionally, in the community members' questionnaire set and under each question, the respondents were asked to write their comments in relation to the subject matter asked. Those comments would help the researcher to obtain a clear picture about the topic and possibly supplement new parameters and factors that are not experienced even in established democracies, so far reported.

The respondents were free to expand on the topic as they saw fit, and to relate their own experiences. The interviewer intervened only for clarification or further explanation (Veal, 1997). The interviewer used probing questions for clarification of concepts and ideas. The benefits of an unstructured interview include the opportunity it affords the interviewer to interact with respondents in a conversational setting in order to reach the heart of the subject under investigation (Blanche and Durrheim, 1999 and Veal, 1997). Semi-structured interviews are generally the most useful, in that they allow full exploration of the topic and yet retain a degree of structure, which ensures that most of the information obtained is relevant and manageable (Veal, 1997).

4.11 Validation of Research Instrument

In order to ensure the functionality of the questionnaires as instruments of data collection, the researcher conducted three pilot studies; the results were validated through a group of professionals who were not the immediate respondents of the study. The research instrument underwent expert validation. Their comments and suggestions were included in the revised questionnaire as mentioned in Chapter 3 (Section 3.1, 3.2 and 3.3).

Two versions of the questionnaire were constructed (English and Arabic). Although, the respondents are well educated, Arabic translation was made to increase the response rate of the chosen respondents (see Appendixes J and K).

4.12 Statistical Tools

The responses to the questionnaire were tabulated indicating numbers and percentage of each indicator assigned to the scales. The mean and interpretation of each questionnaire was also determined.

However, overall mean and interpretation for each question was determined. Another process for tallying data was used through Microsoft Excel in order to check data resulting from the use of the formula.

4.13 Limitations

Some of the problems encountered by the researcher included:

- (a) Cooperation: Some of the respondents were late in providing the completed questionnaires. The researcher had to send reminders and even revisit them to get the questionnaires filled out. The same thing happened to some of the interviewees. They needed a lot of follow-up and explanation to prepare them for the interview.
- (b) Time constraints: The fact that the researcher is involved in a full-time job with heavy responsibilities in addition to family obligations made the task of conducting the study more challenging time wise.
- (c) Schedule of activities: The original research plan was affected by a number of factors that led to rescheduling of activities. Due to frequent distractions, the researcher had to keep balancing priorities.

On the part of the administration, the problems encountered were (a) access to some confidential records and (b) overlapping activities were encountered, too. Nonetheless, the researcher believes that the overall validity of the tools was not harmed due to planning and rescheduling of activities throughout the process.

4.14 Ethical Considerations

The following actions were undertaken by the researcher to ensure that the study complies with the accepted ethical guidelines, as identified by Brunel University. It is quite important to take into consideration the ethical aspects of the proposed study. The participants were informed about the nature and purpose of the study and assurance was given that this study will treat the data with anonymity and

confidentiality. Both the English and Arabic versions were designed according to the ethical guidelines set by the university. The following steps were undertaken:

- 1) Approval to conduct the research was sought from the University Ethics Committee. This involved the research approach, methodology and sample selection to be reviewed by this Committee;
- 2) Participants were informed that their involvement was optional, and that they could withdraw at any time;
- 3) Strict confidentiality guidelines were maintained, with identification of who could access the raw data and transcript material and information relating to data storage;
- 4) Written consent was provided by the participants prior to the research;
- 5) A comprehensive briefing was given to the Municipal Councillor of each council prior to any contact with participants; and
- 6) Participants were made aware of the nature of the research and the approach taken.

4.15 Summary

This chapter identified the research approach framing this study and then provided a systematic account of the data analysis methodology. This chapter also detailed the research philosophy, research objectives, methodology defined, data collection procedures, research instrument, sampling procedures, data source, the questionnaire, unstructured interviews, validation of research instruments, statistical tools, limitations, and finally ethical considerations. The final survey questionnaires were presented after expert validation. Two sets of questionnaires were finalised, one dealing with community leaders and the other with community members. Finally, qualitative data themes were discussed and presented to be verified through unstructured interview procedures.

The next chapter presents the descriptive research findings on a construct by construct basis. The descriptive results are presented in the following order: the community leadership in a new democracy; community leadership roles and duties assessment; the result of interview on the most common responses among council leaders and community people on municipal council members' roles and duties

assessment; the community respondents' assessment on community leaders outstanding characteristics; results of interview assessment of current practices of municipal councils involving nationals in decision-making processes; the council respondents' assessment on success factors affecting community leaders performance; results of interview on the common responses on the success factors affecting municipal council members' performance; council respondents' assessment on the barriers affecting community leaders' performance; results of interview on the barriers affecting municipal council member's performance; the summary of respondents' assessment on the barriers affecting community leaders performance; comparison between the perceptions of the respondents on the community leaders' roles and duties assessment; results of the interview as regards additional viewpoints which might contribute to the success of the current experience.

CHAPTER FIVE

FINDINGS

5.1 Introduction

The previous chapter discussed the research methodology which framed this study. It detailed the approach used, the development of initial contacts, pilot survey, and design of main research instrument. In particular, Chapter Four aimed at identifying the research problem in relation to the success factors and barriers influencing municipality work in the Kingdom of Bahrain as a new democracy. In addition, the previous chapter dealt with the quantitative and qualitative procedures the researcher used in implementing the study. The research questions and the objectives of the study were also identified. The researcher outlined the survey tools that were used and described how they were implemented to the subjects of the study. Moreover, sampling procedures were presented and methods of data collection and data analysis were highlighted.

This chapter presents the research findings on a construct by construct basis. The descriptive results are presented in the following order: the community leadership in new democracy; community leadership roles and duties assessment; the result of interview on the most common responses among council leaders and community people on municipal council members' roles and duties assessment; the community respondents' assessment on community leaders outstanding characteristics; results of interview assessment of current practices of municipal councils involving nationals in decision-making process; the council respondents' assessment on success factors affecting community leaders' performance; results of interview on the common responses on the success factors affecting municipal council members' performance; council respondents' assessment on the barriers affecting community leaders' performance; results of interview on the barriers affecting municipal council members' performance; the summary of respondents' assessment on the barriers affecting community leaders performance; comparison between the perceptions of the respondents on the community leaders' roles and duties assessment; results of the interview as regards additional viewpoints which might contribute to the success of the current experience.

5.2 Quantitative Analysis

In this part of the chapter, the quantitative results of the research are presented. The first section deals with results derived from the municipal councils respondents. The second section, however, contains the community respondents.

5.2.1 Council Respondents' Assessment of Success Factors Affecting Community Leaders' Performance

Table 5.1 presents the views of the (35 out of a total of 40) council members who responded to the survey on assessment of importance of success factors affecting the performance of community leaders.

Table 5.1
Council Respondents Assessment on Success Factors
Influencing Community Leaders Performance

Indicator/s		Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	Awareness of the needs of the community.	N % 0 (0%)	0 (0%)	0 (0%)	0 (0%)	6 (17.1%)	29 (82.9%)	35 (100%)
2	Focus prioritisation.	N % 0 (0%)	0 (0%)	0 (0%)	0 (0%)	5 (14.3%)	30 (85.7%)	35 (100%)
3	Working together.	N % 0 (0%)	1 (2.9%)	1 (2.9%)	1 (2.9%)	10 (28.6%)	23 (65.7%)	33 (94.3%)
4	Clarity of roles.	N % 0 (0%)	0 (0%)	0 (0%)	2 (5.7%)	9 (25.7%)	24 (68.6%)	33 (94.3%)
5	Building leadership capacity.	N % 0 (0%)	0 (0%)	0 (0%)	1 (2.9%)	16 (45.7%)	18 (51.4%)	34 (97.1%)
6	Commitment to user focus and citizen engagement focus.	N % 0 (0%)	1 (2.9%)	1 (2.9%)	0 (0%)	7 (20%)	27 (77.1%)	34 (97.1%)
7	Understanding my communities.	N % 0 (0%)	0 (0%)	0 (0%)	2 (5.7%)	14 (40%)	19 (54.3%)	33 (94.3%)
8	Clarity of purpose.	N % 0 (0%)	0 (0%)	0 (0%)	1 (2.9%)	9 (25.7%)	25 (71.4%)	34 (97.1%)
9	Communicating in appropriate ways.	N % 0 (0%)	0 (0%)	0 (0%)	0 (0%)	14 (40%)	21 (60%)	35 (100%)
10	Delivering change and improved outcomes.	N % 0 (0%)	0 (0%)	0 (0%)	4 (11.4%)	16 (45.7%)	15 (42.9%)	31 (88.6%)
11	Harmonious relationship with government.	N % 0 (0%)	1 (2.9%)	1 (2.9%)	5 (14.3%)	12 (38%)	17 (48.6%)	29 (82.8%)
12	Cordial and active cooperation among the council members.	N % 0 (0%)	0 (0%)	0 (0%)	0 (0%)	7 (20%)	28 (80%)	35 (100%)
13	The existence of laws and supporting regulations.	N % 0 (0%)	1 (2.9%)	1 (2.9%)	2 (5.7%)	6 (17.1%)	26 (73.3%)	32 (91.4%)

As clearly shown in the table above, all of the respondents (council members) are in agreement with the (13) indicators of success factors. The percentages are very high showing agreement ranging from 82.8% to 100%. There are almost no disagreement scores whereas a small minority of respondents are still undecided concerning some of the success factors.

Table 5.2 presents the mean and interpretations of council respondents' assessment on success factors affecting community leaders' performance. As presented in the table, it is noted that the highest mean rating is on indicators "Focus Prioritisation" 4.86, and "Awareness of the needs of the community", 4.83, interpreted as "Strongly Agree". The lowest mean rating is on indicator "Harmonious relationship with government", 4.29 interpreted as "Agree".

Table 5.2
Mean and Interpretations of Council Respondents Assessment
on Success Factors influencing Community Leaders Performance

	Indicator/s	Mean	Interpretation
1	Awareness of the needs of the community.	4.83	Strongly Agree
2	Focus prioritisation.	4.86	Strongly Agree
3	Working together.	4.57	Strongly Agree
4	Clarity of roles.	4.63	Strongly Agree
5	Building leadership capacity.	4.49	Agree
6	Commitment to user focus and citizen engagement focus.	4.71	Strongly Agree
7	Understanding my communities.	4.49	Strongly Agree
8	Clarity of purpose.	4.69	Strongly Agree
9	Communicating in appropriate ways.	4.60	Strongly Agree
10	Delivering change and improved outcomes.	4.31	Agree
11	Harmonious relationship with government.	4.29	Agree
12	Cordial and active cooperation among the council members.	4.80	Strongly Agree
13	The existence of laws and supporting regulations.	4.63	Strongly Agree
Overall Mean		4.61	Strongly Agree

5.2.2 Council Respondents' Assessment on Barriers Affecting Community Leaders Performance

Council members' assessments on barriers affecting the performance of community leaders are presented in this section. The barriers are divided into three categories. These are (1) operational, (2) cultural, and (3) structural. The respondents (35 out of 40) who took the survey express their attitudes to a total of 20 indicators.

Table 5.4 presents the council members' assessment on operational barriers affecting the performance of community leaders. The council members appear to be in general agreement on the seven indicators of operational barriers. The majority (80%) of the respondents are on indicator 1 which is about lack of coordination between parties involved. The lowest rating is given to indicator 7 on lack of

confidence in the government by the citizens. Strong agreement is also shown (45.7%) to indicator 3 on lack of cooperation between leaders and community members, and also to indicator 5 (45.7%) on lack public support.

Table 5.3
Council Respondents' Assessment on Operational Barriers Affecting Community Leaders' Performance

Operational Barriers									
Indicator/s			Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree	Strongly Agree	Agree Comb.
1	Lack of coordination between involved parties.	N%	1 (2.9%)	4 (11.4%)	5 (14.3%)	2 (5.7%)	23 (65.7%)	5 (14.3%)	28 (80%)
2	Lack of information made available to the local people.	N %	1 (2.9%)	5 (14.3%)	6 (17.1%)	4 (11.4%)	12 (34.3%)	13 (37.1%)	25 (71.4%)
3	Lack of coordination between leader and the community members.	N %	0 (0%)	6 (17.1%)	6 (17.1%)	4 (11.4%)	9 (25.7%)	16 (45.7%)	25 (71.4%)
4	Inconsistent community organisation policies	N %	2 (5.7%)	3 (8.6%)	5 (14.3%)	3 (8.6%)	17 (48.6%)	10 (28.5%)	27 (77.1%)
5	Lack of government support	N %	3 (8.6%)	5 (14.3%)	8 (22.8%)	3 (8.6%)	8 (22.8%)	16 (45.7%)	24 (68.6%)
6	Lack of de-centralisation of government	N %	0 (0%)	5 (14.3%)	5 (14.3%)	3 (8.6%)	15 (42.9%)	12 (34.3%)	27 (77.1%)
7	Lack of citizens' confidence in the government	N %	1 (2.9%)	8 (22.8%)	9 (25.7%)	7 (20%)	16 (45.7%)	3 (8.6%)	19 (54.3%)

The highest rating is given to indicator 1 (80%) on lack of coordination between involved parties whereas the lowest agreement (54.3) is given to indicator 7 on lack of citizens' confidence in the government.

Table 5.4 presents the mean and interpretations of council respondents' assessment on operational barriers affecting community leaders' performance. On operational barriers, the highest mean is "Lack of coordination between leader and the community members", 4, "Agree"; As for the cultural barriers, Table 5.5 below gives the information on how the council members rate the set of cultural barriers affecting their performance in community leadership.

Table 5.4
Mean and Interpretations of Council Respondents' Assessment on
Operational Barriers Affecting Community Leaders' Performance

Operational Barriers			
	Indicator/s	Mean	Interpretation
1	Lack of coordination between involved parties.	3.77	Agree
2	Lack of information made available to the local people.	3.89	Agree
3	Lack of coordination between leader and the community members.	4.00	Agree
4	Inconsistent community organisation policies	3.86	Agree
5	Lack of government support	3.83	Agree
6	Lack of de-centralisation of government	3.97	Agree
7	Lack of citizens' confidence in the government	3.34	Undecided
Overall Mean		3.81	Agree

Table 5.5 presents the council members assessment on cultural barriers affecting the performance of community leaders. The highest ranking is given to indicators 7 and 8 on lack of knowledge and an appropriate legal system (80% each). Indicators 5 and 6 receive a low percentage of agreement (45.7% and 40%) respectively. These indicators relate to fear of losing power or constituent support.

Table 5.5
Council Respondents' Assessment on Cultural Barriers Affecting
Community Leaders' Performance

Cultural Barriers									
	Indicator/s		Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	Weak diversity among the major decision makers	N %	0 (0%)	4 (11.4%)	4 (11.4%)	9 (25.7%)	16 (45.7%)	6 (17.1%)	22 (62.8%)
2	Lack of information sharing	N %	0 (0%)	5 (14.3%)	5 (14.3%)	3 (8.6%)	15 (42.9%)	12 (34.3%)	27 (77.1%)
3	Weak linkages between the government and the councils	N %	3 (8.6%)	4 (11.4%)	7 (20%)	3 (8.6%)	10 (28.5%)	15 (42.9%)	25 (71.4%)
4	Non-uniformity in the distribution of power and resources among community organisations	N %	0 (0%)	3 (8.6%)	3 (8.6%)	8 (22.8%)	19 (54.3%)	5 (14.3%)	24 (68.6%)
5	Fear of losing control/power	N %	2 (5.7%)	2 (5.7%)	4 (11.4%)	15 (42.9%)	13 (37.1%)	3 (8.6%)	16 (45.7%)
6	Fear of losing constituent support	N %	1 (2.9%)	6 (17.1%)	7 (20%)	14 (40%)	11 (31.4%)	3 (8.6%)	14 (40%)
7	Lack of knowledge and expertise.	N %	3 (8.6%)	3 (8.6%)	6 (17.1%)	1 (2.9%)	23 (65.7%)	5 (14.3%)	28 (80%)
8	Lack of appropriate legal system	N %	2 (5.7%)	1 (2.9%)	3 (8.6%)	4 (11.4%)	9 (25.7%)	19 (54.3%)	28 (80%)
9	Lack of financial resources	N %	2 (5.7%)	4 (11.4%)	6 (17.1%)	3 (8.6%)	9 (25.7%)	17 (48.6%)	26 (73.3%)

Table 5.6 presents the mean and interpretations of council respondents' assessment on cultural barriers affecting community leaders' performance. The respondents' feedback on cultural barriers show that the highest mean is “lack of information sharing” (3.97 “Agree”).

Table 5.6
Mean and Interpretation of Council Respondents' Assessment on Cultural Barriers Affecting Community Leaders' Performance

Cultural Barriers			
Indicator/s		Mean	Interpretation
1	Weak diversity among the major decision makers	3.69	Agree
2	Lack of information sharing	3.97	Agree
3	Weak linkages between the government and the councils	3.86	Agree
4	Non-uniformity in the distribution of power and resources among community organisations	3.74	Agree
5	Fear of losing control/power	3.37	Undecided
6	Fear of losing constituent support	3.26	Undecided
7	Lack of knowledge and expertise	3.69	Agree
8	Lack of appropriate legal system	4.20	Agree
9	Lack of financial resources	4.00	Agree
Overall Mean		3.75	Agree

Table 5.7 below presents council respondents' assessment on structural barriers affecting community leaders' performance. The table clearly indicates a general level of agreement on all barriers of this category. Indicators 1 and 2 on "limited capacity of poor people to handle development effectively" and "Apathy and low level of awareness in the local community" receive the highest percentages of respondents' agreement.

Table 5.7
Council Respondents' Assessment on Structural Barriers Affecting Community Leaders' Performance

Structural Barriers									
Indicator/s			Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	Limited capacity of poor people to handle development effectively.	N %	0 (0%)	4 (11.4%)	4 (11.4%)	2 (5.7%)	20 (57.1%)	9 (25.7%)	29 (82.9%)
2	Apathy and low level of awareness in the local community.	N %	2 (5.7%)	3 (8.6%)	5 (14.3%)	2 (5.7%)	12 (34.3%)	16 (45.7%)	28 (80%)
3	Mistrust of local citizens with the leaders.	N %	2 (5.7%)	5 (22%)	7 (20%)	5 (14.3%)	16 (45.7%)	7 (20%)	23 (65.7%)
4	Lack of political will/ leadership.	N %	2 (5.7%)	6 (17.1%)	8 (22.9%)	6 (17.1%)	10 (28.6%)	11 (31.4%)	21 (60%)

The lowest percentages of agreement are given to barriers 3 and 4 (65.7 and 60 respectively) on the issues of mistrust towards the community leaders and lack of political will and leadership.

Table 5.8 presents the mean and interpretations of council respondents' assessment on structural barriers affecting community leaders' performance. On structural barriers, "Limited capacity of poor people to handle development effectively" 3.97, "Agree". Information obtained from review of relevant literature reveals 10 significant barriers to community participation

Table 5.8
Mean and Interpretations of Council Respondents Assessment on Structural Barriers Affecting Community Leaders' Performance

Structural Barriers			
	Indicator/s	Mean	Interpretation
1	Limited capacity of poor people to handle development effectively.	3.97	Agree
2	Apathy and low level of awareness in the local community.	4.06	Agree
3	Mistrust of local citizens with the leaders.	3.60	Agree
4	Lack of political will/ leadership.	3.63	Agree
Overall Mean		3.81	Agree

Table 5.9 below shows the summary of respondents' assessment on the barriers affecting community leaders' performance. It could be noted that the highest mean is 3.81 or "Agree" on "operational barrier". On structural barrier, the mean is 3.81 or "Agree". However, the lowest mean rating is 3.75 or "Agree" on "cultural barrier." The over-all mean on barriers affecting community leaders' performance is 3.79 interpreted as "agree".

Table 5.9
Summary of Respondents' Assessment on the Barriers Affecting Community Leaders' Performance

Barriers	Mean	Interpretation
1. Operational Barrier	3.81	Agree
2. Cultural Barrier	3.75	Agree
3. Structural Barrier	3.81	Agree
Overall Mean		3.79
		Agree

5.2.3 Community Leadership Roles and Duties Assessment by Municipal Councils' Members and Community Members

Table 5.10 presents the views of the (35) community leaders (out of the total 40) who responded to the survey on assessment of community leaders' roles and duties.

It is clear from the table that the vast majority of the council members in the study are in agreement with all of the statements indicators. All indicators except 9 and 10 score very highly by the respondents (above 90%). The highest evaluation is given to indicators 3 and 4 (97%). This shows that basically the councils' members are very positive about their own perceptions of their roles and duties in municipality work. However, despite the high agreement on the roles specified in 9 and 10 it seems that communicating clear plans and goals in addition to accountability deserve some enquiry to see why they are rated relatively lower than the other indicators.

Table 5.10
Council Members' Assessment of Community Leaders' Roles and Duties

Indicator/s		Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	Open to learning from subordinate members within the community.	N % 1 (2.8%)	0 (0%)	1 (2.8%)	1 (2.8%)	22 (62.8%)	11 (31.4%)	33 (94.2%)
2	Allow community members to help determine where the community is headed.	N % 0 (0%)	0 (0%)	0 (0%)	1 (2.8%)	23 (65.7%)	11 (31.4%)	34 (97.1%)
3	Promote open communication and sharing of information.	N % 0 (0%)	0 (0%)	0 (0%)	1 (2.8%)	14 (40%)	20 (57.1%)	34 (97.1%)
4	Provide the support and resources needed to help community members meet their goals.	N % 0 (0%)	0 (0%)	0 (0%)	1 (2.8%)	14 (40%)	20 (57.1%)	34 (97.1%)
5	Open to receiving criticism and challenge from others.	N % 0 (0%)	1 (2.8%)	1 (2.8%)	1 (2.8%)	25 (71.4%)	8 (22.8%)	33 (94.2%)
6	Lead by example by modelling appropriate behaviour.	N % 0 (0%)	0 (0%)	0 (0%)	3 (8.6%)	19 (54.3%)	13 (37.1%)	32 (91.4%)
7	Provide opportunities for everyone to develop to their full potential.	N % 0 (0%)	1 (2.8%)	1 (2.8%)	1 (2.8%)	20 (57.1%)	13 (37.1%)	33 (94.2%)
8	Build community members up through encouragement and affirmation.	N % 0 (0%)	0 (0%)	0 (0%)	2 (5.7%)	16 (45.7%)	17 (48.6%)	33 (94.3%)
9	Communicate clear plans and goals for this community.	N % 0 (0%)	0 (0%)	0 (0%)	5 (14.3%)	19 (54.3%)	11 (31.4%)	30 (85.7%)
10	Accountable and responsible to others.	N % 0 (0%)	2 (5.7%)	2 (5.7%)	2 (5.7%)	8 (22.8%)	23 (65.7%)	31 (88.5%)

Table 5.11 presents the mean and interpretations of council respondents' assessment on community leaders' roles and duties.

Table 5.11
Mean and Interpretation of Council Members' Assessment of
Community Leaders' Roles and Duties

Indicator/s		Mean	Interpretation
1	Open to learning from subordinate members within the community.	4.20	Agree
2	Allow community members to help determine where the community is headed.	4.29	Agree
3	Promote open communication and sharing of information.	4.54	Strongly agree
4	Provide the support and resources needed to help community members meet their goals.	4.54	Strongly Agree
5	Open to receiving criticism and challenge from others.	4.14	Agree
6	Lead by example by modelling appropriate behaviour.	4.29	Agree
7	Provide opportunities for everyone to develop to their full potential.	4.29	Agree
8	Build community members up through encouragement and affirmation.	4.43	Agree
9	Communicate clear plans and goals for this community.	4.17	Agree
10	Accountable and responsible to others.	4.49	Agree
Overall Mean		4.34	Agree

5.2.4 Community Respondents' Assessment on Community Leadership Roles and Duties

Table 5.12 below presents the assessment of the (74) community leaders (out of the total 80) who responded to the survey on community leaders' roles and duties.

Table 5.12
Community Respondents' Assessment on
Community Leaders' Roles and Duties

Indicator/s		Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	Open to learning from subordinate members within the community.	N% 4 (5.4%)	22 (29.7%)	26 (35.1%)	15 (20.3%)	30 (40.5%)	3 (4%)	33 (44.6%)
2	Allow community members to help determine where the community is headed.	N% 10 (13.5%)	22 (29.7%)	32 (43.2%)	18 (24.3%)	22 (29.7%)	2 (2.7%)	24 (32.4%)
3	Promote open communication and sharing of information.	N% 6 (8.1%)	16 (21.6%)	22 (29.7%)	13 (17.6%)	34 (46%)	5 (6.7%)	39 (52.7%)
4	Provide the support and resources needed to help community members meet their goals.	N% 8 (10.8%)	12 (16.2%)	20 (27%)	19 (25.7%)	30 (40.5%)	5 (6.7%)	35 (47.3%)
5	Open to receiving criticism and challenge from others.	N% 14 (18.9%)	26 (35.1%)	40 (54%)	10 (13.5%)	22 (29.7%)	2 (2.7%)	24 (32.4%)
6	Lead by example by modelling appropriate behaviour.	N% 9 (12.2%)	24 (32.4%)	33 (44.6%)	22 (29.7%)	16 (21.6%)	3 (4.1%)	19 (25.7%)
7	Provide opportunities for everyone to develop to their full potential.	N% 8 (10.8%)	35 (47.3%)	43 (58.1%)	18 (24.3%)	13 (17.6%)	0 (0%)	13 (17.6%)
8	Build community members up through encouragement and affirmation.	N% 9 (12.2%)	21 (28.4%)	30 (40.5%)	15 (20.3%)	28 (37.8%)	1 (1.3%)	29 (39.1%)

9	Communicate clear plans and goals for this community.	N %	9 (12.2%)	30 (40.5%)	39 (52.7%)	20 (27%)	13 (17.6%)	2 (2.7%)	15 (20.3%)
10	Accountable and responsible to others.	N %	9 (12.2%)	26 (35.1%)	35 (47.3%)	13 (17.6%)	24 (32.4%)	2 (2.7%)	26 (35.1%)

Table 5.13
Community Respondents' Assessment on Community Leaders' Roles and Duties Assessment

Indicator/s		Mean	Interpretation
1	Open to learning from subordinate members within the community.	3.08	Undecided
2	Allow community members to help determine where the community is heading.	2.78	Undecided
3	Promote open communication and sharing of information.	3.22	Undecided
4	Provide the support and resources needed to help community members meet their goals.	3.16	Undecided
5	Open to receiving criticism and challenge from others.	3.62	Agree
6	Lead by example by modelling appropriate behaviour.	2.73	Undecided
7	Provide opportunities for everyone to develop to their full potential.	2.49	Disagree
8	Build community members up through encouragement and affirmation.	2.88	Undecided
9	Communicate clear plans and goals for this community.	2.58	Undecided
10	Accountable and responsible to others.	2.78	Undecided
Overall Mean		3.83	Undecided

5.2.5 Comparison between the Perception of Council Members and Community Members on Community Leadership Roles and Duties

One of the research questions concerns the difference between the two groups as to their evaluation of the roles and duties of council members. Table 5.14 below shows strong evidence to suggest there is a statistical difference between the two categories of correspondents.

Table 5.14
Comparison between the Perception of both
Respondents' Assessment on Community Leaders' Roles and Duties Assessment

Indicator/s		Council Respondents		Community Respondents	
		Mean	Interpretation	Mean	Interpretation
1	Open to learning from subordinate members within the community.	4.20	Agree	3.08	Undecided
2	Allow community members to help determine where the community is heading.	4.29	Agree	2.78	Undecided
3	Promote open communication and sharing of information.	4.54	Strongly Agree	3.22	Undecided
4	Provide the support and resources needed to help community members meet their goals.	4.54	Strongly Agree	3.16	Undecided
5	Open to receiving criticism and challenge from others.	4.14	Agree	3.62	Agree
6	Lead by example by modelling appropriate behaviour.	4.29	Agree	2.73	Undecided
7	Provide opportunities for everyone to develop to their full potential.	4.29	Agree	2.49	Disagree
8	Build community members up through encouragement and affirmation.	4.43	Agree	2.88	Undecided
9	Communicate clear plans and goals for this community.	4.17	Agree	2.58	Undecided
10	Accountable and responsible to others.	4.49	Agree	2.78	Undecided
Overall Mean		4.38	Agree	2.93	Undecided

It could be noted that the highest mean given by the council leaders is on indicator 4 (Provide the support and resources needed to help community members meet their goals) with a mean rating of 4.54 interpreted as “Strongly Agree”. The findings further reveal that the community people rate 3.22 or “undecided” on “promote open communication and sharing of information” while, the municipal council rate 4.54 or “Strongly Agree”. On the other hand, the lowest mean is given by community people to indicator 9. Communicate clear plans and goals for this community” with a mean rating of 2.58 interpreted as “Undecided”.

The overall mean for the community leaders on all indicators is 4.38, interpreted as “Agree” while the mean for community people is 2.93, interpreted as “Undecided”. This implies that there is a wide gap between the perceptions of the two types of respondents on all indicators as regards community leaders’ roles and duties.

5.2.6 Community Members' Assessment of Community Leaders' Performance

Table 5.15 presents the views of the (74) community members who responded to the survey on assessment of community leaders' performance.

Table 5.15
Community Respondents' Assessment on Community Leaders' Performance

Indicator/s		Strongly Disagree	Disagree	Disagree Comb	Undecided	Agree.	Strongly Agree	Agree Comb.
1	There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs.	N 9 %	20 (27%)	29 (39.2%)	7 (9.4%)	32 (43.2%)	6 (8.1%)	38 (51.3%)
2	The community has a proven track record of accomplishing creative and innovative projects to enhance the quality of life	N 10 %	30 (40.5%)	40 (54%)	11 (14.9%)	21 (28.4%)	2 (2.7%)	23 (31.1%)
3	Community leaders embrace change, have tried innovative projects and are not afraid to try, and fail and try again.	N 7 %	26 (35.1%)	33 (44.6%)	13 (17.6%)	25 (33.8%)	3 (4%)	28 (37.8%)
4	Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.	N 6 %	20 (27%)	26 (35.1%)	29 (39.2%)	16 (21.6%)	3 (4%)	19 (25.6%)
5	Leaders understand that they do not need "buy-in" from everyone in order to start a project.	N 6 %	31 (41.9%)	37 (50%)	13 (17.6%)	21 (28.4%)	3 (4%)	24 (32.4%)
6	Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities.	N 5 %	27 (36.5%)	32 (43.2%)	9 (12.2%)	32 (43.2%)	1 (1.4%)	33 (44.6%)
7	Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going.	N 22 %	23 (31.1%)	45 (60.8%)	23 (31.1%)	5 (6.7%)	1 (1.4%)	6 (8.1%)
8	Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development.	N 8 %	15 (20.3%)	23 (31.1%)	15 (20.3%)	28 (37.8%)	8 (10.8%)	36 (48.6%)

Table 5.15 presents the community people respondents' assessment on community leaders' performance. Out of eight indicators in this domain of council leaders' performance, only one receives a relatively positive scoring. Indicator 1 shows a percentage of 51.3 agreements on the history of success on small projects. The percentages showing the disagreement and undecided reactions are in almost all of the indicators. This obviously indicates a negative trend among the community members towards the level of performance of their elected leaders. The highest percentage for disagreement is given to Indicator 7 which is about leadership succession plan with

youth and young adults (60.8%). This is followed by indicator 2 which receives 54 % of the respondents scoring. This indicator is about a record of accomplishment on achievements on creativity and innovation. The undecided responses also seem to be relatively high indicating lack of awareness or evidence to enable them to make a judgment on the performance of the council members. Table 5.16 presents the mean and interpretations of community respondents' assessment on community leaders' performance.

Table 5.16
Mean and Interpretation of Community Respondents' Assessment
on Community Leaders' Performance

Indicator/s		Mean	Interpretation
1	There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs.	3.08	Undecided
2	The community has a proven track record of accomplishing creative and innovative projects to enhance the quality of life	2.66	Undecided
3	Community leaders embrace change, have tried innovative projects and are not afraid to try, and fail and try again.	2.88	Undecided
4	Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.	2.86	Undecided
5	Leaders understand that they do not need “buy-in” from everyone in order to start a project.	2.78	Undecided
6	Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities.	2.96	Undecided
7	Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going.	2.19	Disagree
8	Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development.	3.18	Undecided
Overall Mean		2.82	Undecided

Table 5.16 shows that the highest mean rating is on indicator “8. Understanding Government is not the problem or the solution but governments must be a partner in business growth and development” 3.18, interpreted as “undecided”. The lowest mean is 2.19 or “Disagree” on “Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going.” However, the over-all mean is 2.82 or “Undecided”. This implies that the community people have moderate agreement on their council leaders' performance.

5.2.7 Community Members' Assessment of Community Leaders' Outstanding Characteristics

Table 5.17 presents the views of the (74) community members who responded to the survey on assessment of community leaders.

Table 5.17
Community Respondents Assessment on Community Leaders Outstanding Characteristics

Indicator/s			Strongly Disagree	Disagree	<i>Disagree Comb</i>	Undecided	Agree.	Strongly Agree	<i>Agree Comb.</i>
1	Credibility, respect and trust within the community at large	N %	8 (10.8%)	15 (20.3%)	23 (31.1%)	13 (17.6%)	30 (40.5%)	8 (10.8%)	38 (51.3%)
2	Creative thinker and problem solver	N %	12 (16.2%)	34 (45.9%)	46 (62.2%)	10 (13.5%)	16 (21.6%)	2 (2.7%)	18 (24.3)
3	Extensive network of business and government contacts outside the community	N %	7 (9.5%)	11 (14.9%)	18 (24.3%)	14 (18.9%)	36 (48.6%)	6 (8.1%)	42 (56.7%)
4	Positive, optimistic and cheerful	N %	11 (14.9%)	24 (32.4%)	35 (47.3%)	10 (13.5%)	27 (36.5%)	2 (2.7%)	29 (39.2%)

Table 5.18 clearly shows agreement on indicators 1 and 3 in the list of characteristics. More than half of the respondents are in agreement as to the traits of credibility, respect and trust within the community and also the traits of extensive network of business outside the community. The community members seem to have strong disagreement in relation to the second indicator which is about creative thinking and problem solving. The undecided are still a large number though not very high percentage. This shows (almost a fifth of the respondents) the difficulty in judging the trait of community leaders. Table 5.18 presents the mean and interpretations of community respondents' assessment on community leaders' outstanding characteristics.

Table 5.18
Mean and Interpretation of Community Respondents' Assessment on Community Leaders' Outstanding Characteristics

Indicator/s		Mean	Interpretation
1	Credibility, respect and trust within the community at large.	3.20	Undecided
2	Creative thinker and problem solver.	2.49	Disagree
3	Extensive network of business and government contacts outside the community.	3.31	Undecided
4	Positive, optimistic and cheerful	2.80	Undecided
Overall Mean		2.95	Undecided

Table 5.18 presents the community respondents' assessment on community leaders' outstanding characteristics. It is noted that the highest mean rating is 3.31 or "Undecided" on "Extensive network of business and government contacts outside the community". On the other hand, the respondents "disagree" (2.49) on indicator 2 "Creative thinker and problem solver". The overall mean on this area is 2.95 or "undecided".

5.3 Qualitative Analysis

In this part of the chapter, the qualitative results of the research are presented. The first section deals with results derived from the respondents' opinions on the questionnaire. The second section, however, contains the respondents' opinions as expressed in the interviews.

5.3.1 Results of Qualitative Comments Raised by Council Respondents in the Questionnaire

Suggestions made by members of municipal councils to the questionnaire include the need to assess the roles and duties. They suggested that councils should deal seriously with the proposals of the local community. They emphasised that councils must not ignore or disregard any proposal from any member of the community because of the low level.

Success factors in the performance of a council member were seen as:

1. Commitment to the principles and values.
2. Understanding the role of municipal councils.
3. Enlisting the services of specialists from influential individuals in the community to deliver information and obtain public support for projects to be implemented.

Barriers affecting councils' performance were seen by council members as follows:

1. Insufficient coordination from some government services ministries.
2. Minimum authority given by the government.
3. Great expectations of community compared to the powers available.
4. Lack of awareness among the community.

5. The politicisation of municipal work.
6. Ignorance of the reality and the inherent role of the member.

5.3.2 Results of Qualitative Comments Raised by Community Respondents in the Questionnaire

In this section, the qualitative statements elicited from the responses of the community members on the questionnaire are presented. They have been grouped according to major themes. Having reviewed the statements expressed by these community members, it seems clear that three themes emerge as important. These are: Roles and Duties, Performance and Characteristics of Municipal Councils Members as community leaders.

1. Roles and Duties

As for the first theme, the community members seem to agree that the concept of community partnership is not clear and, therefore, it needs to be activated. It is suggested by some community members that there is a need to learn and benefit from the experience of other countries as far as community leadership is concerned. The community members report on the questionnaire that the elected council members do not seem to clearly understand their obligations as stated in the law of local municipalities.

The qualitative expressions by the community members suggest that such roles and duties assigned for the council members should be clarified to them in the best possible way. This is made in reference to the legislative roles and duties. They mention that there should be clear criteria for measuring their performance. On the other hand, the community members suggest that council members should be more open to the community. One interesting criticism raised by the community members is that the council members seem to have become servants in their roles to the guidelines of the political societies and parties they belong to. This is against the principle of serving the community which is the goal of being a member of a municipality council.

The community members responding to the questionnaire express concern that the council members seem to focus on minor issues and, thus, leave key issues and main priorities such as infrastructure and services. Other criticisms raised by the

community members surveyed show that the council members only communicate with their fellow citizens during election campaigns. They seem to disappear soon after the elections are over. In addition, the council members were criticized as lacking leadership skills.

The community members suggest that there should be full support to municipal councils as they are now part of a new democracy. Moreover, there must be training and rehabilitation to council members to improve performance. The council members were also accused of keeping decisions among themselves and not involving others in decisions taken. In summary, the work of the council members is characterised as unclear and not effective.

2. Performance of Municipal Council Members

As to the performance of council members, the responses by the community members indicate concern because there are no tangible achievements felt in community. They suggest that a mechanism need to be established to monitor and control their performance. There should be educational programs for the community about municipal council members' duties. One community member stated that: "*I think the experience of municipal councils is still not mature, but went successfully in relation to the time scale (started 2002)*". Another community member added that there is a need to support the councils with professional engineers. Another critical note was that: "*the majority of municipal council's members miss the simplest elements of municipal work and how to activate it through the community and individuals.*"

The community members repeat their concern about the influence of the political factors on councillors. One note is that: "*When politics leads councils, the interest of citizens is lost and that is the situation now*". The council members were further criticised because the majority of completed projects are either not beneficial or secondary. These projects do not match with the needs of society. Moreover, these projects do not show reflection of future and essential benefits for the community.

The questionnaire qualitative comments show that half the members of municipal councils do not know the meaning of sustainable development. Some do not have sufficient experience and knowledge. On the other hand, municipality

authorities are viewed as constrained by municipal law. The role is centred on formulation of proposals whereas the implementation is done by the government.

Council members are perceived as lacking the experience and knowledge of municipal work, urban development and public services. Members of municipality councils are accused of not having a clear mechanism of action and plans for joint projects with other councils. What is more serious is the fact that such council members are accused of wasting public money. One community member described that as non-adherence to regulations of financial and administrative laws. It seems that the lack clarity of roles among the council members leads to some problems. There seems to be interference in the work of municipalities by governmental bodies. Council members are accused of inability to understand the financial and economic topics. One community member indicated that they must have sufficient awareness of council work mechanism, and knowledge of legal aspects before elections.

3. The Characteristics of the Members of Municipal Councils as Leaders of the Community.

Community members also comment on characteristics of municipal councils' members as community leaders. The following qualities were suggested:

1. They should learn from their mistakes.
2. Municipal council members need to be selected with high qualifications and experience.
3. They should be a creative and positive thinkers and with high education and experience and competent.

Again, the council members receive severe criticisms. They are seen as unable to adapt when they discover cases of negligence. In addition, there is a lack of familiarity with basic engineering issues. One community member commented: "*Many of them deal with the citizen as a ladder to his goal and not to community service.*" Council members "*always seek to improve their images before the elections to get votes from the voters.*"

The affiliation with political societies or parties is also raised. Also affiliation to a tribe is seen to influence the qualities of council members. An interesting point

raised by one respondent was *"The primary motivation for the work of members stems from the fear of the future not to be re-elected and thus sees a stronger performance at the beginning and the end of the legislative term."*

The councils' members were also seen as lacking the most basic elements of municipal work. Some council members have private interests. The community members suggest that important conditions must be met by a member of the municipal council, including:

1. To be experienced in municipal work
2. To hold a university degree in Engineering, Law or equivalent proficiency
3. The ability of speaking and writing English.
4. Good ethics.

5.4 Results of the Interviews

This section shows the outcomes of several interviews conducted with community members and community leaders on the objectives of this study. The interviews were limited to 10 due to similarity and saturation of information. Five interviews were conducted with community professional respondents and the other five were with municipal councils' respondents

5.4.1 Results of Interviews with Council Members

At the beginning of the interview five themes were identified. The interviewees were left to speak voluntarily. The role of the moderator/interviewer was to bring the discussion back to the context and try to extract important information that could not have been obtained using the questionnaire. The interview themes are as follows:

Theme I: *Assessment of current practice of Municipal Councils involving nationals in decision-making processes.*

Theme II: *Success Factors affecting Municipal Council members' performance.*

Theme III: *Barriers affecting Municipal Council members' performance.*

Theme IV: *Municipal Council members' roles and duties assessment.*

Theme V: *Any additional viewpoints which might contribute to the success of current experience.*

5.4.1.1 Interview No. 1 (Municipal Council Respondents)

Interview with the head of the Municipal Council, Southern Governorate; Location: Municipal Council Headquarters. The interview was held at his office. The interview time mutually agreed was 30-45 minutes.

Theme I: Assessment of current practice of municipal councils involving nationals in decision-making processes.

The first councillor interviewee described the first term as laying the foundations for the practice in municipal work in the Kingdom of Bahrain. He observed that there is: "*Considerable awareness of the majority of community members and council members of the importance of national participation in decision-making within the framework of modern democracy.*"

He said that because of the newness of democracy in the Kingdom compared to developed countries, there is a great enthusiasm to succeed in this endeavour from all parties involved, especially the political leadership. In addition, he affirmed that there are "*concrete results on the ground which cannot be ignored.*" He gave examples and explained that: "*Councils have completed many tasks for the benefit of local communities, for example, public parks; building houses for poor families and rain proofing to low income groups.*"

Theme II: Success factors affecting municipal council members' performance.

This respondent pointed out that political leadership support is critical to the success of this experience, good trust relationship among all parties involved and close cooperation between the councils, citizens and the government.

Theme III: Barriers affecting municipal council members' performance.

This interviewee pointed out that overlap of powers between the councils and government departments due to the absence of a clear law which correctly demarcates these powers. In addition, he considered the lack of proper understanding of municipal councils' functions by the community members is a major barrier.

Theme IV: Municipal council members' roles and duties assessment.

This interviewee pointed out that the council members tend to give everything in

their authority in order to hand out the best of the community services. He asserted that the leader's credibility is a "*direct measure of the support of communities that are served.*"

He added that demands of some community members conflict with the roles of the municipal councils, due to their lack of clear understanding of the roles and duties of different organs of the municipality. Moreover, he acknowledged that it is difficult to satisfy all the demands of the people of the community as some of them do not comply with the rules and regulations of the government of the Kingdom.

He concluded by saying:

"Being beginners we have limitations in carrying out roles and duties referred to in the questionnaire based on previous experience, and, therefore, we do what we can to provide the best within the authority."

Theme V: Any additional viewpoints which might contribute to the success of current experience.

This council member suggested that increasing the powers and functions should be delegated to council members to match the desired scale of national participation in decision-making. He mentioned the idea of awareness programs for community members on the roles and functions of the municipal councils members. He concluded with a suggestion to re-examine the mechanism of forming municipal councils, through direct appointments and nomination of members, which enables bringing experts to the boards.

5.4.1.2 Interview No. 2 (Municipal Council Respondents)

Interview with the Head of Municipal Council, Capital Governorate; Location: Municipal Council Headquarters. The interview was held at his office. The interview time agreed on was 30-45 minutes.

Theme I: Assessment of current practice of municipal councils involving nationals in decision-making processes.

This council member considered the experience as "successful by all standards". He acknowledged that there are significant achievements by the community on the ground. Also, he affirmed that there is a "marked improvement" in the municipal work performance as a result of oversight and follow-up of the Council. This

council member pointed out that it is unfair to compare their performance during these two terms with those of the advanced democratic countries.

"We need time to attain that result." He explained that in advanced democracies they reached this level of participation by experimenting for long periods.

He said that: *"Before the adoption of democracy and national participation in decision-making, the government was all proposing, implementing and monitoring services and projects serving local communities"*. But today, he added, *"the situation is different; proposals of projects and services are floored by councils and are being implemented by the government under the direct supervision of the Council"*. This has improved the efficiency and quality of these projects in addition to their committed volumes, he concluded.

This interviewee has acknowledged that direct support from the political leadership in the Kingdom of Bahrain to the municipal councils has *"facilitated a kind of balance between the councils and the government."*

Theme II: Success factors affecting municipal council members' performance.

This respondent mentioned the support of the political leadership and government to the Municipal Councils as one of the most important success factors. Other success factors included:

1. Close cooperation between the participating parties.
2. The existence of an independent body to measure performance periodically.
3. Enhancing the powers given to municipal councils.

Theme III: Barriers affecting municipal council members' performance.

The following barriers were listed by this council member:

1. Absence of clear demarcation of roles between government agencies and councils.
2. Lack of proper understanding of the functions of municipal council members by the community members.
3. Unforeseen changes in the regular members of the Ministry of Municipal,

for example, appointment of three Ministers within two terms in duration of eight years, led to drastic and frequent changes in the plans and strategies of the Ministry affecting, adversely, municipal work.

4. Control of the influence of political societies and parties on the municipal councils.

Theme IV: Municipal council members' roles and duties assessment.

This council member asserted that council members tend to deliver to their fullest potential, according to the authority available to them. He has the opinion that the lack of clarity and understanding of roles and the nature of municipal work is the source of shortcomings from all the parties involved.

He had this to say about the perceptions of community members:

"We are facing a big problem with the majority of the community in terms of their requirements; we do not have a magic wand to execute requests for the way people see. There are procedures and laws committed by the members." He noted that they needed to have adequate time and resources to reach the level of roles suggested in the questionnaire.

Theme V: Any additional viewpoints which might contribute to the success of current experience.

This interviewee has recommended the formation of an independent body to measure the performance of municipal councils. He suggested setting up programs to train and mentor members of municipal councils to work more efficiently. Moreover, he advised awareness programs for community members on the role and functions of the members of municipal councils' members.

He recommended the study of the experiences of other such municipal councils in the neighbouring countries which should ideally include the issues like those of establishment of a central municipal council, as well as the direct appointment of qualified members in the elected bodies of municipal councils and measures of their contribution to the current performance of the municipal councils.

5.4.1.3 Interview No. 3 (Municipal Council Respondents)

Interview with the Head of the Municipal Council / Northern Governorate/
Location: Municipal Council Headquarters. The interview was held at his office.
The interview agreed time was 30-45 minutes.

Theme I: Assessment of current practice of Municipal Councils involving nationals in decision-making processes.

This council member reported that experience in the previous and current sessions *"affected positively municipal work through participation in decision-making"* through direct communication with the community members. He added that *"Based on the needs of the community services and development, comes the role of members to communicate with government agencies to implement these demands."*

This council member sounded positive and acknowledged that *"there is a significant development in the output of municipal work in terms of quantity and quality of services provided to the community."* Interestingly, he added that: *"There is no experience without mistakes, therefore, we need several terms to avoid past mistakes to get to the stage of excellence."*

He concluded that *"in a short time we have to keep up with the experiences of our neighbour countries of the region in municipal work with the testimony of all."* He repeated what other council members said by adding that the reason for his positive progress is the *"direct support of political leadership and the government to the councils"*.

Theme II: Success Factors influencing Municipal Councils Members' Performance.

On this aspect, this councillor emphasised that government's support to municipal councils is one of the most important success factors. Other success factors he suggested include close cooperation between the participating parties and mutual trust between all parties. He advised council members to *"stay away from politics and focus on municipal work."*

Theme III: Barriers Affecting Municipal Council Members' Performance.

According to this council member, the barriers affecting council members'

performance includes: overlap of roles and authority among the relevant parties and misunderstanding municipal councils functions by the community members.

He agreed that all the identification of such barriers is important and "*we must work to overcome them in cooperation and coordination with all parties.*"

Theme IV: Municipal Council Members' Roles and Duties Assessment.

This council member believed that "*line of duty can be measured through services and projects delivered to the community*". On the other hand, this council member reported that as a result of effective communication with partners many projects and services were completed and delivered. "*Without this communication and coordination the needs of our community cannot be identified*". He added that members are mostly working on their own with resources modest available. He continued to say that "*there are no experiences without errors, we learn from our mistakes and try to correct them.*"

An interesting observation was that municipality performance cannot be compared to councils in developed countries. "*We are still in the process of a learning environment, culture, infrastructure and power and understanding of the various municipal actions is different. Therefore, we need a lot of time to reach that stage,*" he concluded.

Theme V: Any additional viewpoints which might contribute to the success of current experience.

This council member added that there was a need to have an independent body to measure the performance of the municipal councils and to intensify training and rehabilitation programs for members of municipal councils to work more efficiently.

He also suggested educational programs for parents about the roles and duties of members of municipal councils. Other suggestions were increasing the financial budgets for municipal councils and strengthening the councils through strong regulatory structures and broads.

5.4.1.4 Interview No. 4 (Municipal Council Respondents)

Interview with the Head of Municipal Council / Central Governorate/ Location: Municipal Council Headquarters. The interview was held at his office. The interview agreed time was 30-45 minutes.

Theme I: Assessment of current practice of municipal councils involving nationals in decision-making processes.

This council member reported that with limited budget and authority council members managed to succeed in the past and present terms. He expected to have better performance in the future with the "maturation of experience." He said that there is a vast difference between experiences of municipal councils in other countries and Bahrain.

He asserted that "*based on the needs of the community services and development, comes the role of members to communicate with government agencies*". He pointed out that there is a development in the relationship between councils and some ministries.

He criticised the lack of control and budget which negatively impacted outcomes of municipal work in terms of quantity and quality of services provided to the community.

Theme II: Success factors affecting municipal council members' performance.

1. The most important success factors, according to this interviewee, were as follows:
2. Close cooperation between all parties involved.
3. Mutual trust between all parties.
4. Municipal councils should "*stay away from politics and focus on municipal work*".

Theme III: Barriers affecting municipal council members' performance.

The barriers to council work in his view were lack of supporting law for the municipal councils and lack of cooperation between some ministries and municipal councils. He commented that lack of control and monitoring processes in the municipalities and municipal councils is a barrier to community work. He also criticised the mechanism of choosing council members during election.

Theme IV: Municipal council members' roles and duties assessment.

This council member was satisfied about the completion of many projects during the current term due to hard working members and effective communication with the community.

He acknowledged that there are some errors which can be overcome which can be avoided in the future. One point of interest was that some of the Ministry of Works and other ministries' projects were affected; it is difficult to meet the requirements of the people in this period of global financial crisis. On comparing with other countries he said that: "*We cannot measure our performance to councils in developed countries because there is a lack of supporting laws and authority*".

Theme V: Any additional viewpoints which might contribute to the success of current experience.

His interviewee expressed the need to establish an authority to control and measure the performance of the municipal councils. He mirrored the other suggestions raised by the previous council members interviewed by saying it is good to have training and rehabilitation programs for members of municipal councils and to the community on the importance of municipal work. He suggested that financial budgets are to be increased and more authority given to municipal councils.

4.1.5 Interview No. 5 (Municipal Council Respondents)

Interview with the Head of Municipal Council, Muharraq Governorate; Location: Municipal Council Headquarters. The interview was held at his office. The interview time, mutually agreed, was 30-45 minutes.

Theme I: Assessment of current practice of municipal councils involving nationals in decision-making processes.

According to this council member there was distinct success during legislative terms I and II despite the lack of strong budget and powers. He commented that the performance would improve in the future with the maturation of the experimentation of people's participation in municipal governance. He complained that lack of cooperation of the executive bodies of municipalities and some service ministries with municipalities negatively affected the performance of councils which ultimately resulted in poor turnout of services for the community.

He criticised the influence of political associations on the council elections; nomination of candidates not belonging to the electoral district as well as nomination of unqualified persons. These have all weakened the performance of some councils. On another note, he suggested that councils should be given adequate authority and laws. In addition, he said that weakness of the financial and

administrative boards had a negative effect on the overall performance of councils.

Theme II: Success factors affecting municipal council members' performance.

The success factors mentioned by this council member included awareness of the importance of the role of the municipal council by citizens and community service related ministerial support of the political leadership and its positive interventions in situations of conflicts with the executives and the government. Other success factors would include trust, respect and close cooperation between all parties.

Theme III: Barriers affecting municipal council members' performance.

The barriers to council work in his view were as follows:

1. Non-adherence of laws supporting the powers of municipal councils by the executive
2. Lack of cooperation between the majority of ministries and municipal councils
3. Lack of proper understanding of the people in the nature of municipal work.
4. The disproportionate demarcation of the constituencies.

Theme IV: Municipal council members' roles and duties assessment.

This council member praised the hard work put in by the council members and their effective communication with the community which could lead to many projects executed during the first and second legislative terms. He noted that council members should strive to work more aggressively to reach attain the roles and duties referred to in the questionnaire. He added that:

"We for obvious reasons cannot rate any recent experience to be perfect and some of the errors committed are quite normal under the circumstances. Real success can be achieved by overcoming them all and preventing the occurrence of new errors in the future."

He explained that as a result of the disproportionate demarcation of constituencies, some having larger population density than the average others, the

commitments for municipal work in such election districts are of larger scales and, in turn, cause pressure on the Municipal Council. He refused the idea of comparing with council work in advanced democracies. The reason is: "*You cannot compare the performance of our councils to those of developed countries since we lack proper laws supporting their powers.*"

Theme V: Any additional viewpoints which might contribute to the success of current experience.

Additional remarks by this interviewee included the establishment of an independent body to control and measure the performance of the municipal councils and training and mentoring programs for members of municipal councils. Moreover, he recommended awareness programs for citizens on the importance of municipal work. He urged that financial budgets and powers are provided to municipal councils.

Finally, he suggested the drafting of laws "*to keep pace with the emerging trends in order to perform at the fullest of potential.*"

5.4.2 Results of Interviews with Community Respondents

At the beginning of the interview, five themes were identified. The interviewees were left to speak voluntarily. The role of the moderator/interviewer was to bring the discussion back to the context and try to extract important information that could not have been obtained using the questionnaire.

Interview Themes:

Theme I: Assessment of current practice of municipal councils involving nationals in decision-making processes.

Theme II: Municipal council members' roles and duties assessment.

Theme III: Municipal council members' performance.

Theme IV: Municipal council members' outstanding characteristics.

Theme V: The most important success factors and barriers affecting the performance of city councils.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

5.4.2.1 Interview No. 1 (Community Respondents)

This interview was held with the Director-General of the Municipality of the Middle Governorate. The interview was held at the Director-General Office. The interview agreed time was one hour. At the beginning of the interview six themes were identified.

Theme I: Assessment of current experience through citizen participation in decision-making.

The interviewee confirmed a definite boost in the performance of councils compared to the first session. There is a general realisation among the majority of community members and members of the councils about the importance of community participation in decision-making within the frameworks of modern democracy. The interviewee stressed that even though the democratic process is in its infancy compared to mature/established democracies, the level of enthusiasm and involvement of all the sections of society in large is remarkable. *"All the participants now are eager to make the democratic process a great success"* he said.

Theme II: Municipal Councils Members' Roles and Duties Assessment.

The interviewee indicated that the misinterpretation of the roles and responsibilities by the members of the councils has put them in a situation of conflict of roles and duties with other government agency executives. He raised the point of trying to appease the community at the expense of municipal work and fear of loss of support and loss of power. He also commented that the roles and duties referred to in the questionnaire are based on previous experiences of developed countries and, therefore, members of councils need considerable time and exposure to understand their roles and duties of similar standards.

Theme III: Municipal Councils Members' Performance.

The interviewee pointed out that the performance of council members was not meeting the required standards because of the "novelty of the experience." With the passage of time there would be a better performance. In future terms they will avoid the mistakes of previous terms, he confirmed. One point raised in the interview was that the standards set in the questionnaire are rather high for the present members to effectively perform because of their short exposure to the process.

Theme IV: Municipal Councils Members' Outstanding Characteristics.

The interviewee mentioned that most of the council members make impossible election promises, and after election these members fail to fulfil these promises, thereby gradually losing credibility and trust with members of the community. Such promises made by the council members are impractical to achieve within the bounds of their accredited roles and powers.

Theme V: The most important success factors and barriers affecting the performance of city councils.

According to this interviewee, as a community member working in the municipality, one of the most important success factors is the "*direct support and intervention of the political leadership by calling for complete support and promote the efforts of councils.*" Other factors are:

1. Close cooperation between the executive bodies and municipal councils.
2. Increasing extent of authority and role-playing in decision making to match the community's aspirations.

When asked about the most important barriers, the interviewee answered that they involve:

1. Lack of clarity of roles between government agencies and councils.
2. Lack of awareness among the people of the role of councils, leading to request services beyond the competence of the councils.
3. Ambitions of the members are bigger than reality.
4. Some of the municipal council's work is driven by narrow interests of political associations/societies rather than genuine community interest.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

On this point, the interviewee raised the following points:

1. There should be an independent body to measure the performance of city councils.
2. There should be programs to train and enable members of municipal councils to perform more efficiently.

3. There should be awareness programs to residents about the role and functions of members of municipal councils.

5.4.2.2 Interview No. 2 (Community Respondents)

Interview with the Director-General of the Municipality / Location: Municipality of the South Governorate. The interview was held at the Director-General Office. The interview agreed time was 1 hour.

Theme I: Assessment of current experience through citizen participation in decision-making.

This interviewee expressed the view that the experience of municipal councils has been successful but needs more time to reach the stage of full maturity. *"I think we need ten or fifteen years of time to reach the required level"* he said. Another positive remark was that democracy encouraged the progress of municipal work through national participation in decision-making. He commented that *"there is a tangible improvement in services provided by these councils to the local communities."*

According to this community member, members of municipal councils as community leaders need to understand their roles and functions, and should live up to them to be able to serve local communities better.

This interviewee warned that the experience of municipal councils in the Kingdom of Bahrain cannot be compared with that in developed countries; but *"with time and sincere efforts of all parties, they will be able to succeed,"* he concluded.

Theme II: Municipal council members' roles and duties assessment.

As to the second theme, this community member commented that most of the council members lack a thorough understanding of the principles and laws of municipal work. This negatively affects their performance leading to the community feeling dissatisfied with the services provided. A major problem faced by the municipal councils is the lack of clear roles between the municipalities and governorates and other government agencies. An interesting point raised by this respondent was that council members try to satisfy the community at the expense of municipal work for fear of losing support and power. Therefore, the councillors are often put in awkward and lose-lose situations. This interviewee suggested that

council members need to be mentored and educated about the experiences of developed countries in order to come closer to the required standards.

Theme III: Municipal council members' performance.

This interviewee evaluated the performance of council members and said that, compared with developed countries, they did not meet the standards and community expectations. *"But by avoiding past mistakes in future, I think they will be able to perform better,"* he anticipated. The attitude of some municipal council members was more political than nationalistic and this has negatively impacted the council's mandate. Another concern was the lack of control mechanism over the council's activities, which produced some "corruption" in the administrative and financial functioning of those councils.

Theme IV: Municipal council members' outstanding characteristics.

On this theme, this interviewee expressed concern that some council members have lost credibility and the respect of the community as a result of the financial inconsistencies and administrative blunders in their councils, as published by many local newspapers recently. He also noted that it is very difficult to describe members as good thinkers and of creative personality, because it *"requires certain attributes and qualifications of the member which were missing from many of the members"*, he said. A repeated observation is that many of the members of municipal councils show their presence and interest in the local community before the elections and disappear from the scene once they enter the councils. Because of this *"they have lost the trust and support of the community"*, he commented. Moreover, the failed promises given to the members of the community put the council members on a wrong and shallow standing.

Theme V: The most important success factors and barriers affecting the performance of city councils.

According to this respondent, the most important success factors are:

1. Support of leadership to the municipal councils in all possible manners.
2. Close cooperation between government ministries and municipal councils.
3. Commitment to the principles and Islamic values.

On the other hand, the most important barriers include:

1. Lack of a specific policy to identify responsibilities between government agencies and councils.
2. Lack of awareness of the role of councils by the community members.
3. The eligibility criteria of candidates' selection for membership of municipal councils are not strong enough.
4. Control of the political societies over the municipal councils.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

This interviewee added some interesting points. He mentioned that there should be an independent financial and administrative monitoring body to check and control the council's performance. He also stressed that members of municipal councils need training and mentoring to perform their duties with efficiency. He further suggested that municipal council members should hold at least a university degree and suitable experience at the time of registration for candidature.

5.4.2.3 Interview No. 3 (Community Respondents)

Interview with the Director-General of the Municipality / Location: Municipality of the Capital Governorate. The interview was held at the Director-General Office. The interview agreed time was one hour.

Theme I: Assessment of current experience through citizen participation in decision-making.

This interviewee stated that the experience of municipal councils has been successful but needs more support from all parties to reach the required level. He pointed out that there is a measurable improvement in the services provided by the councils of the communities. He expressed optimism and said: "*In my view, it would be better with the passage of time and avoid the mistakes of previous sessions.*"

He suggested that there must be plans and long-term strategies for the councils to be able to perform their desired roles to the fullest.

Theme II: Municipal council members' roles and duties assessment.

This interviewee expressed concern about the lack of awareness among the

council members of the simplest rules of municipal work and, therefore, performance is not satisfactory for the community members.

This respondent criticised the distribution of food aid and financial people to gain continued support in the coming sessions is a bad practice. Trying to satisfy the community at the expense of the municipal council members causes many problems. *"In my opinion, members of municipal councils is very far from the roles and duties referred to in the questionnaire and needs a lot of time to reach the required level"*, he added.

Theme III: Municipal council members' performance.

The performance of members of the current session is no doubt better than the previous session and is still below the required level. As noted previously, members of municipal councils are far from the standards of performance referred to in the questionnaire. Council members need to view these standards and to work with them through training or work reference guides.

Theme IV: Municipal council members' outstanding characteristics.

This interviewee agreed that most of these leaders are hard working, but much of their efforts are *"outside their jurisdiction at the expense of municipal work."* He suggested that members need intensive training to reach the level of standards referred to in the questionnaire. He repeated what other interviewees have said concerning many of the members of municipal councils who show their presence and interest in the local community at the time of elections and who disappear from the scene once they enter the Council.

Theme V: The most important success factors and barriers affecting the performance of city councils.

According to this interviewee, the most important success factors can be listed as follows:

1. The support from His Majesty the King, Crown Prince and Prime Minister given to the municipal councils.
2. The credibility and respect in dealing with local communities.
3. Cooperating fully with the executive government bodies and other ministries.

4. Understanding the roles correctly.

As for the most important barriers, the respondent pointed out that there are no specific laws of the roles and functions. There is also lack of awareness among some members of their duties. In addition, community work is hindered by the inability of some members of the councils to carry out the promises that were given to the local community.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

This interviewee suggested the establishment of an independent body to assess the performance and to supervise the financial and administrative councils periodically. He recommended training and rehabilitation programs suitable for members of municipal councils to perform better. He criticised the tribal nature of the nomination of a member to this task as a result of tribal partisanship which leads to people who are not eligible for municipal action.

5.4.2.4 Interview No. 4 (Community Respondents)

Interview with the Director-General of the Municipality / Location: Municipality of the Middle Governorate. The interview was held at the Director-General office. The interview agreed time was one hour.

Theme I: Assessment of current experience through citizen participation in decision-making.

This community member said that the experience of municipal experience is a successful proof of this significant development in the services provided by these councils to local communities. He said that "*there will be an evolution of the best in the coming sessions.*" He acknowledged that like any recent experience of democracy and their offspring there were mistakes and excesses here and there. But these do not impede the municipal work. Council members should take advantage of these mistakes as lessons to learn from them to provide the best in the future.

He continued to say that there is a clear overlap in the roles of the municipal councils with the ministries of the State. Entry of political associations into the municipal councils has given the political nature of the work service to the councils.

The roles and duties of council members are not to the levels referred to the questionnaire. "*We need time to reach this level, members must understand the roles assigned to them and, in return, the communities and executive bodies of understanding the roles and duties of members*", he said.

He suggested that municipal councils must be supported to reach the desired goals. He also considered that the performance of members of the current session is no doubt better than the previous session. He hoped that the members would reach the levels of measurement mentioned in the questionnaire. He saw that most of these leaders work hard within the powers given to them and there are tangible results on the ground.

The most important success factors according to this respondent were the support from the political leadership and the government for municipal councils. Also, success factors include coordinating with relevant government agencies properly and the community's understanding of the role of municipal councils to function properly. As for the most important barriers, he saw them as intervention of political associations in the functions of the councils and lack of awareness among some members of their functions and the powers given to them.

The interviewee suggested the formation of a central municipal council, and control of the work in the small area of Bahrain. He also advised that members qualified and with experience in the councils can be appointed in addition to the members elected to provide advice to members in order to upgrade the municipal work. He wanted more support for council members and urged for educational programs for local communities the roles assigned to members of municipal councils.

5.4.2.5 Interview No. 5 (Community Respondents)

Interview with the Director-General of the Municipality / Location: Municipality of the Capital Governorate. The interview was held at the Director-General office. The interview agreed time was one hour.

Theme I: Assessment of current experience through citizen participation in decision-making.

This senior official at the ministry of Municipalities evaluated the experience of municipal councils as successful. He saw a need for more time to reach the required

level by examining the existing obstacles and work to overcome them. He said that *"Compared to what is there eight years ago, before the adoption of any approach to the development of democracy in Bahrain, there are concrete and evident examples in the services provided by the councils of local communities and these will be better with the passage of time if we manage to avoid the mistakes of previous sessions."*

He added that lack of understanding among members of municipal councils of roles could lead to wasting of energy through the open confrontations with other government agencies. *"Political and religious factors influencing the selection process led to the weakness of these councils and people's dissatisfaction with their performance"*, he noted. He evaluated the current performance of councils as "not at the expected level". He also observed that there are serious errors which occurred in a number of councils.

Theme II: Municipal council members' roles and duties assessment.

This interviewee criticised council members as missing the simplest rules of municipal work and, therefore, performance is not satisfactory for the community. He also showed dissatisfaction because the majority of council members followed their own interests to enable them to run again for the board. He added that lack of training and educational programs that members led to lack of understanding the roles and duties properly.

Theme III: Municipal council members' performance.

This interviewee evaluated the performance of members as weak owing to the novelty of the experiment. In the second legislative term the performance is also weak as a result of not taking the lesson from past mistakes. He summed his view as follows: "In my view, the performance is still below the required level."

He also added that the municipal council is far from the standard of performance referred to in the questionnaire. He concluded his assessment as follows:

"In my opinion, council members must be trained and rehabilitation programs must be given to council members to get acquainted with these standards."

Theme IV: Municipal council members' outstanding characteristics.

This respondent criticised the promises of council members to the people. They cannot conflict with the laws and regulations and therefore cannot fulfil their promises. He characterised the work of most council members as very hard. He concluded his assessment as: *"In my opinion, standards referred to the questionnaire are far from council's members."*

Theme V: The most important success factors and barriers affecting the performance of city councils.

According to this interviewee, the most important success factors are:

1. Support from the government and the political leadership to municipal councils.
2. Credibility and respect in dealing with local community members.
3. Cooperating fully with the government executives and other ministries for the benefit of society.
4. Understanding their roles correctly and stay away from the effects of political parties and associations.

As for barriers, the most important were listed as follows:

1. Lack of specific laws of the roles and functions:
2. Lack of awareness among some members of their duties.
3. The inability of some members of the councils to carry out the promises that were given to community members.
4. Drifting of members' popularity at the expense of performance.

Theme VI: Any additional viewpoints which might contribute to the success of current experience.

This interviewee also suggested the formation of an independent body to control the financial and administrative councils periodically. He also noted that there is a need for training and rehabilitation programs to help members of municipal councils to perform better. He recommended the provision of educational programs to community members concerning the powers of municipal councils. Another idea that he voiced was the need to re-examine the mechanism of elections for municipal councils and conditions required when applying in terms of qualifications and appointment.

5.5 Summary of the Interviews

The results of the interview with municipal council leaders and community people are summarised below.

Results of interview on the common responses on the success factors affecting municipal council members' performance

Table 5.19 presents the common responses on the success factors affecting municipal council members' performance. It could be noted that the most common inductive categories found on the table are: trust and confidence, support of political leadership and government, cooperation, formation of independent body to measure performance, and power enhancement. According to the two sets of respondents, there must be a trusting relationship between and among all parties involved in order to achieve success for all community projects. Support of political leaders is also a critical part of community endeavours.

Cooperation among all the stakeholders plays an important role to the goals set by the leaders. However, it is interesting to note that the respondents suggested having an independent body to measure the performance of council leaders. Finally, they suggested that the municipal council leaders must be given enhanced powers to deliver quality services to the community.

Table 5.19
Success Factors Affecting Municipal Council Members Performance

Inductive Categories	Common Responses of Community people and Council Leaders
<ol style="list-style-type: none"> 1. Trust and confidence 2. Support of political leadership and government. 3. Cooperation 4. Formation of independent body to measure performance. 5. Power enhancement 	<ol style="list-style-type: none"> 1. There must be a good trusting relationship among all parties involved. 2. All the factors referred to in the questionnaire are very important to the success of municipal work, in addition to the political leadership support, which in my opinion is critical to the success of this experiment. 3. Closed cooperation between the councils, citizens and the government. 4. The existence of an independent body to measure performance periodically. 5. Enhancing the powers given to municipal councils

Results of interview on the barriers affecting municipal council members' performance.

Table 5.20 presents the barriers affecting municipal council members' performance. As revealed by the two sets of respondents, the most common inductive categories are: power overlap, role ambiguity, and lack of cooperation. The two sets of respondents believe that there was an overlap of powers among community council leaders due to the absence of clear cut policies and laws that govern them. Role ambiguity was also a critical barrier to achieve the goals set by the leaders. Most importantly, the lack of cooperation among the ministries and municipal councils deter community projects from advancing to worthwhile endeavours. This further revealed absence of clear demarcation of roles between government agencies and councils, and disproportionate demarcation of the constituents. Further, another barrier affecting municipal members' performance during the interview was "lack of cooperation" among the council members. It shows that the common responses of community people or council leaders were the "non-adherence of laws supporting the powers of municipal councils by the executive," and "lack of cooperation between the majority of ministries and municipal councils."

**Table 5.20
Barriers Affecting Municipal Council Members Performance**

Inductive Categories	Common Responses of Community People and Council Leaders
1. Power Overlap	1. There is an overlap of powers between the Council and government departments due to the absence of a clear law which correctly demarcates these powers.
2. Role Ambiguity	1. The lack of proper understanding of the functions of the members of municipal councils by community members. 2. Absence of clear demarcation of roles between government agencies and councils. 3. The disproportionate demarcation of the constituencies.
3. Lack of Cooperation	1. Non-adherence of laws supporting the powers of municipal councils by the executive 2. Lack of cooperation between the majority of ministries and municipal councils

Results of the interview as regards additional viewpoints which might contribute to the success of the current experience

Table 5.21 presents the common responses on the additional viewpoints which might contribute to the success of current experience. The most common inductive categories found on this table were: increased power and functions, awareness programs, review mechanisms on municipal council formation, training programs and budget. As revealed, the respondents believed that increased power and function will improve the delivery of services in order to match the present needs of the communities. Furthermore, the respondents agreed that awareness programs could be a significant undertaking to improve and enhance the effectiveness of council leaders.

Table 5.21
Additional viewpoints which might contribute
to the success of current experience

Inductive Categories	Common Responses of Community People and Council Leaders
1. Increased powers and functions.	<ol style="list-style-type: none"> 1. Increasing the powers and functions should be delegated to council members to match the desired scale of national participation in decision-making. 2. All the barriers referred to in the questionnaire are important and are quite realistic in the case of Municipal Councils' experience in Bahrain. In addition, the unforeseen changes in the rank and file of the Ministry of Municipal, for example, appointment of three Ministers within two terms in duration of eight years, led to drastic and frequent changes in the plans and strategies of the Ministry affecting adversely municipal work.
2. Awareness programs	<ol style="list-style-type: none"> 1. Development of awareness programs for community members on the roles and functions of the of municipal council's members.
3. Review mechanisms on municipal council formation.	<ol style="list-style-type: none"> 1. The possibility of re-examining the mechanism of forming municipal councils, through direct appointments and nomination of members, which enables bringing experts to the boards. 2. Lack of proper understanding of the functions of Municipal Council members by the community members. 3. The unforeseen changes in the regular members of the Ministry of Municipal, for example, appointment of three Ministers within two terms in duration of eight years, led to drastic and frequent changes in the plans and strategies of the Ministry affecting adversely municipal work.
4. Training Programs	<ol style="list-style-type: none"> 1. Set up programs to train and mentor members of municipal councils to work more efficiently. 2. Study the experiences of other such municipal councils in the neighbouring countries which should ideally include the issues like those of - establishment of a central municipal council, as well as the direct appointment of qualified members in the elected bodies of municipal councils and measures of their contribution to the current performance of the municipal councils.
5. Budget	<ol style="list-style-type: none"> 1. To augment budget allocations and level of authority given to municipal councils.

Results of interview: municipal council members' roles and duties assessment.

Table 5.22 shows the most common responses among council leaders and community people on municipal council members' roles and duties assessment. The most common salient categories include: new experience, role conflict and need for adequate time to adapt to the new system. The two sets of respondents imparted that the new experience of having a democratic system did not deter their enthusiasm to deliver the best services for community people. However, the demands of community people sometimes surpassed the roles and duties of community leaders. This could be traced from the lack of clarity of roles and the lack of knowledge on the nature of municipal work in the delivery of the services or projects in time and in quality. Furthermore, the table reveals that on "new experience", these are common responses of community people and council members the assessment of roles and duties. It is observed that the council members tend to give everything in their authority in order to hand out the best of community services; council members tend to deliver to their fullest potential.

The authority available and direct support of political leadership in the Kingdom of Bahrain to the municipal councils has facilitated a kind of balance between the councils and the government. On the role conflict aspect, it was revealed that demands of some community members conflict with the roles of the municipal councils; it is difficult to satisfy all the demands of the people of the community; lack of clarity and understanding of roles and the nature of municipal work is the source of shortcomings from all the parties involved, in the delivery of the services or projects in time and in quality; and achieving higher level of roles and duties.

On the need for adequate time to adopt the democratic system aspect, it was revealed that there is adequate time and resources to reach this level and progressive development of understanding of democracy and the availability of appropriate tools. With regard to limited budget and authority, council members managed to fulfil the objectives in the past and present terms, and are expected to have better performances in future terms having gained maturity of experience. They face big problems with the community in terms of their requirements; there are procedures and laws to which the members are committed; and the individual performance of the council members can be measured tangibly by the services and projects delivered to the community.

Table 5.22
Municipal Council Members Roles and Duties Assessment

Inductive Categories	Common Responses of Community people and Council Leaders
1. New Experience	<ol style="list-style-type: none"> 1. Even if they are new to the system, the council members tend to give everything in their authority in order to hand out the best of the community services. 2. Council members tend to deliver to their fullest potential, according to the authority available to them 3. Direct support of political leadership in the Kingdom of Bahrain to the municipal councils has facilitated a kind of balance between the councils and the government.
2. Role Conflict	<ol style="list-style-type: none"> 1. Demands of some community members conflict with the roles of the municipal councils. 2. It is difficult to satisfy all the demands of the people of the community. 3. The lack of clarity and understanding of roles and the nature of municipal work is the source of shortcomings from all the parties involved in the delivery of the services or projects in time and in quality. 4. We aspire to achieve the level of roles and duties referred to in the questionnaire.
3. Need for adequate time to adopt the democratic system.	<ol style="list-style-type: none"> 1. We need to have adequate time and resources to reach this level and with the progressive development of understanding of democracy and the availability of appropriate tools we should be able to do so. 2. With limited budget and authority, council members managed to fulfil the objectives in the past and present terms, and are expected to have better performances in future terms, having gained maturity of experience. 3. We are facing a big problem with the majority of the community in terms of their requirements; we do not have a magic wand to execute requests for the way people see. There are procedures and laws to be followed by the members. 4. The individual performance of the council members can be measured tangibly by the services and projects delivered to the community.

One of the most important aspects of good municipal government is an effective working relationship between council and the administration. Understanding how the administration of your municipality works assists municipal council members to carry out their role. The administration or the employees, look after the day to day operations of the municipality (Municipal Council Member's Handbook 21) (see Appendix M).

Results of interview assessment of current practices of municipal councils involving nationals in decision-making processes

Table 5.23 presents the common responses of the two sets of respondents on the assessment of current practices of municipal councils involving national decision making processes. The results of the interviews were summarised into inductive categories. The most common among the responses were the following: Laying the foundations, awareness on decision-making, new democracy, and results and benefits. Notably, the two sets of respondents believed they were relatively new to the democratic system, so to compare them with established democracy was not fair.

According to the interviewees, the lessons learned will be used to improve the current situation through the leadership of council leaders under the stringent cooperation of government agencies. The findings further revealed that the current practices of municipal councils involving nationals in decision making processes was "laying the foundation" which colleagues will carry forward in the coming sessions. It cannot compare the performance of two terms with those of advanced democratic countries; and they need time to attain the results by experimenting for long periods and the adopting democracy and national participation in decision-making. The government proposed implementing and monitoring services and projects serving local communities.

Table 5.23
Assessment of Current Practices of Municipal Councils
Involving Nationals in Decision-Making Process

Inductive Categories	Common Responses of Community people and Council Leaders
1. Laying the Foundations	<ol style="list-style-type: none"> 1. We have traversed through the current term by achieving what we could and our colleagues /brothers will carry on the journey for still better results in the next coming sessions. 2. We cannot compare our performance during these 2 terms with those of the advanced democratic countries; 3. We need time to attain that result. In fact, they did reach this level of participation by experimenting for long periods. 4. Before the adoption of democracy and national participation in decision-making, the government was all proposing, implementing and monitoring services and projects serving local communities. But today the situation is different; proposals of projects and services are flooded by councils and are being implemented by the government under the direct supervision of the Council, which has improved the efficiency and quality of these projects in addition to their committed volumes 5. No experience is bereft of mistakes; therefore we need several terms to learn from past mistakes to get to the stage of excellence.
2. Awareness on Decision-Making	<ol style="list-style-type: none"> 1. The majority of community members and council members are aware of the importance of national participation in decision-making within the frameworks of modern democracy.
3. New Democracy	<ol style="list-style-type: none"> 1. Because of the newness of democracy in the Kingdom compared to developed countries, there is a great enthusiasm to succeed in this endeavour from all parties involved, especially the political leadership.
4. Results and Benefits	<ol style="list-style-type: none"> 1. There are concrete results on the ground which cannot be ignored. Councils have completed many tasks for the benefit of local communities, for example, public parks, building houses for poor families and rain proofing to low income groups. 2. In a short time we have stood at par with the performance of municipal councils in our neighbouring countries and have been accorded the testimonies of all. This has been rendered possible due to the direct support of the political leadership and the government to the councils.

5.6 Summary

The responses to the questions were tallied by the researcher after collection. Weights were assigned to the qualitative scales and the weighted mean of each item in the questionnaires was determined. The researcher assigned the hypothetical mean range to the scales in order to attain a definite interpretation of each item in the questionnaires.

The next chapter presents the evaluation of descriptive findings from the questionnaires and qualitative analysis of interviews conducted by the researcher. It refers to the conceptual framework of the study which aligns the research objectives of the study. The findings discussed the respondents' assessment on community leaders' roles and duties; community respondents' assessment on community leaders performance; community respondents' assessment on community leaders outstanding characteristics; council respondents' assessment on success factors affecting community leaders performance; barriers affecting community leaders performance; and the common responses on the additional viewpoints which might contribute to the success of current experience. It includes the comparison between the perceptions of the respondents on the "community leader's roles and duties assessment". Using a triangulation approach in this study has enabled the researcher to draw on several data in the research process, which helped to improve the overall reliability and validity of the research.

CHAPTER SIX

DISCUSSION

6.1 Introduction

The previous chapter provided the research findings taken from both quantitative (questionnaires) and qualitative (interviews) methods, eliciting data from the council members as community leaders and community professionals. This chapter presents the discussion of descriptive findings from the questionnaires and qualitative analysis of interviews conducted by the researcher. It refers to the conceptual framework of the study which accommodates the research objectives of the study. The findings discussed the respondents' assessment on council respondents' assessment of success factors influencing community leaders performance; barriers affecting community leaders performance; community leaders' roles and duties; community respondents' assessment on community leaders performance; community respondents' assessment on community leaders outstanding characteristics; and the common responses on the additional viewpoints which might contribute to the success of current experience. It includes the comparison between the perceptions of the respondents on the community leaders' roles and duties assessment. The use of a triangulation approach makes it possible to investigate different experiences and effects by means of multiple methods, thereby building the strength of the study in terms of reliability, and validity in particular.

6.2 Councils Respondents' Assessment on Success Factors Influencing Community Leaders Performance

On the council respondents' assessment of success factors affecting community leaders performance, the highest mean rating was 4.86 or "Strongly Agree" on "focus prioritisation; *"awareness of the needs of the community,"* had a mean of 4.83 or "Strongly Agree." However, the lowest mean rating was 4.29 or "Agree" on *"harmonious relationship with the government"*. It was noted that the overall mean assessment on this dimension reflected a "Strong Agreement" among the council respondents.

The interviews revealed the most common responses on the success factors affecting municipal council members' performance were: trust and confidence, support of political leadership and government, cooperation, formation of

independent body to measure performance, and power enhancement. According to the two sets of respondents, there must be a trusting relationship between and among all parties involved in order to achieve success for all community projects.

Support of political leaders is also a critical part of community endeavours. Cooperation among all the stakeholders plays an important role to the goals set by the leaders. However, it is interesting to note that the respondents suggested having an independent monitoring body to measure the performance of council leaders. Finally, they suggested that the municipal council leaders must be given enhanced powers to deliver quality services to the community.

The lowest mean rating was on “*Harmonious relationship with government*”, 4.29 interpreted as “Agree”. This implies that the traditional leaders are supposed to work closely with the community, the relationship is hardly harmonious. There must be mutual trust of the municipal councillors to pursue activities in urban areas and, therefore, availability to help people in the rural areas. Notably, the overall mean on this dimension reflected “Strong Agreement” among the council respondents.

Success factors are those "inputs to the management system that lead directly or indirectly to the success of the project or business" (Cooke-Davies, 2002). Community leadership takes a more tangible form with local government in shaping action by others in conjunction with its own activities.

This includes focusing attention on key community priorities that requires local authorities to demonstrate the capacity to set a shared strategic direction and to represent community priorities beyond the locality; galvanising a range of actors to contribute to delivering these priorities which necessitate the generation and/or harnessing of sufficient collaborative capacity among local actors to secure ‘joined-up’ action alongside the development of new approaches (innovation) in taking action; and, lastly, involving citizens in the process of priority identification and delivery. Therefore, local authorities need to be competent to seek out and include the diversity of citizen ‘voices’ and stimulate citizen action.

The corporate assessment report (CPA, 2003) identified five factors critical to successful community leadership: a) awareness; b) focus and prioritisation; c) working together; d) clarity of roles; and e) building leadership capacity. Strong awareness of community issues is complemented by good consultation and

engagement mechanisms, both within and outside the council. It is understood that the social, demographic, environmental and economic context of the locality, using information collected from a variety of sources including census data, internal statistics, partners, members, staff and the local community is excellent and good councils generally provide a clear and ambitious vision for their communities, with a defined set of priorities based on widespread consultation and a commitment to serving local people.

Leadership development programs help communities to address today's complex challenges (Williams and Wade 2002). Such programs frequently emphasise the importance of collaborating with others to effect long-term, positive change. The costs and demands of operating effective programs make partnerships essential. This raises a question: What groups should be actively engaged in sponsoring leadership programs? A survey of those who design and implement leadership programs across the United States asked respondents to identify their current partners and those they consider ideal partners.

The responses support the need for modifications in program sponsorship. That is, institutions of higher education should work more closely with community-based organisations to plan and administer these valuable community development programs. Communities face challenges that may seem overwhelming and, as communities grow and become more diverse, the issues affecting them will become more complex and daunting. The challenges facing contemporary society require leaders who are adept at community-building. Recent discourse in the area of community development links successful responses to such challenges with strong leadership (Peirce and Johnson, 1998; Pigg, 1999).

According to the interviews, one of the most important success factors that affects the performance of council members as community leaders is the "direct support and intervention of the political leadership towards municipal councils". Other factors include close cooperation between the executive bodies and municipal councils and increasing the extent of authority and role-playing in decision making to match the community's aspirations. Other success factors may be a trusting relationship among all parties involved and close cooperation between the councils, citizens and the government. In addition, cooperation between government ministries and municipal councils and commitment to the principles and Islamic

values can be considered part of the success factors for successful community work.

The interviews pointed to some factors such as the credibility and respect in dealing with local communities and understanding the roles correctly. Some interviewees pointed to factors such as adherence to the standards of municipal work and keeping a distance from political interests. Moreover, a community's understanding of the role of municipal councils to function properly was seen as an important factor. From the point of the council members themselves, the interviews showed general agreement as to the success factors. They described all the factors referred to in the questionnaire as very important to the success of municipal work. They also stressed political leadership support is critical to the success of this experiment.

They were unanimous as to emphasising good trust relationships among all parties involved and close cooperation between the councils, citizens and the government. Almost all of them suggested the existence of an independent body to measure performance periodically. Moreover, they advised that the powers given to municipal councils should be enhanced. The councillor members interviewed showed appreciation of the role of the government in supporting councils as one of the most important success factors. The council members also brought up some issues like awareness of the importance of the role of the municipal council by citizens and community members.

From the above discussions, the researcher concludes that qualitative findings, with regard to success factors influencing community leadership in a new democracy, do support the quantitative findings, as both sets of respondents (community leaders) agree on the importance of those factors to community leadership performance.

Furthermore, it can be concluded that there is a strong agreement among council members on the importance of success factors that influence community leadership in an established democracy. Those factors can be used as a benchmark for municipal work in Bahrain as a new democracy. Thus, Question 1 is answered and research hypothesis H1 is accepted.

6.3 Councils Respondents' Assessment on Barriers Affecting Community Leaders' Performance

As to the barriers affecting community leaders' performance it was found that on operational barriers, the highest mean was 3.77 or “Agree” on “*lack of coordination between involved parties*”. However, on cultural barriers, the highest mean was 3.97 or “Agree” on “*lack of information sharing*”, while, on structural barriers, the mean was 3.91 or “Agree” on “*limited capacity of poor people to handle development effectively*”. This implies that the basis of confidence in a local government system is its openness and transparency. The council members should be assured that the information they receive is full and complete.

The interviews revealed that the most common pointers were: power overlap, role ambiguity, and lack of cooperation. The two sets of respondents believed there was an overlap of powers among community council leaders due to the absence of clear-cut policies and laws that govern them. However, role ambiguity also acted as a critical barrier to achieve the goals set by the leaders. Most importantly, the lack of cooperation among the ministries and municipal councils deter the community projects to advance into great undertakings.

Information obtained from review of relevant literature revealed ten significant barriers to community participation. These are classified into two groups: personnel and planning issues. With regard to personnel issues concerning why people are often reluctant to become involved in projects in their communities, it was found that lack of leadership and a lack of skills are the main deterrents. On the other hand, planning issues include: inappropriate program focus, inappropriate program evaluation, lack of resources, and a lack of sustainability.

Regardless of how councillors are elected, they are not elected to simply represent a particular area or segment of population. Councillors have an obligation to consider issues from “a community as a whole” point of view. Equal weight should be accorded to the opinions and input gathered from all quarters of the municipality. Some of the confusion lies in the lack of awareness by administration and council as well as to what the member of the council expects in terms of his/her role.

The common responses of the study sample on the additional viewpoints which

might contribute to the success of current experience were: increased power and functions, awareness programs, review mechanisms on municipal council formation, training programs and budget. The respondents believed that increased power and function will improve the delivery of services in order to match the present needs of the communities. Furthermore, the respondents agreed that awareness programs could be a significant undertaking to improve and enhance the effectiveness of council leaders. However, the critical factor to the success of community leadership is a review mechanism that will select the best and the most qualified community leaders.

Council members come from diverse backgrounds. They may or may not have had prior experience as members of a governing body in another organisation. For the most part, they may share one common denominator: a love of their community and a desire to be of service. While these are absolutely critical building blocks, prospective council members may not have clearly formulated in their own minds just what they expect from their council experience. Without prior experience, it is understandable that new members may not fully appreciate what they might encounter, or what aspects of the job are more important than others.

On operational barriers, one identified problem was “*Lack of coordination between involved parties*”, and “*Lack of information made available to the local people*”. The basis of confidence in a local government system is its openness and transparency. Council members should expect to be amongst the first of those to hear about potential community issues. Council members should be assured that the information they receive is full and complete, and yet synthesised so that it is manageable. It is embarrassing to council members when they discover that others in the community are more aware, or seem more aware of community issues than the members of the council. Issues decided by council need to be acted upon with considerable speed.

In summary with regard to respondents' assessment on the barriers affecting community leaders' performance, it could be noted that the highest mean was 3.77 or “Agree” on “operational barrier”. This implies that there are difficulties in the centralisation of public administration in the municipal councils, lack of coordination between involved parties, and lack of information made available to the local people. On structural barrier, the mean was 3.76 or “Agree”.

This implies that there is lack of professional expertise, lack of financial resources; and also lack of appropriate legal system in the organisation. However, the lowest mean rating was 3.66 or “Agree” on “cultural barrier.” This implies that there is a low level of awareness in the local community that needs to develop through seminars and trainings. The overall mean on barriers affecting community leaders’ performance was 3.73 interpreted as “agree”. This means that municipal council members need deliberate strategies at local and national levels and need to tackle the outlined barriers to improve the government systems.

When asked about the most important barriers, the interviewees answered that they involve such things as:

1. Lack of clarity of roles between government agencies and councils.
2. Lack of awareness among the people of the role of councils, leading to request services beyond the competence of the councils.
3. Ambitions of the members are bigger than reality.
4. Some of the municipal council's work is driven by narrow interests of political associations / societies rather than genuine community interest.
5. Lack of specific policy to identify responsibilities between government agencies and councils.
6. The eligibility criteria of candidates for membership of municipal councils are not strong enough.
7. Control of the political societies over the municipal councils.

It is interesting that some council members in the interviews criticised the lack of specific laws of the roles and functions. There is also lack of awareness among some members of their duties. In addition, it seems that community work is hindered by the inability of some members of the councils to carry out the promises that were given to the local community. Furthermore, the inability of some members of the councils to carry out the promises that were given to community members seems to a problem. Of interest is the observation that council members drift to popularity at the expense of performance.

This interview, with the sample council members, showed that they agreed that all barriers referred to in the questionnaire are important. They added to the list

factors such as the overlap of powers between the councils and government departments due to the absence of a clear law which correctly demarcates these powers. In addition, they considered the lack of proper understanding of the functions of the members of municipal councils by community members as a major barrier.

Interestingly, the council members criticised the unforeseen changes in the regular members of the Ministry of Municipal, e.g. the appointment of three Ministers within two terms in duration of eight years, led to "drastic and frequent" changes in the plans and strategies of the Ministry affecting, adversely, municipal work.

The barriers to council work included the lack of supporting law for the municipal councils and lack of cooperation between some ministries and municipal councils. Also, the lack of control and monitoring process in the municipalities and municipal councils is a barrier to community work. The council members criticised the mechanism of choosing council members during election. Councillors' work may be hindered by non-adherence of laws supporting the powers of municipal councils by the executive and lack of cooperation between the majority of ministries and municipal councils.

The interviews with the community members raised the following points:

1. The need of an independent monitoring body to measure the performance of city councils.
2. The need of training programs to enable municipal councils' members to perform more efficiently.
3. The need of awareness programs to residents about the role and functions of municipal councils members.

In addition to the above there is a need for an independent financial and administrative monitoring body to check and control the council's performance. An interesting suggestion was that municipal council members should be holding at least a university degree and suitable experience at the time of registration for candidature. They criticised the tribal nature of the nomination of a member to this task as a result of tribal partisanship which leads to people who are not eligible for municipal action.

Another viewpoint mentioned the idea of forming a central municipal council, to control the work in the small area of Bahrain.

Moreover, they brought attention to a seemingly helpful suggestion, that is, appointment of qualified and experienced members in the councils' next term to provide advice to members in order to upgrade the municipal work. Perhaps it is time to consider the suggestion made by the interviewed subjects that there should be educational programs for local communities about roles and duties assigned to municipal councils members.

These interviews also indicated a need for training and rehabilitation programs to help members of municipal councils to perform better. The provision of educational programs to community members should involve input on the powers of municipal councils. Another idea that they suggested was the need to re-examine the mechanism of elections for municipal councils and conditions required when applying in terms of qualifications and appointment.

One council member suggested that more powers and functions should be delegated to council members to match the desired scale of national participation in decision-making. A suggestion worth studying was to re-examine the mechanism of forming municipal councils, through direct appointments and nomination of members, which enables bringing experts to the boards. It may be worthwhile to take up one of the suggestions made by the council members which are to study the experiences of other such Municipal Councils in neighbouring countries. Also, the idea of direct appointment of qualified members in the elected bodies of municipal councils should be given serious thought.

Educational programs for parents about the roles and duties of members of municipal councils are important. Other suggestions included increasing the financial budgets for municipal councils and strengthening the councils through strong regulatory structures and boards. Finally, a useful suggestion worth studying was the drafting of laws "to keep pace with the emerging trends in order to perform at the fullest of potential."

Finally, and from the above discussions, the researcher concludes that qualitative findings with regards operational barriers, cultural barriers and structural barriers affecting community leadership in new democracy do support the

quantitative findings, as both sets of respondents (community leaders) agree on the importance of those barriers in deterring community leadership performance.

Furthermore, it can be concluded that council members agree on the importance of barriers that influence community leadership in established democracy. Avoiding those barriers can promote municipal work in Bahrain as a new democracy. This concludes that research question 2 is answered and research hypothesis H2 is accepted.

6.4 Roles and Duties of Council Members as Community Leaders

As shown in Table 5.10 most council members were in agreement with all of the statement indicators in this section. These indicators cover, the following roles and duties:

1. Openness to learning from subordinates in the community
2. Allowing community members in determining the direction of the community
3. Promoting open communication
4. Providing support and resources to help the community
5. Openness to criticism
6. Leading by example
7. Providing opportunities for people to realise their potentials
8. Encouraging and affirmation
9. Communicating plans
10. Accountability and responsibility to others

All indicators received very high scoring by the council members. This shows that most of the council members hold positive views and perceptions about their own roles and duties as community leaders. It should be noted, here, that despite the overall consensus on the views towards roles, the traits of communicating clear plans and accountability require some exploration as to why they received lower rating than the other indicators on the list. Nevertheless, in general, the council members seem to know what is expected from them as community leaders.

However, it is quite interesting to find that the sample of community members in the questionnaire rated only one indicator (No. 3) on promoting open communication and sharing information as positive with a low percentage (52.7%). It was found that on all indicators, the community members rated the roles and duties of the council members as low. Therefore, there is a clear disagreement between the two sets of respondents. It was also clear that the undecided segment of the community members' sample did influence the overall result of the rating. This indicates some degree of vagueness and lack of understanding by the community members towards the duties and roles of the council members. It can also be said these results point to a strong degree of dissatisfaction in relation to the roles and the outcomes of the council members.

Regarding the respondents' assessment on community leaders' roles and duties, the highest mean given by the council leaders was on indicator "4. *Provide the support and resources needed to help community members meet their goals*" with a mean rating of 4.54 interpreted as "Strongly Agree". The findings further revealed that the community people rated 3.04 or "undecided" on "*promote open communication and sharing of information*" while, the municipal council rated 4.54 or "Strongly Agree".

On the other hand, the mean was given by community people to indicator "9. *Communicate clear plans and goals for this community*" with a mean rating of 2.58 interpreted as "Undecided". This means that a variety of techniques to enhance communication, promote collaboration, and shared decision-making is needed.

The overall mean for the community leaders on all indicators was 4.34, interpreted as "Agree" while the community people was 2.93, interpreted as "Undecided". This implies that there was a wide gap between the perceptions of the two sets of respondents on all indicators as regards community leaders' roles and duties. Councillors have a key role to play at different levels. They must provide an essential local knowledge, usually living in the areas they represent and must build strong and close local relationships; ensuring local needs are represented at higher levels. In the performance of community leadership role, councils can use this representative function to articulate the views of the local community.

This involves listening to the local community, ascertaining what they want and brokering between the different views. Local authorities must then make choices and articulate these wishes through actions. Local authorities orchestrate and bring coherence to an area but should not exclude disagreement. Consensus will not always be possible.

By performing a representative role through listening and articulating citizens' views, local government can play an important role in engaging local people in the political process. Essentially, the councils should be involved in the creation of a community architecture, through which citizens can be involved in decision-making through a dialogue with their elected representatives, articulating what they want and exercising their influence, possibly through local structures such as neighbourhood governance or area committees. Through engaging with and empowering citizens and communities, local government has the potential to help build social capital by creating a situation where people have a voice and stake in improvement of their local areas, and where they feel that if they want to influence something then they are able to do so.

Community development is underpinned by principles promoting community vision building and collaborative action. It supports the belief that when empowered to do so, all people possess valuable skills, strengths, assets and knowledge that can contribute towards mobilising community vision into action (Binns and Vogt, 2002). Building shared vision and promoting collaborative action is a key to community capacity building, particularly regarding the facilitation of community leadership. The collaborative nature of shared vision building is one that necessitates open and explorative dialogue. Indeed, such dialogue is required if common understandings between people are to be facilitated. Given this, processes that build respect, trust and empowerment are keys to its success. Shared vision building also provides a valuable means for mutual learning to occur between stakeholders (Coleman 1988).

On the comparison between the perceptions of the two sets of respondents on the community leaders' roles and duties assessment, it could be noted that the mean ratings of 4.34 by the council members and 2.93 by the community respondents was considered "significant". This means there is a significant difference between the ratings of the community council members and community people.

The findings revealed that there was a wide gap between the perceptions of two sets of respondents, reflecting the lack of communication between the leaders and their constituents. Councils need to continue to deliver at least some services in order to maintain credibility and legitimacy. Councils are uniquely placed to play the important role in ensuring that services are delivered to a high standard, by bringing local partners together, holding them to account and ensuring that services in a locality are joined-up.

As regards the council members, respondents' assessment on community leaders' roles and duties, the highest mean was 4.54 or "Strongly Agree" on "*providing the support and resources needed to help community members meet their goals*" as perceived by the council leaders. However, the community people rated this indicator 3.16 or "Undecided". The findings further revealed that the lowest mean rating was 2.49 or "Disagree" on "*Provide opportunities for everyone to develop to their full potential.*" The overall mean for the council leaders on all indicators was 4.34 or "Agree" while, the community people was 2.93 or "Undecided". This implies that there was a wide gap between the perceptions of two sets of respondents on all indicators as regards community leaders' roles and duties.

However, the interviews revealed the most common categories were: new experience, role conflict and need for adequate time to adapt to the new system. The two sets of respondents imparted that the new experience of having a democratic system did not deter their enthusiasm to deliver the best services for community people. However, the demands of community people sometimes surpassed the roles and duties of community leaders.

Council members need to understand how fairly complex systems work including interesting and generally new topics such as budgets and financial statements; how funds are raised; the basis of taxation; policy making; business plans; roles of an auditor; legislation and by-laws; infrastructure planning and development.

The business of being on a council is important enough to warrant some training before the role is accepted. A member of a council presumes a degree of understanding immediately after an election that was not obvious the day before. Being a council member is a complex and difficult profession. People do not

campaign on their knowledge of local government. Most of those elected to positions of leadership in local government have backgrounds that are largely incidental to the mandate of municipality. They may be from any number of professions, and occupations, and some from none of all. The reason most people are elected has very little to do with their occupation. They are not elected to manage some aspect of local government. Rather, the public at least understands that those they elect are expected to provide governance leadership to the community in terms of presumed policy interests and preferences of the public.

The sample of interviewed community members seem to agree that the concept of community partnership is not clear and, therefore, it needs to be activated. It was suggested by some community members that there is a need to learn and benefit from the experience of other countries as far as community leadership is concerned. The community members reported on the questionnaire that the elected council members do not seem to clearly understand their obligations as stated in the law of local municipalities.

The qualitative expressions by the community members suggested that such roles and duties assigned for the council members should be clarified to them in the best possible way. This was made in reference to legislative roles and duties. They mentioned that there should be clear criteria for measuring their performance.

On the other hand, the community members suggested that council members should be more open to the community. One interesting criticism raised by the community members was that the council members seem to have become servants in their roles to the guidelines of the political societies and parties they belong to. This is against the principle of serving the community which is the goal of being a member of a municipality council. The community members responding to the questionnaire expressed concern that the council members seem to have focused on minor issues, thus, leaving key issues and main priorities such as infrastructure and services.

Other criticisms raised by the community members surveyed showed that the council members only communicate with their fellow citizens during election campaigns. They seem to disappear soon after the elections are over. In addition, the council members were criticised as lacking leadership skills.

The community members suggested that there should be full support to municipal councils as they are now part of a new to democracy. Moreover, there must be training and rehabilitation to council members to improve performance. The council members were also accused of keeping decisions among themselves and not involving others in decisions taken. In summary, the work of the council members is characterised as unclear and not effective.

On the assessment of current experience through citizen participation in decision-making, the interviewees confirmed that there was a definite boost in the performance of councils compared to the first session. There seems to be a general realisation among the community members and members of the councils about the importance of community participation in decision-making within the frameworks of modern democracy.

The interviewees stressed that even though the democratic process is in its infancy compared to mature or established democracies the level of enthusiasm and involvement of all the sections of society, in large, is remarkable. Indeed as one of the interviewees said "*All the participants now are eager to make the democratic process a great success*".

These interviewees expressed that the experience of municipal councils has been successful but needs more time to reach the stage of full maturity. Another positive remark was that democracy encouraged the progress of municipal work through national participation in decision-making.

It should be noted that members of municipal councils as community leaders need to understand their roles and functions, and should live up to them to be able to serve local communities better. On the other hand, the experience of municipal councils in the Kingdom of Bahrain cannot be compared with that in developed countries.

It seems that the study samples agreed on the idea that the experience of municipal councils has been successful but needs more support from all parties to reach the required level. One can conclude, here, that there is a measurable improvement in the services provided by the councils of the communities. The researcher can only agree with the participants that there must be plans and long-term strategies for the councils to be able to perform their desired roles to the fullest.

Like any recent experience of democracy and their offspring mistakes and excesses may occur here and there but it does not impede the municipal work; on the contrary, they should take advantage of these mistakes as lessons to learn from to provide the best in the future.

There is a clear overlap in the roles, for example, between the municipal councils and service ministries. The problem with this overlap is that it is difficult to access services in a timely manner for parents. Entry of political associations in the municipal councils has given the political nature of the work service to the councils. Politics should be kept out of the required work of the councils as much as possible to allow for the work of service exclusively. The experience of municipal councils has been evaluated as successful. However, there seems to be a need for more time to reach the required level by examining the existing obstacles and work to overcome them.

The lack of understanding among members of municipal councils regarding roles could lead to wasting of energy through open confrontations with other government agencies. The first term for municipality work can be described as laying the foundations for the practice in municipal work in Bahrain. There is some awareness amongst the majority of community members and council members of the importance of national participation in decision-making within the framework of a modern democracy.

The democracy in the Kingdom is in its infancy compared to developed countries. There is a great enthusiasm to succeed in this endeavour from all parties involved, especially the political leadership. In addition, as one interviewee said there are "*concrete results on the ground which cannot be ignored.*" It must be acknowledged that there are significant achievements by the community on the ground. There is a marked improvement in the municipal work performance.

In advanced democracies they reached this level of participation by experimenting for long periods. Before the adoption of democracy and national participation in decision-making, the government was proposing, implementing and monitoring services and projects serving local communities. Now, the situation is different as proposals of projects and services are suggested by councils and are being implemented by the government under the direct supervision of the Council.

This has improved the efficiency and quality of these projects in addition to their committed volumes.

Direct support from the political leadership in the Kingdom of Bahrain is needed to the municipal councils. The experience in the previous and current sessions affected, positively, municipal work through participation in decision-making in the course of direct communication with the community members. Based on the needs of the community services and development, comes the role of members to communicate with government agencies to implement these demands. The reason for this positive progress is the *"direct support of political leadership and the government to the councils."*

With limited budget and authority council members managed to succeed in the past and present terms. It is expected to have better performance in the future with the maturation of experience. It is interesting that there is a development in the relationship between councils and some ministries. The lack of control and budget negatively affects the outcomes of municipal work in terms of quantity and quality of services provided to the community.

The council members stressed that there was distinct success during the legislative terms I and II despite the lack of strong budget and powers. The performance would improve in the future with the maturation of the experimentation of people's participation in municipal governance. However, that lack of cooperation of the executive bodies of municipalities and some service ministries with municipalities negatively affected the performance of councils which may result in poor turnout of services for the community. The council members repeated their criticism that the influences of political associations on the council elections, nomination of candidates not belonging to the electoral district as well as nomination of unqualified persons have all weakened the performance of some council members. On another note, councils should be given adequate authority and laws. In addition, weakness of the financial and administrative boards had a negative effect on the overall performance of councils.

The community members' interviewees indicated that the misinterpretation of the roles and responsibilities by the members of the councils has put them in a situation of conflict of roles and duties with other government agency executives.

They raised the point of trying to appease the community at the expense of municipal work and fear of loss of support and loss of power. The roles and duties referred to in the questionnaire are based on previous experiences of developed countries and, therefore, members of councils need considerable time and exposure to understand their roles and duties of similar standards. It is clear that, as some community members commented, most of the council members lack a thorough understanding of the principles and laws of municipal work. This negatively affects their performance leading to the community feeling dissatisfied with the services provided.

A major problem faced by the municipal councils is the lack of clear roles between the municipalities and governorates and other government agencies. An interesting point raised by the community members was that council members try to satisfy the community at the expense of municipal work for fear of losing support and power. Therefore, the councillors are often face with awkward and lose-lose situations. This leads to the conclusion that council members need to be mentored and educated about the experiences of developed countries in order to come closer to the required standards. On the other hand, community members commented that most of the council members lack a thorough understanding of the principles and laws of municipal work. This negatively affects their performance leading to the community feeling dissatisfied with the services provided.

Council members need to be mentored and educated about the experiences of developed countries in order to come closer to the required standards. A point of concern, here, is the lack of awareness among the council members of the simplest rules of municipal work and, therefore, performance is not satisfactory for the community members. Interestingly, some respondents criticised the distribution of food aid and financial people to obtain continued support in the coming sessions as a bad practice. Trying to satisfy the community at the expense of the municipal council members causes many problems. The community members interviewed showed dissatisfaction because the "majority" of council members followed their own interests to enable them to run again for the board. One point of interest is the lack of training and educational programs that led to lack of understanding the roles and duties properly.

According to one of the community members interviewed, the demands of some community members conflict with the roles of the municipal councils, due to their lack of clear understanding of the roles and duties of different organs of the municipality. Indeed, it may be difficult to satisfy all the demands of the people of the community as some of them do not comply with the rules and regulations of the government of the Kingdom. It should be remembered that there are limitations in carrying out roles and duties referred to in the questionnaire. On the other hand, interviews with council members showed that they tend to deliver to their fullest potential, according to the authority available to them. However, it was pointed out that the lack of clarity and understanding of roles and the nature of municipal work is the source of shortcomings from all the parties involved.

One council member said: *"We are facing a big problem with the majority of the community in terms of their requirements; we do not have a magic wand to execute requests for the way people see. There are procedures and laws committed by the members."* He noted that they needed to have adequate time and resources to reach the level of roles suggested in the questionnaire

Council members reported that as a result of effective communication with partners many projects and services were completed and delivered. It should be noted that council members are mostly working on their own with modest resources available. As one of them said *"there is no experience without errors, we learn from our mistakes and try to correct them"*.

An interesting observation was that municipality performance cannot be compared to councils in developed countries. Also, council members seem to have felt satisfied about the completion of many projects during the current term due to hard working members and effective communication with the community. However, they acknowledged that there were some errors which can be overcome which can be avoided in the future.

One point of interest was that some of the Ministry of Works and other ministries' projects were affected during periods of global financial crisis. Council members praised the hard work put in by the council members and their effective communication with the community which could lead to many projects executed during the first and second legislative terms. However, they should strive to work

more aggressively to attain to the roles and duties referred in the questionnaire.

As noted by one of the council members the disproportionate demarcation of constituencies, some having larger population density than the average others, and the commitments for municipal work in such election districts are of larger scales and, in turn, cause pressure on the municipal council. The council members must understand the roles assigned to them and in return the communities and the executive bodies of understanding the roles and duties of members. Trying to satisfy the community at the expense of the municipal council members is a sign of many problems with regard to circumvention of laws and procedures of ministries, municipalities and other public services.

Finally, and from the above discussions, the researcher concludes the following:

1. Qualitative findings with regard to roles and duties practiced by community leadership in a new democracy do the support the quantitative findings, as both respondents (community leaders) agreed on the roles and duties practiced by them as community leaders.

2. Qualitative findings with regards roles and duties practiced by community leadership in new democracy do support the quantitative findings, as both respondents (community members) have moderate agreements on the roles and duties practiced by their community leaders.

Furthermore, it can be concluded that council members were very positive about their own perceptions of their roles and duties in municipality work compared to the same parameters of established democracies. On the other hand, community members were undecided about their own perception of roles and duties practiced by municipal leaders. It was concluded that there is a significant difference in both respondents perceptions (overall mean for community leader was 4.34 "Agree", and for community respondents was 2.93 "Undecided"). This concludes that research question 3 is answered and research hypotheses H3.1 and 3.2 are accepted.

6.5 Council Members' Performance as Community Leaders

On community respondents' assessment on community leaders' performance, the highest mean rating was 3.18 or "Undecided" on the "*understanding government is not the problem or the solution but governments must be a partner in business*

growth and development.” The findings further revealed that the lowest mean was 2.61 or “undecided” on “*leaders understand that they do not need “buy-in” from everyone in order to start a project*”. However, the overall mean was 2.77 or “Undecided”. This implies that the community people had moderate agreement on their council leaders’ performance. The results of the interviews revealed that the most common responses were: laying the foundations, awareness on decision - making, new democracy, and results and benefits. Notably, the two sets of respondents believed they were relatively new to the democratic system, so to compare them with established democracy was not fair. This implies that the lessons learned will be used to improve the current situation through the political leadership of council leaders under the stringent cooperation of government agencies.

The members of councils came from all types of backgrounds ranging from lawyers to legal secretaries, engineers, breadwinners or bread makers, machinists to mechanical engineers and many others. Every elected official holds the discretion of the electors. No one is entitled to office, regardless of how long they have served or how successfully. They retain the support of their residents through hard work, continual focus on local issues and ongoing contact with a broad cross-section of the people who make up the community. While council members may have few mechanisms available to them to discern the will of the public, they need to listen to voices around them and seek out individual comment wherever possible. Council members need to encourage the public to become involved in the political process, and efforts to ensure that there are avenues available for useful and timely input by the public.

Moreover, the council members need to work with council colleagues in arriving at decisions that best reflect the interests and needs of the population. Governance necessitates placing the focus on “what is to be done”. Administration, on the other hand, has its major focus “*how to accomplish policy objectives in an efficient and effective manner.*” The lack of any real focus on what needs to be done unfortunately results in an inordinate focus on approving the work targets and decisions of administration. Governing collegially does not mean that a council member has to act as though he is in agreement with everyone on the council on each issue. The council member needs to set the direction for the community. Therefore, council members are charged with setting the course and allocating the

necessary resources to get the job done.

The community respondents' assessment on community leaders' performance revealed that the highest mean rating was on indicator "8. *Understanding government is not the problem or the solution but governments must be a partner in business growth and development*" 3.18, interpreted as "undecided". The governments must work together, through representative organisations of the councils, as fundamental partners in addressing the development challenges and implementing the priority solutions required for economies to grow, enterprises to develop and job opportunities to be created which is highly important.

The lowest mean was 2.61 or "Undecided" on "*Leaders understand that they do not need "buy-in" from everyone in order to start a project.*" However, the overall mean was 2.77 or "Undecided". This implies that the community people had moderate agreement on their council leaders' performance.

Woods et al. (2010), on their study of participation, power, and rural community governance in England and Wales found that the days when citizens fundamentally trusted their officials to represent their interests well are long gone. Citizens often do not even trust local officials to attempt to serve their interest well. They view their officials with a presumption of bad intent, looking for ulterior motives when policy proposals are issued.

They further stressed that a consequence of the need to bring new players into the political system is that governmental leaders will need to adapt and modify the way they lead. Successful community leaders will throw off old traditions, realising that no group will succeed unless the diverse needs of the entire community are met.

The study further revealed that these leaders need to move away from autocratic leadership styles. They must come to the realisation that, while governmental leadership is part of what makes democracy work, it is not the whole of it; businesses, non-profit organisations and citizens all need to participate in public deliberations about social issues.

The role of governmental leadership is to convene this discussion, not control it. Once a more inclusive environment for public policy decisions is established, new leaders need to modify any behaviour patterns they developed which were suitable for traditional politics. New leaders need to create safe places for all participants, a

place where issues such as equity, inclusion, and empowerment can be discussed in non-confrontational ways. The community leadership role is to influence local partners and agencies and act to solve problems that arise. This role demands that councils extend their reach to influence issues and organisations beyond their direct sphere of control and responsibility. Councils can further build their legitimacy and ownership within the community, in extending beyond their core services.

The interviews revealed that the performance of council members was not meeting the required standards because of the "novelty of the experience." With the passage of time there would be a better performance. In future terms they will avoid the mistakes of previous terms. One point raised in the interviews was that the standards set in the questionnaire are rather high for the present members to effectively perform because of their short exposure to the process.

One of the community members evaluated the performance of council members and said that compared with developed countries, they did not meet the standards and community expectations "*But by avoiding past mistakes in future, I think they will be able to perform better*". The attitude of some municipal council members was more political than nationalistic and this negatively impacted the council's mandate. Another concern was that lack of control mechanism over the running of the councils produced some "corruption" in the administrative and financial functioning of the councils. The performance of members of the current session seems to be better than the previous session although still below the required level. Low performance of members of municipal councils may be the result of weak supervision by the councils of the executive organs. In the second legislative term the performance is also weak as a result of not taking the lesson from past mistakes. The performance of the municipal councils is far from the standards of performance referred to in the questionnaire.

Finally, and from the above discussions, the researcher concludes that qualitative findings with regards performances practiced by community leadership in a new democracy do support the quantitative findings, as both respondents (community members) have moderate agreement on the performance of their community leaders. This concludes research question 4 is answered and research hypothesis H4 is accepted.

6.6 Outstanding Characteristics of Council Members as Community Leaders

With regard to the community respondents' assessment of community leaders' outstanding characteristics, the results revealed that the highest mean rating was 3.03 or "Agree" on "*credibility, respect and trust within the community at large.*" However, the respondents "disagreed" on the indicator "*Creative thinker and problem solver*" with a mean of 2.49. The overall mean on this area was 2.86 interpreted as "undecided". It is interesting to note that the community people agreed on the credibility, respect and trust of community leaders. No single academic or experiential background defines a "good" council member. A number of criteria, however, help ensure the success of such ventures in public life. The common point is a very strong desire to serve others.

Public service is often a humbling experience, the willingness to make decisions on behalf of others, based on the recognition that not all of these decisions will meet the support of all residents. Moreover, one of the greatest challenges is not only understanding but also accepting. A successful member needs to be able to accept that there are likely to be very distinct differences of opinion around the council table.

A council member who wants to make a contribution to the community needs to respect the legislated limits of his or her authority. Thus, no member of council should believe that he or she has the power to commit the municipality to any action, or to expend civic funds without an express and prior resolution from the council to do so. A council will only be successful to the extent that it understands that one of its principal duties is to develop a collegial relationship with its administration. A successful council member works at developing professional relationships with the senior administration and a healthy degree of respect for their work. Such a relationship is based on recognition of the professionalism of senior staff and regard for their separate, distinct roles.

Every member of the council needs to gain an appreciation at the outset of a term of office, of what values and principles are important to their colleagues. The community respondents' assessment of community leaders' outstanding characteristics showed that the highest mean rating was 3.50 or "Agree" on "*credibility, respect and trust within the community at large*". This implies that

credibility may be established and grow over time, but maintaining credibility requires diligence. The municipal council members must achieve credibility by a strong showing of leadership, personal relationships based on mutual respect and trust, engaging community input in a meaningful way, and being accessible and transparent to the community at large.

On the other hand, the respondents “disagreed” on indicator “2. *Creative thinker and problem solver*”, 2.49. The overall mean on this area was 2.86 or “undecided” indicating that the community people agreed on the credibility, respect and trust of community leaders. The first job of any leader is to inspire trust. Trust is confidence born of two dimensions: character and competence. Character includes integrity, motive, and intent with people. Competence includes capabilities, skills, results, and record of accomplishment. Both dimensions are vital.

The best leaders, then, focus on making the creation of trust an explicit objective. It must be communicated that trust matters to management and leadership. The true transformation starts with building credibility at the personal level. The foundation of trust is credibility. A person’s reputation is a direct reflection of their credibility, preceding them in any interactions or negotiations they might have. When a leader’s credibility and reputation are high, it enables them to establish trust.

The findings of Sabran (1990), who conducted a case study on leadership in the success of community development projects in Malaysia, reveals that the secrets of success in the communities depended on at least three main factors: the local people, the agencies involved and the leaders. According to him, effective leaders need to have certain patterns of behaviours and traits. Among the most important pattern of behaviour was willingness to accept comments, knowing how to plan, being able to work in a group, caring, and understand peoples' problems.

The most important traits that effective leaders need include self-confidence, fairness, and good relationships with people, open-mindedness, and being trusted. Leaders alone are unable to contribute to success without the presence of other factors regardless of how effective they are; and among other factors needed to help leaders for success include location, customs, and situation, leadership patterns of behaviour and leadership traits.

Denters and Rose, (2005) view community leadership as a symbol of change as an attempt by a 'discursive coalition' to generate a 'dominant narrative' about 'modernisation' in local government. The leaders' self-confidence creates a belief in other people's abilities; therefore, the emphasis is on empowerment and freedom.

On the same theme the interviews show that most of the council members make impossible election promises, and subsequent election these members fail to fulfil these promises, thereby gradually losing credibility and trust with members of the community. Such promises made by the council members are impractical to achieve within the bounds of their accredited roles and powers. The interviewees expressed concern that some council members have lost credibility and the respect of the community as a result of the financial inconsistencies and administrative blunders in their councils, as published by many local newspapers recently.

They also noted that it is very difficult to describe members as good thinkers and of creative personality, because it "*requires certain attributes and qualifications of the member which were missing from many of the members*". A repeated observation is that many of the members of municipal councils show their presence and interest in the local community before the elections and disappear from the scene once they enter the councils. Because of this "*they have lost the trust and support of the community*", as one interviewee commented. Moreover, the failed promises given to the members of the community put the council members on wrong and shallow standings. One interviewee agreed that most of these leaders are working hard, but much of their efforts are "*outside their jurisdiction at the expense of municipal work*." This indicates a need for intensive training to reach the level of standards referred to in the questionnaire. The criticism regarding the point that councillors show their presence and interest in the local community at the time of elections and who disappear from the scene once they enter the Council remains valid.

It seems that the study sample agrees on the observation that most of the council members as leaders are working hard within the powers given to them and there are tangible results on the ground. The respondents criticised the promises of council members to the people. They cannot conflict with the laws and regulations and therefore cannot fulfil their promises.

Finally, and from the above discussions, the researcher concludes that qualitative findings with regard to characteristics practiced by community leadership in a new democracy, do support those of the quantitative findings, as both respondents (community members) have moderate agreement on the characteristics practiced by their community leaders. This concludes research question 5 is answered and research hypothesis H5 is accepted.

6.7 Summary

This chapter discussed the findings from the questionnaires and qualitative analysis of interviews conducted by the researcher related to councils respondents' assessment on success factors influencing community leaders' performance; barriers affecting community leaders performance; community leaders' roles and duties; community respondents' assessment on community leaders' performance; community respondents' assessment on community leaders' outstanding characteristics and other common responses on the additional viewpoints which might contribute to the success of current experience. It includes the comparison between the perceptions of the respondents of community leaders and community members on the community leader's roles and duties assessment.

The use of a triangulation approach in this study has enabled the researcher to draw on several data in the research process, which helped to improve the overall reliability and validity of the research.

The next chapter presents the conclusions, recommendations and implications of the study. The conclusions are drawn based on the findings of the study found in the previous chapters. The specific implications for community leaders, community people and the government are highlighted. Finally, new avenues for research are suggested that would provide new researchers insights on community leadership and development.

CHAPTER SEVEN

CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS

7.1 Introduction

This chapter sums up the research conclusions and provides recommendations and implications for further research and for applied practice. These conclusions and recommendations are based on the content of the previous chapters. The running theme of this study is the role of community leadership in a new democracy taking the Kingdom of Bahrain as a case study. The value of this research lies in that it attempts to investigate the key success factors and barriers that are seen to influence the performance of council members as community leaders. The roles and duties of council members are evaluated against the perceptions of the council leaders themselves as well as a sample of professional community members. Also, this research has looked into the possible barriers that may hinder the work of community leadership. The literature review was helpful in arriving at the success factors and barriers that were used in the study as a basis for the research tools.

7.2 Summary of Chapters

In Chapter 1, the concept of community leadership was introduced. The chapter also gave information on the statement of the research problem. The aim and objectives of the study were also highlighted. The thesis roadmap was also embedded in this introductory chapter. Through the review of the related literature, the researcher tried to identify the key principles that guided the thinking behind the research topic. Major theoretical trends were surveyed to arrive at a conceptual framework that can illuminate the study methodology. Current thinking about the community leadership, the theory of democracy, and the theory of community leadership was reviewed through the second chapter. Chapter 3 and Chapter 4 gave an account of the methodology of the research. It used the triangulation approach for data collection needed for the study purposes. Both questionnaires and interviews were used as techniques in gathering the necessary data. A descriptive statistical method was used to analyse the data. Chapter Five presented the findings of the study in both quantitative and qualitative ways. These findings were analysed and commented upon in detail in Chapter 6, dedicated to the discussion of the findings.

This chapter is the conclusion. Major conclusions are drawn and implications are provided. Practical recommendations are put forward as to future research venues and for practitioners in the field of community leadership. This chapter also shows how this study has contributed to the field under investigation.

7.3 Contribution

Several contributions emerge from this research. The major contributions of this thesis are the following:

Success Factors and Barriers Influencing Community Leadership

The researcher believes that most of the available literature deals with the development of community leadership. Most leadership development programs are directed towards addressing a specific community problem (Putnam, 2000; Beem, 1999; Bolton, 1991; Kirk and Shutte, 2004; and Mills, 2005). For example, Carroll (1977) talks about increasing the amount of manpower devoted to community organisation and how leadership patterns are related to community leadership success. Recent studies such as Putnam, (2000) and Mills (2005) are concerned about leadership programs. Denters and Rose (2005), on the other hand, are more interested in community leaders as agents of change. The leader is an appointed role and carries with it the exercise and power and influence over others (Denters and Rose, 2005; Sullivan and Sweeting, 2005; Clark and Stewart, 1998; Ballard, 2007; Kousez and Posner, 2002; and Born 2002). In this study the novelty of its contribution is by filling the gap in the literature related to success factors and barriers that influence community leadership performance in new democracies compared to the same of established democracies.

The available literature by CPA (2003), Cavaya (2001), DFA (2009) and Solarz, (1998) indicates success factors that influence community leadership in established democracies; whereas, Tosum (2000), Murray (2004), Steven and Jennifer (2002) and Moscardo (2008) and Tosum (2000) identify several barriers that affect the community development and community leadership performances in established democracies. In this study another contribution is the identification of leadership factors that affect successful service delivery within community function. Through investigation and exploration of the different factors that shape successful communities, the identification of critical success factors and barriers, and how the

overall process is affected through efficient community leadership, a clearer picture was drawn regarding the functioning of community leaders. These aspects will allow a more specific and powerful state and national policies to be designed which, in turn, will contribute further to the success of community leadership in an emerging democracy.

The strong point of the research relates to the fact that it provides empirical evidence from a relatively new democratic system, taking into consideration that most of the research undertaken in this context was from established democracies. The identification of the critical success factors and barriers will help other new democratic countries gain insight on how to adapt to the system of an emerging democracy.

Community Leadership Roles and Duties, Performances and Characteristics

Conversely, the literature of Carroll (1977), Espia (2008) and MOSAICA (2008) does not measure the performance of community leaders and its effect on community leadership. However, McGuinn (2009), Carothers (2000), Pilon (2002), Carstairs (1980) and Beyme (2001) believe that any form of democracy tries in its own way to ascertain the will of the people and to bring public affairs into line with it. Another contribution of this study is identifying how community leadership in new democracies perform their roles and duties, performances and characteristics when compared to the same of established democracies, focusing on problems facing community leadership in a new democracy and the solutions to overcome these problems.

Furthermore, new democracies' governments can use the empirical evidence to create and adopt new laws, policies and regulations that will redound to community improvement services, leadership enhancement and goal achievement.

7.4 Conclusions

It should be noted, here, that despite the limitations of this work, the conclusions can be extended to a certain degree to cover similar situations of new democracies. Particularly, the conclusions arrived at here can be of relevance to countries where community leadership models possibly share the same problems facing municipality councils. In this context, the roles of the community leaders and the laws governing

community work can be contemplated on. The success factors influencing community leadership and the barriers facing them can also be of interest in any new democracy involved in the development of community leadership.

This research aimed to provide an investigation of the success factors and barriers influencing municipal councils' members as community leaders' performance, in additional roles and duties, performances and characteristics practiced by community leaders in a new democracy taking the Kingdom of Bahrain as an example of a new democracy. In selecting a suitable methodology for this study, the benefits and shortcomings of various approaches were considered and a decision taken to use a triangulation approach, which is a combination of both qualitative and quantitative approaches, making a convergence of results possible. Five-point Likert scale questionnaires were used to measure the levels of agreement and disagreement with each statement, with 1=strongly disagree and 5=strongly agree, in addition to unstructured personal interviews and participant observation. A sample of 40 respondents represented community leaders and a sample of 80 represented community members. Based on the findings the following conclusions were drawn:

The first objective of this study focused on success factors influencing community leadership in a new democracy; the research question was: *What are the perceptions of community leaders in a new democracy about the success factors that influence community leadership performance in a new democracy compared to the same of an established democracy?*

The findings related to this question revealed that there is a strong agreement among council members regarding the importance of success factors influencing community leadership in an established democracy. Other findings revealed that success factors influencing community leaders' performance ratings were focused on prioritisation and awareness of the needs of the community. Notably, the overall mean on this dimension reflected a "Strong Agreement" among the council respondents. The most common responses on the success factors affecting municipal council members' performance were: trust and confidence; support of political leadership and government; cooperation; formation of independent body to measure performance; and power enhancement. According to the two sets of respondents, there must be a trusting relationship between and among all parties

involved in order to achieve success for all community projects. This concludes that research question 1 is answered and research hypothesis H1 is accepted.

The second objective of the study focused on barriers affecting community leadership in a new democracy, the research question was: *What are the perceptions of community leaders in a new democracy about the barriers that hinder community leadership performance in a new democracy when compared to the same of an established democracy?*

The findings related to this question revealed that council members agree on the importance of barriers that influence community leadership in an established democracy. Avoiding those barriers can promote municipal work in Bahrain as a new democracy. Other results revealed that barriers affecting community leaders' performances included lack of coordination between involved parties; lack of information sharing; and limited capacity of poor people to handle development effectively. The most common inductive categories were: power overlap, role ambiguity, and lack of cooperation. On the hand, there was an overlap of powers among community council leaders due to the absence of clear-cut policies and laws that govern them. Role ambiguity also acted as a critical barrier to achieve the goals set by the leaders. Most importantly, the lack of cooperation among the ministries and municipal councils deters the community projects advance into progressive undertakings. However, the common responses on the additional viewpoints which might contribute to the success of current experience were: increased power and functions; awareness programs; review mechanisms on municipal council formation; training programs; and budget. This concludes that research question 2 is answered and research hypothesis H2 is accepted.

The third objective of the study focused on roles and duties practiced by community leadership in a new democracy; the research question was: *Is there a significant difference in the perception of the community leaders and community members on community leadership roles and duties practiced in a new democracy when compared to the same of an established democracy?*

The results concluded that council members were very positive about their own perceptions of their roles and duties in municipality work compared to the same parameters of established democracies. On the other hand community members

were undecided about their own perception of roles and duties practiced by municipal leaders. There was a wide gap between the perceptions of two respondents on all indicators as regards to the assessment of community leaders' roles and duties. The community leaders rated the indicator significantly higher than the community people. The comparison between the perceptions of the respondents on the community leaders' roles and duties assessment revealed that there was a significant difference between the ratings of the community council members and community people. On the other hand, the interviews revealed that the most common inductive categories were: new experience, role conflict and need for adequate time to adapt to the new system. This concludes that research question 3 is answered and research hypotheses H3.1 and 3.2 are accepted.

The Fourth objective of the study focused on performances practiced by community leadership in a new democracy, the question related to community leadership performances was: *What are the perceptions of community members about the performances practiced by community leadership in a new democracy compared to the same of an established democracy?*

The results revealed that community members have moderate agreement on the characteristics practiced by their community leaders. Other results related to this question revealed that the community people had moderate agreement on their council leaders' performance. It could be noted that the most common responses were: laying the foundations, awareness on decision-making, new democracy, the results and benefits. It was observed that success factors adopted by an established democracy are also applicable for a new democracy. Notably, the two sets of respondents believed they were relatively new to the democratic system, and to compare them with established democracy was not fair. The lessons learned will be used to improve the current situation through the political leadership of council leaders under the stringent cooperation of government agencies. From the above dissections it can be concluded that research question 4 is answered and research hypothesis H4 is accepted.

The Fifth objective of the study focused on the characteristics practiced by community leadership in a new democracy. The question related to community leadership characteristics practiced by community leadership in a new democracy was: *What are the perceptions of community members about the characteristics*

practiced by community leadership in a new democracy compared to the same of an established democracy?

The results revealed that community members have moderate agreement on the characteristics practiced by their community leaders. Other results related to this question revealed that the community leaders' outstanding characteristics were credibility, respect and trust within the community at large.

Based on the literature review, interaction between parties in established democracy was very effective because of the comprehensive experience they have in community governance and services. Moreover, stakeholders of the community are fully aware of their roles, duties and responsibilities. An orientation program should be offered for each new council member based on the philosophy that this is, indeed, an important and distinct role. Any presumption that those elected members fully understand their role would be a big mistake. Unless the administration of a municipality wants to spend the majority of its time re-educating the council, being proactive by planning a comprehensive, pragmatic overview of the roles and responsibilities of elected officials is highly recommended. From the above dissections it can be concluded that research question 5 is answered and research hypothesis H5 is accepted.

7.5 Implications

The research findings have several practical implications. In this section below, specific implications for community leaders, community people and the government are highlighted.

7.5.1 Implications for Community Leaders

Summarily, the results and findings of this study are based on the understanding of the concept of community leadership in a new democracy. Specifically, this research needs to understand community leadership in a new democracy and it generalises the outcomes of communities nowadays. However, there are some issues and concerns uncovered through this research study. The results of this study could assist other researchers to conduct a similar study specifically on community development programs. This implies that municipal leaders can create and improve community leadership training in their locality.

7.5.2 Implications for the Government

Discovering that community leadership focuses on serving the community and its members brings up another important implication – leadership training. As a leader, it is necessary to know the profile of community leaders because some community leaders do not have enough training and they are not effective community leaders. Likewise, there are community leaders who are overworked and stressed due to the large populace of the area. If possible the government must focus on leadership training to all community leaders to improve their leadership style regardless of the number of population.

This can be included in the development program which is important to all community leaders. Community leadership training is important to those already in leadership positions and new to the positions especially the younger leaders. This is an appeal by the public that their leaders be efficient, effective, and excellent in their public roles. Leadership training within communities should be different. As aforementioned, leaders within the community setting are dealing with a slightly different situation. There are key aspects of training that must be addressed in order for individuals to effectively lead in this unique situation. In addition, the provision of training that includes communication strategies, simply to build positive interpersonal relationships within the community and working within cooperative situations must be addressed.

7.5.3 Implications for the Community People

A further implication concerning leadership involves the leadership structure within communities. As with today's organisations, leadership within communities has become much more lateral, and more dispersed. Often, today's community leaders are important within their own domain, while being nearly unknown within the larger community. Therefore, communication among community leaders, as well as community members moves to the forefront. Leadership training for community leaders cannot simply focus on serving and addressing community-wide issues; it also must focus on training leaders to effectively communicate at all levels.

7.6 Limitations

As with all research projects, this research has several limitations which, generally, might affect the clarity of the results but not the direction of the study. Those limitations are stated as follows:

- 1) Literature on community leadership in a new democracy is not so extensive and most of the issues are comparatively new to the context, in which the research was applied, and might cause inconsistencies or drawbacks in the assumptions and findings.
- 2) The questionnaire was too lengthy and was completed by some of the respondents hastily. It was observed that some respondents just ticked the space provided even if they did not comprehend thoroughly the items indicated. Informants revealed that the forthcoming elections of new community leaders deter some respondents to take seriously the items asked in the questionnaire. It is highly recommended in future research that the time and event during the administration of the questionnaire be given on normal days or months long before the election will be held.
- 3) The sample size consists only of 40 municipal council members elected officially in the Kingdom of Bahrain, and 80 community professionals, which means the study was not able to make generalisations about the community at large or in a wider scope. Other communities in another setting might provide different results.
- 4) The lengthy questionnaire was constructed in order to capture the constructs of the study which required time for the respondents to complete. If the questionnaire was not comprehensive and the time of its administration did not coincide near elections, the response accuracy would be higher.

7.7 Recommendations and Future Research

Based on the analysis of findings in this study, the researcher wishes to present the following recommendations and further research with the hope that the experience of municipal councils in new democracies as community leaders would benefit from the implications discussed in this thesis.

Community leaders should pay attention to the welfare of their own communities and to the individuals there. Plans should be drawn to realise goals that

concern cooperation with government bodies and agencies. They should also seek projects that serve the local communities. Council members should reach out to other councils especially in advanced countries so that they learn from their experiences. The relatively new experience in new democracies should be polished by learning from other practices in established democratic countries. New ideas should be tried and self development initiatives should be established to update the leadership skills among council members. Council members should also follow their own thinking rather than following the directions of certain political groups or agencies. Community work should be for all citizens and must not be personalised to serve individual or certain political agendas.

Community members should be helped to understand the role of community leadership in their areas. Better awareness among community members is needed so that both sides of the coin work together in solving the community problems. Constructive criticism should be encouraged so that public interests are favoured over individual selfish gains. Community members should support council leaders to gain more rights and capacities from the government. Council leaders should obtain legal capacities so that they can be empowered to engage in local reform plans while cooperating with government agencies, of course.

The governments in new democracies should work in the direction of removing obstacles facing the work of council members as community leaders. Government bodies should work hand in hand with local government officials, i.e. council members to serve the community by providing them with more legal powers. New democracy can be enhanced when local community leaders are empowered with special professional development programmes. Awareness programmes and initiatives should be planned and implemented covering all possible leadership skills. Cooperation with advanced countries where democracy is well established is also a way of action to be considered.

There is a need to revise existing criteria for accepting new elected members before the election process. Community leaders must as a minimum be degree holders with adequate experience in the field where this will enable the members to work more professionally and serve the community in better ways. Experienced people will give a better output. Development of a strategic plan with a clear focus on immediate steps and action will move the standard forward. Community

involvement must be encouraged. In order to attribute the vision and goals to the community, council leaders could find ways and means to access the mind of the community people. Finally there is a need to provide a set of guidelines to follow the municipal councils and government agencies to perform their duties without conflict.

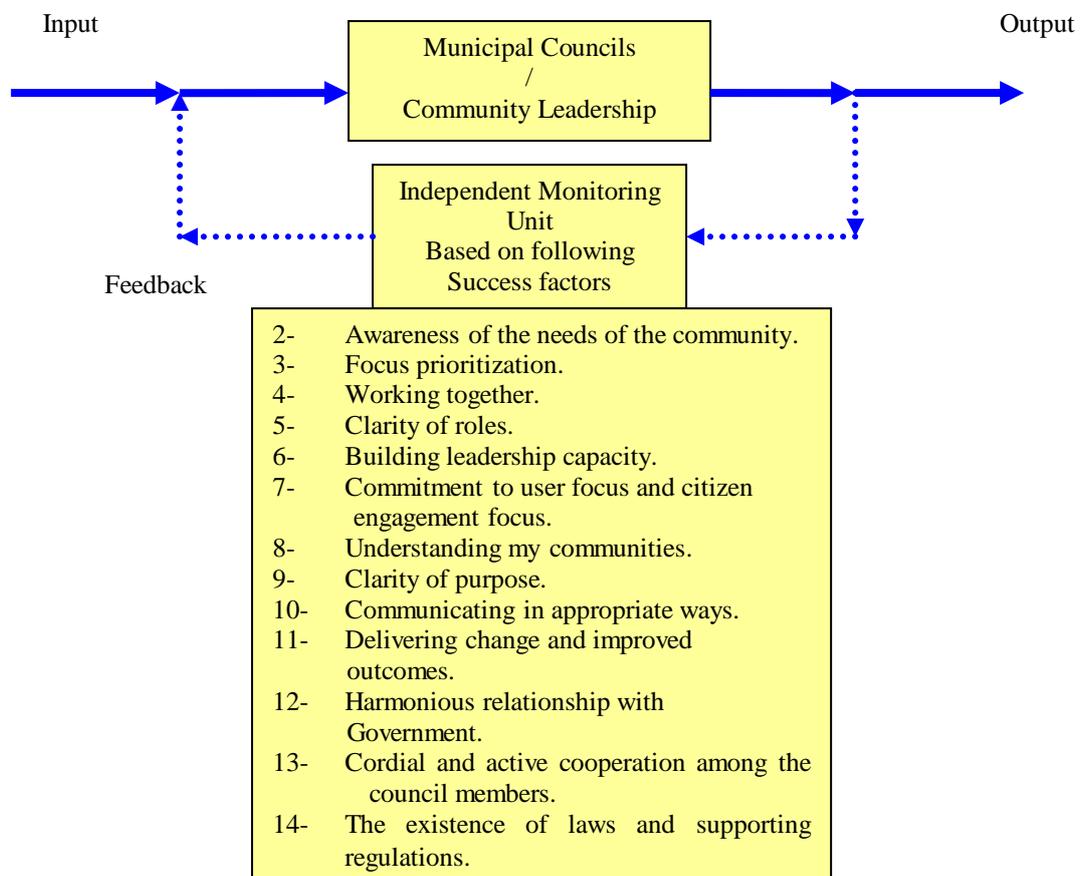
Based on the findings, conclusions and recommendations the following are suggestions for further research:

1. The current research work made an in-depth study on the success factors in a new democracy as a basis for good governance in the context of local government authority. The variables included were: success factors of community leadership from new and established democracies; the barriers that deter community leadership evolution in a new democracy; community leadership roles, community members; the community leadership practices of an established democracy and new democracies. A new avenue for research is recommended to include the cultural aspect that will determine and affect community leadership. At this viewpoint, the analysis must take into account how the local culture in a new democracy may be expected to differ from the cultures of countries with an established democracy. Cultural differences play an important role in community development and progress. As community leadership is a relatively new concept in an emerging democracy, studies involving community leadership's effect on other community variables are also an important area for future research. How community leaders affect decision-making, community action, power distribution and community development are all components that have a distinct effect on the future of communities.
2. As community leadership is a relatively new concept in an emerging democracy, studies involving community leadership's effect on other community variables are also an important area for future research. How community leaders affect decision-making, community action, power distribution and community development are all components that have a distinct effect on the future of communities compared to the same of established democracies.
3. To study the advantages and disadvantages of establishing a Central Municipal Council instead of the existing five councils serving the community compared to

the same experience of other regional countries, that is the State of Qatar. This Central Municipal Council should have a mix of elected members and appointed members. The elected members will come through an election process where the appointed members will be appointed by the government. The appointed members should be selected based on the expertise and professionalism of the municipal work which will add value to the decision made by the council.

4. Testing of a community leadership performance measure as proposed in the model shown in figure 7.1, to measure the performance of the municipal council as community leadership in new democracies. The proposed model by the researcher will measure the community leadership performance through 13 success factors as standard variables for performance measurement. The implementation of such a monitoring body will lead to a highly professional output of the municipal councils.

Figure 7.1
Model for Measuring Community Leadership Performance in a New Democracy

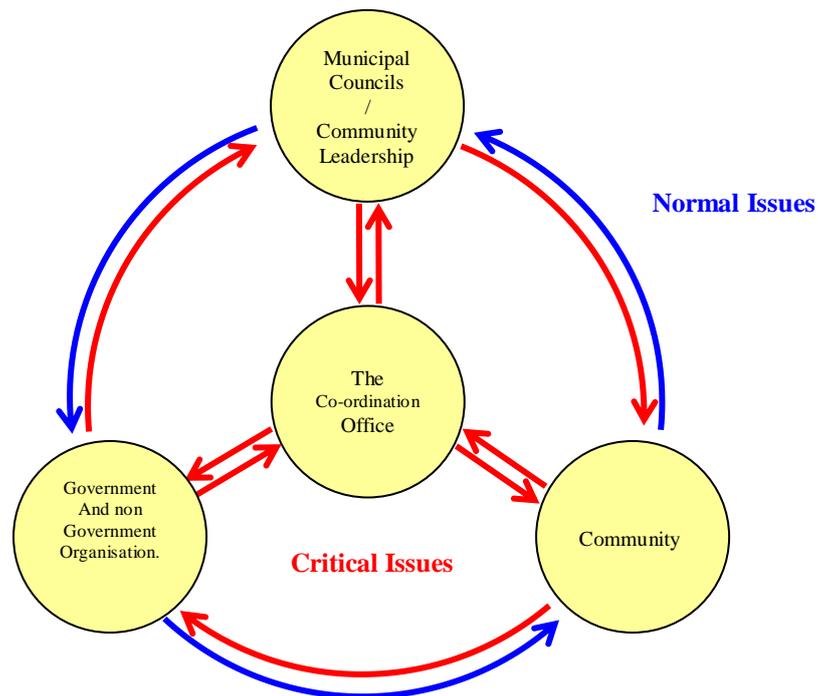


Source: Developed by the researcher for the purpose of this study

The model is based on the review of the literature and the theoretical trends in the subject of community leadership. It shows the success factors being used as guidelines for monitoring the performance of councils.

5. Testing of a co-ordination office as proposed in the model shown in figure 7.2. Implementation of such a model could enable communities in a new democracy to improve and enhance community participation. Such an office could serve as a focal point of government-wide commitment and provide leadership to a wide range of government agencies. Potentially, the creation of the co-ordination office will serve as a coordinator and champion for a network of agencies that will foster civic participation in their agencies' policy making and programs.

Figure 7.2
Model of Co-ordination Office



Source: Developed by the researcher for the purpose of this study

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APPENDIX A

RESEARCH ETHICAL REQUEST APPROVAL

From: Emma Sigsworth
Sent: Wednesday, July 21, 2010 11:40 AM
To: Ebrahim Al-Mutaw'eh
Subject: FW: Research Ethics Request for Approval

Dear Ebrahim

You ethical forms have now been approved by the BBS Ethics Committee Coordinator .

Kind Regards

Emma Sigsworth

Research Student Administrator
Brunel Business School

Office Hours (ML055 Mon,Tues,Thurs& Fridays)
EJ 006 - Wed
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Internal ext: 67543
Direct Dial 01895 2(67543

APPENDIX B

LETTER TO THE RESPONDENTS (English)

Dear Sir/ Madam:

RE: "**Community Leadership in New Democracy**": A Study of Success Factors and Barriers Affecting Municipal Councils Performance in the Kingdom of Bahrain"

The undersigned is presently conducting a survey on the "Community Leadership in New Democracy" in the Kingdom of Bahrain as an area of study, with the support of the Brunel Business School. The purpose of the survey is to study the roles, duties, and performance issues of Municipal Council Members representing as community leaders, while identifying the success factors and barriers affecting Municipal Council Members performance in the Kingdom of Bahrain.

Your cooperation is critical to the success of the study. Thus, the undersigned would be grateful if you could answer completely the enclosed questionnaire, which does not require more than fifteen minutes. Please note, that there are no "right" or "wrong" answers to any of these questions. This research is strictly confidential and is being carried out for academic purposes only.

Your reply will be treated with utmost confidentiality and nobody will be able to identify any individual or firm in the final report. The summary of the findings will be provided to you upon request.

The undersigned would be extremely grateful if you could return this questionnaire as soon as possible. Thank you for your time and cooperation.

Sincerely,

EBRAHIM AL MUTAWÉH
Doctoral Researcher
Email: Ebrahim.ALMutawéh@brunel.ac.uk
emutaweh@hotmail.com
Mobile: (+973) 39606617

RE: "**Community Leadership in New Democracy**": A Study of Success Factors and Barriers Affecting Municipal Councils Performance in the Kingdom of Bahrain"

The undersigned is collecting information as regards the study on "Community Leadership in New Democracy: A Study of Success Factors and Barriers Affecting Municipal Councils Performance in the Kingdom of Bahrain (Municipal Council Member's roles, duties, performance and outstanding characteristics)."

Your cooperation in completing this questionnaire is critical for success of this research study and it should only take about 15 minutes of your time. Please, answer all the questions as honestly and accurately as possible. The questions are designed to avoid sensitive or confidential issues. However, if you do not wish to answer any particular question, please feel free to move to the next one. Please note, that there is not "right" or "wrong" answer to any of the questions and it is your first impression and response that we are looking for. The questionnaire has been designed to allow you to either tick or circle most of the items, in order to complete it in the shortest possible time

ALL THE INFORMATION PROVIDED IN THIS QUESTIONNAIRE WILL REMAIN ABSOLUTELY CONFIDENTIAL AND WOULD BE SEEN ONLY BY THE ACADEMIC RESEARCHERS INVOLVED IN THIS STUDY

EBRAHIM AL MUTAWÉH, Beng'g, MSc
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APPENDIX C

PILOT STUDY 1 SURVEY QUESTIONNAIRE For Council Members and Community Members Respondents

Success Factors influencing Municipal Councils members Performance

Directions: This questionnaire aims to assess the range of success factors that affect community leadership performance. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the importance of success factors influencing your performance?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Awareness of the needs of the community.	1	2	3	4	5
2. Focus Prioritisation.	1	2	3	4	5
3. Working together.	1	2	3	4	5
4. Clarity of roles.	1	2	3	4	5
5. Building leadership capacity.	1	2	3	4	5
6. Commitment to user focus and citizen engagement focus.	1	2	3	4	5
7. Understanding my communities.	1	2	3	4	5
8. Clarity of purpose.	1	2	3	4	5
9. Communicating in appropriate ways.	1	2	3	4	5
10. Delivering change and improved outcomes.	1	2	3	4	5
11. Harmonious Relationship with Government.	1	2	3	4	5
12. Cordial and active cooperation among the council members.	1	2	3	4	5
13. The existence of laws and supporting regulations.	1	2	3	4	5

APPENDIX D

PILOT STUDY 2 SURVEY QUESTIONNAIRE For Council Members and Community Members Respondents

PART 1: Success Factors Affecting Municipal Councils members Performance

Directions: This questionnaire aims to assess the range of success factors that affect community leadership performance. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the importance of success factors affecting your performance?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Awareness of the needs of the community.	1	2	3	4	5
2. Focus Prioritisation.	1	2	3	4	5
3. Working together.	1	2	3	4	5
4. Clarity of roles.	1	2	3	4	5
5. Building leadership capacity.	1	2	3	4	5
6. Commitment to user focus and citizen engagement focus.	1	2	3	4	5
7. Understanding my communities.	1	2	3	4	5
8. Clarity of purpose.	1	2	3	4	5
9. Communicating in appropriate ways.	1	2	3	4	5
10. Delivering change and improved outcomes.	1	2	3	4	5
11. Harmonious Relationship with Government.	1	2	3	4	5
12. Cordial and active cooperation among the council members.	1	2	3	4	5
13. The existence of laws and supporting regulations.	1	2	3	4	5

Part: 2 Barriers Affecting Municipal Councils members Performance

Part: 2.1 Operational Barriers

Directions: This questionnaire aims to assess the range of operational barriers that affect Municipal Council members' performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-"Strongly Agree"

What is the level of your agreement on the operational barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Lack of coordination between involved parties	1	2	3	4	5
2. Lack of information made available to the local people	1	2	3	4	5
3. Lack of coordination between leader and the community members	1	2	3	4	5
4. Inconsistent community organization policies	1	2	3	4	5
5. Lack of government support	1	2	3	4	5
6. Lack of de-centralisation of government	1	2	3	4	5
7. lack of citizens' confidence in the government	1	2	3	4	5

Part: 2.2 Cultural Barriers

Directions: This questionnaire aims to assess various cultural barriers that affect Municipal Council members’ performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the cultural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Weak diversity among the major decision makers	1	2	3	4	5
2. Lack of information sharing	1	2	3	4	5
3. Weak linkages between the government and the councils	1	2	3	4	5
4. Non-uniformity in the distribution of power and resources among community organizations	1	2	3	4	5
5. Fear of losing control/power	1	2	3	4	5
6. Fear of losing constituent support	1	2	3	4	5
7. Lack of knowledge and expertise	1	2	3	4	5
8. Lack of appropriate legal system	1	2	3	4	5
9. Lack of financial resources	1	2	3	4	5

Part 2.3: Structural Barriers:

Directions: This questionnaire aims to assess the different structural barriers that affect Municipal Council members' performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the structural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Limited capacity of poor people to handle development effectively	1	2	3	4	5
2. Apathy and low level of awareness in the local community	1	2	3	4	5
3. Mistrust of local citizens with the leaders	1	2	3	4	5
4. Lack of political will/ leadership	1	2	3	4	5

Thank You for your time and support!

APPENDIX E

PILOT STUDY 3 SURVEY QUESTIONNAIRE For Council Members

PART 1: Success Factors Affecting Municipal Councils members Performance

Directions: This questionnaire aims to assess the range of success factors that affect community leadership performance. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the importance of success factors affecting your performance?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Awareness of the needs of the community.	1	2	3	4	5
2. Focus Prioritisation.	1	2	3	4	5
3. Working together.	1	2	3	4	5
4. Clarity of roles.	1	2	3	4	5
5. Building leadership capacity.	1	2	3	4	5
6. Commitment to user focus and citizen engagement focus.	1	2	3	4	5
7. Understanding my communities.	1	2	3	4	5
8. Clarity of purpose.	1	2	3	4	5
9. Communicating in appropriate ways.	1	2	3	4	5
10. Delivering change and improved outcomes.	1	2	3	4	5
11. Harmonious Relationship with Government.	1	2	3	4	5
12. Cordial and active cooperation among the council members.	1	2	3	4	5
13. The existence of laws and supporting regulations.	1	2	3	4	5

Part: 2 Barriers Affecting Municipal Councils members Performance

Part: 2.1 Operational Barriers

Directions: This questionnaire aims to assess the range of operational barriers that affect Municipal Council member’s performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the operational barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Lack of coordination between involved parties	1	2	3	4	5
2. Lack of information made available to the local people	1	2	3	4	5
3. Lack of coordination between leader and the community members	1	2	3	4	5
4. Inconsistent community organisation policies	1	2	3	4	5
5. Lack of government support	1	2	3	4	5
6. Lack of de-centralisation of government	1	2	3	4	5
7. lack of citizens' confidence in the government	1	2	3	4	5

Part: 2.2 Cultural Barriers

Directions: This questionnaire aims to assess various cultural barriers that affect Municipal Council member’s performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the cultural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Weak diversity among the major decision makers	1	2	3	4	5
2. Lack of information sharing	1	2	3	4	5
3. Weak linkages between the government and the councils	1	2	3	4	5
4. Non-uniformity in the distribution of power and resources among community organizations	1	2	3	4	5
5. Fear of losing control/power	1	2	3	4	5
6. Fear of losing constituent support	1	2	3	4	5
7. Lack of knowledge and expertise	1	2	3	4	5
8. Lack of appropriate legal system	1	2	3	4	5
9. Lack of financial resources	1	2	3	4	5

Part 2.3: Structural Barriers:

Directions: This questionnaire aims to assess the different structural barriers that affect Municipal Council member's performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the structural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Limited capacity of poor people to handle development effectively	1	2	3	4	5
2. Apathy and low level of awareness in the local community	1	2	3	4	5
3. Mistrust of local citizens with the leaders	1	2	3	4	5
4. Lack of political will/ leadership	1	2	3	4	5

Part 3: Municipal Councils members Roles and Duties Assessment

Directions: This questionnaire aims to assess Municipal Council member’s roles and duties in the community as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describes the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on your roles and duties as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Open to learning from subordinate members within the community	1	2	3	4	5
2. Allow community members to help determine where the community is headed.	1	2	3	4	5
3. Promote open communication and sharing of information.	1	2	3	4	5
4. Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5. Open to receiving criticism and challenge from others.	1	2	3	4	5
6. Lead by example by modeling appropriate behavior	1	2	3	4	5
7. Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8. Build community members up through encouragement and affirmation.	1	2	3	4	5
9. Communicate clear plans and goals for this community.	1	2	3	4	5
10. Accountable and responsible to others.	1	2	3	4	5
11. Others, please specify.....					

Thank You for your time and support!

APPENDIX F

PILOT STUDY 3 SURVEY QUESTIONNAIRE For Community Members

Part 1: Municipal Councils members Roles and Duties Assessment

Directions: This questionnaire aims to assess your representative Municipal Council member's roles and duties in the community as community leaders. Please feel free to answer the following questions

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-"Strongly Agree"

What is the level of your agreement on the following roles and duties of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Open to learning from subordinate members within the community	1	2	3	4	5
2. Allow community members to help determine where the community is headed.	1	2	3	4	5
3. Promote open communication and sharing of information.	1	2	3	4	5
4. Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5. Open to receiving criticism and challenge from others.	1	2	3	4	5
6. Lead by example by modeling appropriate behavior	1	2	3	4	5
7. Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8. Build community members up through encouragement and affirmation.	1	2	3	4	5
9. Communicate clear plans and goals for this community.	1	2	3	4	5
10. Accountable and responsible to others.	1	2	3	4	5

Part 2: Municipal Councils Members Performance

Directions: This questionnaire aims to assess community leadership issues based on your Municipal Council member’s performance in the community. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the performance of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs	1	2	3	4	5
2. The community has a proven track record of accomplishing creative and innovative projects to enhance the “quality of life	1	2	3	4	5
3. Community leaders embrace change, have tried innovative projects and are not afraid to try, and fail and try again	1	2	3	4	5
4. Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.	1	2	3	4	5
5. Leaders understand that they do not need “buy-in” from everyone in order to start a project	1	2	3	4	5
6. Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities	1	2	3	4	5
7. Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going	1	2	3	4	5
8. Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development	1	2	3	4	5

Part 3: Municipal Councils members Outstanding Characteristics

Directions: This questionnaire aims to assess community leadership issues based on your Municipal Council member’s outstanding characteristics in the community. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the outstanding characteristics of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Credibility, respect and trust within the community at large	1	2	3	4	5
2. Creative thinker and problem solver.	1	2	3	4	5
3. Extensive network of business and government contacts outside the community	1	2	3	4	5
4. Positive, optimistic and cheerful	1	2	3	4	5

Thank You for your time and support!

APPENDIX G

FINAL RESEARCH SURVEY QUESTIONNAIRE

FOR

COMMUNITY LEADERS

(ENGLISH VERSION)

PART 1: Success Factors influencing Municipal Councils members Performance

Directions: This questionnaire aims to assess the range of success factors that influence municipal council members’ performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the importance of success factors influencing your performance?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Awareness of the needs of the community.	1	2	3	4	5
2. Focus prioritisation.	1	2	3	4	5
3. Working together.	1	2	3	4	5
4. Clarity of roles.	1	2	3	4	5
5. Building leadership capacity.	1	2	3	4	5
6. Commitment to user focus and citizen engagement focus.	1	2	3	4	5
7. Understanding my communities.	1	2	3	4	5
8. Clarity of purpose.	1	2	3	4	5
9. Communicating in appropriate ways.	1	2	3	4	5
10. Delivering change and improved outcomes.	1	2	3	4	5
11. Harmonious Relationship with Government.	1	2	3	4	5
12. Cordial and active cooperation among the council members.	1	2	3	4	5
13. The existence of laws and supporting regulations.	1	2	3	4	5
14. Others, please specify.....					

Part: 2 Barriers Affecting Municipal Councils members Performance

Part: 2.1 Operational Barriers

Directions: This questionnaire aims to assess the range of operational barriers that affect municipal council members’ performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the operational barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Lack of coordination between involved parties	1	2	3	4	5
2. Lack of information made available to the local people	1	2	3	4	5
3. Lack of coordination between leader and the community members	1	2	3	4	5
4. Inconsistent community organisation policies	1	2	3	4	5
5. Lack of government support	1	2	3	4	5
6. Lack of de-centralisation of government	1	2	3	4	5
7. Lack of citizens' confidence in the government	1	2	3	4	5
8. Others, please specify.....					

Part: 2.2 Cultural Barriers

Directions: This questionnaire aims to assess various cultural barriers that affect municipal council members' performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-"Strongly Agree"

What is the level of your agreement on the cultural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Weak diversity among the major decision makers	1	2	3	4	5
2. Lack of information sharing	1	2	3	4	5
3. Weak linkages between the government and the councils	1	2	3	4	5
4. Non-uniformity in the distribution of power and resources among community organizations	1	2	3	4	5
5. Fear of losing control/power	1	2	3	4	5
6. Fear of losing constituent support	1	2	3	4	5
7. Lack of knowledge and expertise	1	2	3	4	5
8. Lack of appropriate legal system	1	2	3	4	5
9. Lack of financial resources	1	2	3	4	5
10. Others, please specify.....					

Part 2.3: Structural Barriers:

Directions: This questionnaire aims to assess the different structural barriers that affect municipal council members’ performance as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the structural barriers affecting your performance as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Limited capacity of poor people to handle development effectively	1	2	3	4	5
2. Apathy and low level of awareness in the local community	1	2	3	4	5
3. Mistrust of local citizens with the leaders	1	2	3	4	5
4. Lack of political will/ leadership	1	2	3	4	5
5. Others, please specify.....					

Part 3: Municipal Councils members Roles and Duties Assessment

Directions: This questionnaire aims to assess municipal council members’ roles and duties in the community as community leaders. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describes the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on your roles and duties as a Council Member?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Open to learning from subordinate members within the community	1	2	3	4	5
2. Allow community members to help determine where the community is headed.	1	2	3	4	5
3. Promote open communication and sharing of information.	1	2	3	4	5
4. Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5. Open to receiving criticism and challenge from others.	1	2	3	4	5
6. Lead by example by modelling appropriate behaviour	1	2	3	4	5
7. Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8. Build community members up through encouragement and affirmation.	1	2	3	4	5
9. Communicate clear plans and goals for this community.	1	2	3	4	5
10. Accountable and responsible to others.	1	2	3	4	5
11. Others, please specify.....					

Thank You for your time and support!

APPENDIX H

FINAL RESEARCH SURVEY QUESTIONNAIRE

FOR

COMMUNITY MEMBERS

(ENGLISH VERSION)

Part 1: Municipal Councils members Roles and Duties Assessment

Directions: This questionnaire aims to assess your representative Municipal Council members' roles and duties in the community as community leaders. Please feel free to answer the following questions

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the following roles and duties of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Open to learning from subordinate members within the community	1	2	3	4	5
2. Allow community members to help determine where the community is headed.	1	2	3	4	5
3. Promote open communication and sharing of information.	1	2	3	4	5
4. Provide the support and resources needed to help community members meet their goals.	1	2	3	4	5
5. Open to receiving criticism and challenge from others.	1	2	3	4	5
6. Lead by example by modelling appropriate behaviour	1	2	3	4	5
7. Provide opportunities for everyone to develop to their full potential.	1	2	3	4	5
8. Build community members up through encouragement and affirmation.	1	2	3	4	5
9. Communicate clear plans and goals for this community.	1	2	3	4	5
10. Accountable and responsible to others.	1	2	3	4	5
11. Others, please specify.....					

Part 2: Municipal Councils Members Performance

Directions: This questionnaire aims to assess community leadership issues based on your Municipal Council members’ performance in the community. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the performance of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. There is a history of success in small community based projects such as quality social, cultural and recreational facilities and programs	1	2	3	4	5
2. The community has a proven track record of accomplishing creative and innovative projects to enhance the “quality of life	1	2	3	4	5
3. Community leaders embrace change, have tried innovative projects and are not afraid to try, and fail and try again	1	2	3	4	5
4. Understand that core sustainable economic growth is from within, building largely on existing business and internal strengths.	1	2	3	4	5
5. Leaders understand that they do not need “buy-in” from everyone in order to start a project	1	2	3	4	5
6. Have leaders who have the skills to effectively facilitate, mediate and negotiate points of conflict with the public and surrounding communities	1	2	3	4	5
7. Have a leadership succession plan with youth and young adults to avoid burn-out because community development is continuous and on-going	1	2	3	4	5
8. Understanding Government is not the problem or the solution BUT governments must be a partner in business growth and development	1	2	3	4	5
9. Others, please specify.....					

Part 3: Municipal Councils members Outstanding Characteristics

Directions: This questionnaire aims to assess community leadership issues based on your Municipal Council members’ outstanding characteristics in the community. Please feel free to answer the following questions.

Instructions: For each statement below encircle the number that best describe the extent to which you agree or disagree using the following scale:

1-"Strongly Disagree", 2-"Disagree", 3-"Undecided", 4-"Agree" and 5-Strongly Agree

What is the level of your agreement on the outstanding characteristics of your Municipal Council Members?

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
5. Credibility, respect and trust within the community at large	1	2	3	4	5
6. Creative thinker and problem solver.	1	2	3	4	5
7. Extensive network of business and government contacts outside the community	1	2	3	4	5
8. Positive, optimistic and cheerful	1	2	3	4	5
9. Others, please specify.....					

Thank You for your time and support!

APPENDIX I
LETTER TO THE RESPONDENTS
(Arabic Version)

خطاب طلب الموافقة لاجراء استبيان

سيدي العزيز / سيدتي :

تحية طيبة وبعد،،،

الموقع ادناه يقوم حاليا بالتحضير لبحث بعنوان ، القيادة المجتمعية في الديمقراطية الجديدة ، وذلك استكمالاً لمتطلبات درجة الدكتوراه في إدارة الأعمال من جامعة برونيل ، المملكة المتحدة.

يهدف هذا الاستبيان لتحديد عوامل النجاح الحاسمة للقيادات المجتمعية / ممثلي المجتمع المحلي في الديمقراطيات الحديثة وهم اعضاء المجالس البلدية بمملكة البحرين تحديدا . بالاضافة الى ذلك يحدد هذا الاستبيان المعوقات المؤثرة في اداء هذه القيادات و مدى تطابق هذه العوامل مع تلك التي تعتمد عليها الدول الممثلة للديمقراطيات العريقة.

بناء على ذلك فان المذكور يرغب في الحصول على اذن لتوزيع الاستبيان على اعضاء المجالس البلدية بمملكة البحرين. مؤكداً بأن جميع البيانات سيتم التعامل معها بسرية تامة.

موافقتكم على هذا الطلب سيسهم بشكل كبير في انجاح هذه الدراسة . مؤكداً الاستعداد التام لاطلاعكم بنتائج البحث عند الانتهاء منه ومتى رغبتكم بذلك.

المخلص لكم:

مطوعة

ابراهيم عبدالرحمن ال
طالب دراسات عليا

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خطاب للمشاركين بالاستبيان

سيدي العزيز / سيدتي :

تحية طيبة وبعد،،،

الموقع ادناه يقوم حالياً بالتحضير لبحث بعنوان ، القيادة المجتمعية في الديمقراطية الجديدة ، وذلك استكمالاً لمتطلبات درجة الدكتوراه في إدارة الأعمال من جامعة برونييل ، المملكة المتحدة.

يهدف هذا الاستبيان لتحديد عوامل النجاح الحاسمة للقيادات المجتمعية / ممثلي المجتمع المحلي في الديمقراطيات الحديثه وهم اعضاء المجالس البلدي ه بمملكة البحرين تحديداً . بالاضافه الى ذلك يحدد هذا الاستبيان المعوقات المؤثره في اداء هذه القيادات و مدى تطابق هذه العوامل مع تلك التي تعتمد عليها الدول الممثله للديمقراطيات العريقه.

شاكراً ومقدراً لكم مساعدتكم بالمشاركه بالاجابه على استبيان الدراسه المرفق. ومؤكداً في الوقت نفسه بأن جميع البيانات سيتم التعامل معها بسريه تامه.

مشاركتم بهذا الاستبيان سيسهم بشكل كبير في انجاح هذه الدراسه

مع جزيل الشكر والامتنان

المخلص لكم:

المطاوعة

ابراهيم عبدالرحمن
طالب دراسات عليا

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APPENDIX J

FINAL RESEARCH SURVEY QUESTIONNAIRE

FOR

COMMUNITY LEADERS

(ARABIC VERSION)

الجزء الاول: عوامل النجاح المؤثرة على أداء أعضاء المجالس البلدية

التوجيه: يهدف هذا الاستبيان الى تقييم مدى تأثير عوامل النجاح على عمل أو أداء أعضاء المجالس البلدية كقادة للمجتمع.

التعليمات : يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروح التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بللمجلس البلدي وكقياده مجتمعيه ما مدى موافقتكم على أهمية عوامل النجاح التاليه في التأثير على مخرجات العمل البلدي ؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. تحسس و معرفة احتياجات المجتمع.
5	4	3	2	1	2. التركيز على الأوليات.
5	4	3	2	1	3. العمل المشترك مع جميع الأطراف.
5	4	3	2	1	4. وضوح الأدوار.
5	4	3	2	1	5. بناء القدرات القيادية.
5	4	3	2	1	6. الالتزام بمبدأ الاهتمام بالمواطن و تفعيل دوره في المجتمع.
5	4	3	2	1	7. معرفة وفهم المجتمعات من حوك.
5	4	3	2	1	8. وضوح الأهداف.
5	4	3	2	1	9. التواصل بللطرق المناسبية و الصحيحه.
5	4	3	2	1	10. القدره على إحداث التغيير وتطوير النتائج
5	4	3	2	1	11. التوافق والتناغم في العلاقة مع الحكومة.
5	4	3	2	1	12. التعاون المخلص والودي والنشط في العلاقة بين أعضاء المجلس.
5	4	3	2	1	13. وجود القوانين والقواعد الداعمه لعمل المجلس
					14. عوامل أخرى، يرجى التحديد

الجزء الثاني: المعوقات المؤثرة على أداء أعضاء المجالس البلدية.

التعليمات: إن هذا الجزء من الاستبيان يهدف الى تقييم مدى تأثير المعوقات العملية، الثقافية و الهيكلية على أداء أعضاء المجالس البلدية كقادة للمجتمع.

أولاً: المعوقات العملية

التوجيه: يهدف هذا الاستبيان الى تقييم مدى تأثير المعوقات العملية على عمل أو أداء أعضاء المجالس البلدية كقادة للمجتمع.

التعليمات: يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1) لا أوافق بشده (2) لا أوافق (3) لا اعلم (4) أوافق (5) أوافق بشده

كعضو بللمجلس البلدي وكقياده مجتمعيه ما مدى موافقتكم على تأثير المعوقات العملية
التهليليه على أداء المجلس ؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. انعدام التنسيق بين الأطراف ذات العلاقة.
5	4	3	2	1	2. عدم توافر المعلومات المطلوبة من قبل الأهالي.
5	4	3	2	1	3. انعدام التنسيق بين قيادات وأفراد المجتمع.
5	4	3	2	1	4. عدم تجانس السياسات المنظمة للمجتمع.
5	4	3	2	1	5. ضعف الدعم الحكومي.
5	4	3	2	1	6. النقص في دعم اللامركزية في المؤسسات الحكومية.
5	4	3	2	1	7. انعدام الثقة لدى المواطنين في الحكومة.
					8. معوقات أخرى، يرجى التحديد.....

ثانياً: المعوقات الثقافية

التوجيه: يهدف هذا الاستبيان الى تقييم مدى تأثير المعوقات الثقافية على عمل أو أداء أعضاء المجلس البلدي كقادة للمجتمع.

التعليمات: يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بللمجلس البلدي وكقياده مجتمعيه ما مدى موافقتكم على تأثير المعوقات الثقافيه
التهليليه على أداء المجلس ؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. ضعف التنوع في أطراف صناع القرار الرئيسيين.
5	4	3	2	1	2. انعدام المشاركة في المعلومات بين الأطراف المعنية.
5	4	3	2	1	3. ضعف التواصل بين الحكومه والمجالس.
5	4	3	2	1	4. عدم التوازن في توزيع السلطة والموارد بين مؤسسات المجتمع.
5	4	3	2	1	5. الخوف من فقدان السيطرة / السلطة.
5	4	3	2	1	6. الخوف من مساندة المؤيدين.
5	4	3	2	1	7. نقص المعرفة والخبرة.
5	4	3	2	1	8. نقص الأنظمة والقوانين اللازمة.
5	4	3	2	1	9. نقص الموارد المادية.
					10. معوقات أخرى، يرجى التحديد.....

ثالثاً: المعوقات الهيكلية

التوجيه: يهدف هذا الاستبيان الى تقييم مدى تأثير المعوقات الهيكلية على عمل أو أداء أعضاء المجلس البلدي كقادة للمجتمع.

التعليمات: يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بللمجلس البلدي وكقياده مجتمعيه ما مدى موافقتكم على تأثير المعوقات الهيكلية
التهليليه على أداء المجلس ؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. محدودية المقدرة لدى الأهالي العاديين في التعامل بفعالية مع التطور.
5	4	3	2	1	2. قلة الاكتراث ونقص الوعي لدى المجتمع المحلي.
5	4	3	2	1	3. انعدام الثقة بين المواطنين واعضاء المجلس
5	4	3	2	1	4. النقص في الإرادة السياسية / القيادية.
					5. معوقات أخرى، يرجى التحديد.....

الجزء الثالث: تقييم الأدوار والواجبات لأعضاء المجالس البلدية.

التوجيه: يهدف هذا الاستبيان الى تقييم الأدوار والواجبات القيادية لأعضاء المجلس البلدي كقادة للمجتمع.

التعليمات: يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بللمجلس البلدي وكقياده مجتمعيه كيف تقييم نفسك من خلال الأدوار والواجبات التي عليه؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. منفتح على التعلم من الذين أقل منزلة مني في المجتمع.
5	4	3	2	1	2. اسمح للاهالي بللمساعدة على تحديد وجهة و مستقبل المجتمع
5	4	3	2	1	3. أشجع على التواصل المفتوح والمشاركة في المعلومات.
5	4	3	2	1	4. أوفر المساندة والموارد اللازمة لمساعدة افراد المجتمع في الوصول الى أهدافهم المنشوده.
5	4	3	2	1	5. منفتح على تلقي النقد والتحدى من الآخرين.
5	4	3	2	1	6. أقود الآخرين بإعطاء المثل الصالح وبللتصرف المناسب.
5	4	3	2	1	7. أمنح اعضاء المجتمع المجال (أو القوة) لاتخاذ قرارات مهمة
5	4	3	2	1	8. أبني أفراد المجتمع من خلال التشجيع والمسانده
5	4	3	2	1	9. أبين خطط واهداف واضحة للمجتمع
5	4	3	2	1	10. أتحمّل المسؤولية والمحاسبة من الآخرين
					11. عوامل أخرى، يرجى التحديد.....

شاكرين لكم حسن تعاونكم !

APPENDIX K

FINAL RESEARCH SURVEY QUESTIONNAIRE

FOR

COMMUNITY MEMBERS

(ARABIC VERSION)

الجزء الأول: تقييم الأدوار والواجبات القيادية لأعضاء المجلس البلدي تجاه المجتمع.

التوجيه: يهدف هذا الاستبيان الى تقييم الأدوار والواجبات القيادية لأعضاء المجلس البلدي كقادة للمجتمع.

التعليمات: يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بالمجتمع كيف تقييم أعضاء المجلس البلدي بمنطقتك من خلال الأدوار والواجبات الهلليه؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. منفتحون على التعلم من أفراد المجتمع البسطاء والعاديين
5	4	3	2	1	2. يسمحون للاهالي بللمساعدة على تحديد وجهة و مستقبل المجتمع
5	4	3	2	1	3. يشجعون على التواصل المفتوح والمشاركة في المعلومات.
5	4	3	2	1	4. يوفرون المساندة والموارد اللازمة لمساعدة افراد المجتمع في الوصول الى أهدافهم المنشوده.
5	4	3	2	1	5. منفتحون على تلقي النقد والتحدى من الآخرين.
5	4	3	2	1	6. يقودون الآخرين بإعطاء المثل الصالح وبللتصرف المناسيب.
5	4	3	2	1	7. يبنون اعضاء المجتمع المجال (أو القوة) لاتخاذ قرارات مهمة
5	4	3	2	1	8. يبنون أفراد المجتمع من خلال التشجيع و المساندة.
5	4	3	2	1	9. يبينون خطط واهداف واضحة للمجتمع
5	4	3	2	1	10. يتحملون المسؤوليه والمحاسبية من الآخرين
					11. عوامل أخرى، يرجى التحديد.....

الجزء الثاني: أداء أعضاء المجالس البلدية كقادة للمجتمع.

التوجيه: يهدف هذا الاستبيان الى تقييم اداء أعضاء المجالس البلدية كقادة للمجتمع.

التعليمات : يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافق تكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بالمجتمع كيف تقييم اداء أعضاء المجلس البلدي بمنطقتك من خلال العوامل التالية؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. لديهم تاريخ حافل بالإنجازات لمشاريع المجتمع الخدمية الصغيرة مثل المشاريع الاجتماعية والثقافية المتميزة والفعاليات الترفيهية.
5	4	3	2	1	2. لدى أعضاء المجلس سجل حافل بالمشاريع الهادفة إلى تحسين مستوى الحياة المعيشية للمواطنين.
5	4	3	2	1	3. يحتضن اعضاء المجلس التغيير ويحاولون تحقيق مشاريع رائدة ولا يخافون من المحاولة لأنهم إن اخفقوا سيحاولون مجدداً
5	4	3	2	1	4. متفهمون أن التنمية المستدامة تنبع من الداخل وتبنى إجماعاً على الاقتصاد الحالي.
5	4	3	2	1	5. يؤمن الأعضاء بأنهم ليسوا بحاجة للدعم والمساندة من كل أفراد المجتمع لبدأ مشاريع جديدة.
5	4	3	2	1	6. لدى الأعضاء المهارة في تسهيل الأمور، و التوسط، والتفاوض على نقاط الخلاف مع الاهالي والمجتمعات المجاورة.
5	4	3	2	1	7. يؤمن الأعضاء بأهمية إعداد صف ثاني من القيادات الشبابية لتحمل المسؤوليات عند الحاجة، لأن تطور المجتمع أمر متواصل ومستمر.
5	4	3	2	1	8. يعلم الأعضاء إن فهم الحكومة ليس المشكلة وليس هو الحل. ولكن يجب أن تكون الحكومة شريكاً في التطور ونمو الأعمال.
					9. عوامل أخرى، يرجى التحديد.....

الجزء الثالث : الصفات المميزة لأعضاء المجلس البلديه كلقادة للمجتمع.

التوجيه: يهدف هذا الاستبيان الى تقييم الصفات المميزة لأعضاء المجلس البلديه كلقادة للمجتمع.

التعليمات : يرجى وضع علامة (√) على الرقم المناسب لتبين مستوى موافقتكم حسب الشروحات التالية:

(1 لا أوافق بشده (2 لا أوافق (3 لا اعلم (4 أوافق (5 أوافق بشده

كعضو بالمجتمع كيف تقييم الصفات المميزة التالية لأعضاء المجلس البلدي بمنطقتك ؟

أوافق بشده	أوافق	لا اعلم	لا أوافق	لا أوافق بشده	
5	4	3	2	1	1. أصحاب مصداقية واحترام وأمانة داخل المجتمع.
5	4	3	2	1	2. مفكرون و مبدعون ويسعون بجد في حل مشاكل المجتمع.
5	4	3	2	1	3. لديهم شبكة اتصالات واسعة وعلاقات (معارف) جيدة مع الحكومة خارج المجتمع المحلي.
5	4	3	2	1	4. إيجابيين، متفائلين وفرحين.
					5. صفات أخرى، يرجى التحديد.....

شاكرين لكم حسن تعاونكم !

APPENDIX L

Community Leadership in the Kingdom of Bahrain

People the Kingdom of Bahrain are voicing their concerns about their capacity to cope with increased stress placed on their communities. These stresses are exacerbated by the lack of infrastructure development, cultural issues, policy issues, poor services, a lack of resources and the need for leadership.

In Bahrain there are five municipal councils located within the five governorates (Muharaq, The Northern, The Capital, The Central and the Southern) with a total of 40 elected members. Each council has a chairman and seven members, each member represent a constituency. Individual councillors will have the power to look in to complaints by constituents against council decisions or the conduct of officers. In order to ensure the independence of the new local authorities, councillors will have the power to decide municipal charges and set yearly financial budgets. Figure 1 shows the map of the Kingdom of Bahrain divided in five governorates.

The new municipal councils are expected to work in partnership with concerned parties, such as voluntary groups and other NGOs, residents organisations, local businesses and central government in the decision making process (Bahrain brief 2002).

In Bahrain the first municipality (Manama Municipality) established in 1919, it was the first municipality in the Arabian Gulf region, the third municipality in the Arab world after Tunisia and the municipalities of Alexandria.

On January 20, 1920, passed the first law of municipalities in Bahrain, announced the establishment of the municipality of Manama, and was managed by a municipal council composed of 16 members, elected by residents of eight of them and eight others appointed by the government. The number of members of the municipal council and Twenty-four members, half elected and half appointed. Bahraini women took part in municipal elections in 1951 - 1952.

After Bahrain independence, municipality became a chamber of the government, and in 1971 shifted to a Ministry. In 22/8/1973 central municipality Authority founded to play a central reference of all dissolved municipal councils.

The desire of the political leadership to activate the principles and provisions of the National Action Charter, King of Bahrain issued a decree No. 35 of Law in 2001 on the municipalities. The issuance of this law paved the way to the municipal elections on May 9, 2002 which is considered a leap in modernizing the constitutional institutions of the Kingdom of Bahrain, and an important step for the popular participation of Bahraini citizens in decision-making.

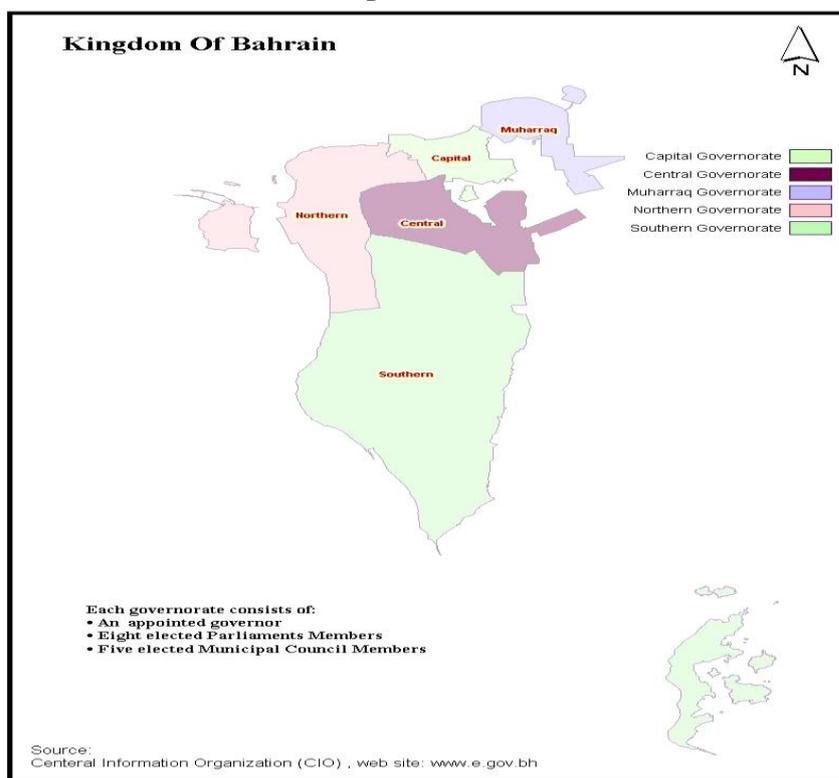
With the political openness that accompanied the National Action Charter there have been major shifts in society, notably the improvement of community services provided by the municipal ranks.

Due to this expanding role, the municipal council gained the lion's share in dealing with the citizens' concerns and their problems to the Municipal Council .Community services became a first priority to these developing councils. This is confirmed by His Majesty the King on more than one occasion that the municipal councils as important than the parliament and to people's needs for services.

In reconsidering the march of the five municipal councils during the past few years, we find many of the accomplishments and failures have occurred in those years. The various achievements and failures of the Council varies from one council to another, but most of them were preoccupied with trying to solve the daily problems of people, on the other side sought to consolidate the relationship and instilling confidence with the citizen .They spared no effort in putting into effect the terms of reference and trying to separate the overlap with some of the governmental bodies. They exerted big efforts to impose hegemony and acquisition service work, but they (municipal councils) at the same time have focused on the development of vital projects as a priority. They sought to develop programs to turn those ideas into reality, and many believe that the responsibility of the municipal councils alone has shown that the establishment of the projects are the responsibility of the municipal councils alone, but in need Cooperation and coordination with the relevant parties, particularly the private sector.

Therefore, the municipal councils will not have an active role unless society represented by (the citizen and government institutions and the private sector and civil society institutions) participation .The other side of success to create the appropriate atmosphere for such projects within a community, and to activate the role of municipal councils in the society.

Map of Bahrain



Population by Governorate and Nationality Groups - 2010 Census

<i>Governorate</i>	<i>Bahraini</i>	<i>Non Bahraini</i>	<i>Total Population/ Governorate</i>
Capital	67589	261921	329510
Muharraq	102244	86870	189114
Northern	194062	82887	276949
Central	171573	154732	326305
Southern	32931	68525	101456
Not Stated	-	11237	11237
Total	568399	666172	1234571

Source: Central Informatics Organisation. Kingdom of Bahrain

APPENDIX M

MUNICIPAL LAW: ESTABLISHMENT OF MUNICIPALITIES

Article (1):

The State of Bahrain shall be divided into five Municipalities as follows:

- (a) Manama Municipality.
- (b) Muharraq Municipality.
- (c) Northern Area Municipality.
- (d) Central Area Municipality.
- (e) Southern Area Municipality.

The jurisdiction of each Municipality shall be determined by the boundaries of the area of the Governorate in which it is situated.

The establishment of other Municipalities or cancellation of existing Municipalities shall take place by a Decree.

Article 2:

The Municipality shall have a juristic entity and shall enjoy financial and administrative independence.

Article 3:

The Municipalities shall undertake the administration of public utilities of a local nature falling within the scope of their jurisdiction in the manner outlined in this Law and its Implementing Regulations.

Article 4:

Powers in each Municipality shall be exercised by:

- (a) Municipal Council which shall exercise the power of enacting regulations, bye-laws and orders and control all the above to the extent of the Municipal Council's powers.
- (b) Executive Authority which shall exercise the executive powers.

Municipal Council's Formation and Membership

Article (5):

The Municipal Council shall consist of ten members who represent the different constituencies of the Municipal area to be elected according to the Elections Bye-law which shall be enacted by virtue of a law.

Article (6):

Every employee who is nominated in the elections shall be given a special unpaid leave of absence as from the next day after the time limit for nomination until the end of the election process. During such period, he may not exercise any of the powers of his office. Meanwhile, a member may regain a similar office upon the termination of his membership.

Municipal Council members shall not combine between the Council's membership and the membership of any of Councils of the legislative authority or government offices.

Article (7):

A male or female candidate who nominates himself/herself for membership of the Municipal Council shall fulfil the following conditions:

- (a) He shall be a Bahraini national.
- (b) He shall be an adult who is thirty calendar years of age.
- (c) He shall have full command of Arabic reading and writing.
- (d) He shall enjoy his full civil and political rights.
- (e) He shall be registered in the electoral rolls in the constituency in which he shall nominate himself and shall be a resident of the Municipality area throughout his term of office.
- (f) He shall have paid the municipal fees for which he is legally liable.

Article (8):

The Municipal Council shall elect from amongst its members a Chairman and Deputy Chairman. The Municipal Council Chairman shall supervise its activities and shall represent it before the law courts and towards third parties. The Deputy Chairman shall exercise the Council Chairman's powers in the event of his absence. In addition, he shall exercise the powers delegated thereto by the Chairman with the Council's approval.

Article (9):

The Municipal Council's term of office shall be four calendar years commencing from the date of the first meeting thereof. During the last two months of this term, elections of the new Council shall be held. A member whose term of office has expired may be re-elected.

The incumbent Council shall continue to exercise its powers until the formation of the new Council.

Article 10:

A Municipal Council member shall, at a public session held under the Chairmanship of the most senior member before the Council and before taking up his duties, take the following oath of office: "I swear by God the Almighty to be faithful to the Nation and the Amir, to respect the law and carry out my duties honestly and sincerely."

Article 11:

A Prime Ministerial Edict shall determine the remuneration of the Chairman, Deputy Chairman and members of the Municipal Council.

Article 12:

A resignation from membership of the Municipal Council shall be tendered to the Council Chairman. The Chairman shall submit it to the Council at its next meeting. It shall be accepted from the date of its registration.

The Council Chairman shall give notice concerning the vacancy to the Minister concerned with Municipality Affairs.

Article 13:

If the office of a Council member is vacated, the candidate who won the second highest number of votes shall replace him. If such candidate is not available, supplementary elections shall be held within no later than the next sixty days from the date of announcing the vacancy. A new member so elected shall complete the remaining term of his predecessor. If the vacancy arises within the three months prior to the expiry of the Council's term of office and there is no candidate who won the second highest number of valid votes, the election of a replacement shall not take place.

If the number of members who have resigned exceeds one half the total number of members, the Council shall be deemed dissolved and new elections shall be invited within 3 months from the date of the most recent resignation.

Article 14:

It shall be prohibited for a Municipal Council member to undertake personally or through others any business, contract, supply for the Municipality's account or enter into a sale, lease or barter relationship unless this shall be by way of application of an acquisition or temporary take-over scheme.

A Municipal Council member shall not attend the Council's meetings or its committee meetings nor take part in its deliberations if he, his spouse or any of his relatives to the third degree of relationship personally or by way of representation has a personal interest in the topic under discussion or if he is a custodian, guardian or agent of any person who has such interest. In this case, the Council shall adopt a resolution in respect of such topic by a secret ballot in his absence.

Article 15:

If a Council member absents himself from attending three successive meetings or six intermittent meetings of the Council or its committees during one session without a justifiable excuse, the Council may adopt a resolution with the absolute majority of its members considering the said member to have resigned after inviting him to hear his statements. In such case, the Council Chairman shall announce his office vacant and shall adopt the measures provided for in Article 13 of this Law.

Article 16:

A Municipal Council member, who forfeits one of the membership conditions set forth in this Law, shall lose his membership.

Further, membership shall be forfeited for a Council member by a resolution of the Municipal Council by a two third majority of its members in case of violating the membership duties.

In all cases, a resolution shall be adopted by the Council for forfeiture of membership and vacating his office after inviting the member to hear his statements.

Article 17:

Anyone whose membership has been forfeited or considered to have resigned shall be entitled to contest the said resolution before the High Court of Appeal no later than 15 days after the date of receipt of notice. The Court shall rule upon the challenge on an urgent basis and its judgement shall be final and may not be contested.

Article 18:

The Municipal Council may be dissolved by an Amiri Decree before the expiry of its term of office if repeated serious violations are committed resulting in damages to the Municipal interests, provided that elections of the new Municipal Council shall be held within 4 months from the date of issuing the said Decree.

The Decree to be issued for dissolving the Council shall nominate a committee to take over the powers of the Council until the formation of the new Municipal Council.

Municipal Councils' Powers

Article 19:

The Municipal Council shall generally have its powers within the framework of the overall State policy and its development plans in order to provide Municipal services with its area of jurisdiction, particularly the following:

- (a) Proposing the building and improvement of roads, drawing up the regulations related to the occupation thereof, beautifying and cleaning the roads, squares, public places and beaches.

- (b) Proposing the regulations related to public health in co-ordination with the relevant authorities so as to ensure convenience for the citizens and to reflect the State's bright image.
- (c) Seeking to protect the environment from pollution in the light of experience of various countries and regulations of the international agencies in the field of the environment in co-ordination with the authorities concerned with environmental affairs in the State.
- (d) Control of implementation of the regulations related to street lighting, water supply, sewerage and such other regulations concerning the public utilities concerning the Municipal duties in co-ordination with the concerned authorities.
- (e) Proposing the setting up and development of public gardens, parks and recreational facilities and protecting the beaches from erosion and pollution in co-ordination with the concerned authorities.
- (f) Proposing projects of a local nature which are subject to its authority related to water, roads, public parks, sewerage, street lighting, building schools, homes, health centres, car parks and such other facilities, public services and projects that concern the citizens, coordinating about them with the relevant authorities and approving the priorities of their implementation.
- (g) Introducing the regulations concerning advertising hoardings, proposing the fees related thereto and laying down the guidelines of displaying nameboards of commercial stores and department stores.
- (h) Deciding the establishment of markets, slaughterhouses and waste dumping sites.
- (i) Laying down the rules governing waste collection, disposal or recycling according to the latest scientific and economic methods in co-ordination with the concerned authorities.
- (j) Laying down the regulations for public facilities such as hotels, restaurants, coffee-shops, business and industrial premises, establishments that engage in hazardous or inconvenient activities or these that are hazardous to health and street vendors in co-ordination with the concerned authorities.
- (k) Determining the public benefit in Municipal projects according to the conditions set forth in the Law of Acquisition of Land for Public Benefit.
- (l) Laying down the regulations for monitoring of stray animals in co-ordination with the concerned authorities.
- (m) Proposing the naming of suburbs, districts, streets, roads and squares in co-ordination with the Minister concerned with Municipalities' Affairs and other Municipal Councils.

- (n) Participating with the concerned authorities in studying and drawing up the structural and general development plans and detailed district plans.
- (o) Reviewing the proposals put forward by Ministries and other authorities or by Council members and adopting resolutions or recommendations concerning them.
- (p) Determining and setting up public parks and berthing facilities for vehicles and ships in co-ordination with the concerned authorities.
- (q) Discussing the complaints submitted by citizens and other authorities concerning the matters subject to the competence of the Municipal Council. The Council shall be empowered to request from the concerned authorities the necessary details for looking into such complaints.
- (r) Organising building, demolition, renovation and building alteration permits.
- (s) Proposing projects and locations of their execution in the areas of development and construction, organising residential, commercial and industrial areas, determining roads, streets and planning lines, proposing regulations concerning pockets and corners of land arising therefrom in co-ordination with the concerned authorities and deciding the priorities in the implementation thereof.
- (t) Proposing the imposition of fees of a Municipal nature, amending them, exempting therefrom, cancelling them and deciding their collection methods.
- (u) Giving an advance opinion with respect to the exploitation of any public facility that is subject to the Municipality's jurisdiction.
- (v) Supervising the implementation of contracts that create financial rights for the Municipality or obligations thereupon.
- (x) Discussing and approving the Municipality's draft budget for the new financial year and final account for the financial year which ended and which was previously ratified by the Council.
- (y) Approving the Municipal Council's Internal Regulations which shall be issued by an order of the Minister concerned with Municipalities Affairs.
- (z) Doing any other act required by the implementation of the provisions of this Law or any other applicable legislation.

Article 20:

Every Municipal Council shall refer its resolutions and recommendations to the Minister concerned with Municipal Affairs.

In case the Minister feels that such resolutions, recommendations or some of them are beyond the powers of the Municipal Council or involves a breach of the Law or

deviates from the State's overall policy, he may express an objection concerning them within 15 days from the date of referring the resolution or recommendation thereto and shall return them to the Municipal Council accompanied by the reasons for the objection to reconsider them.

If the Municipal Council insists upon its resolution, recommendation or includes in them a new violation, the matter shall be referred to the Council of Ministers for taking the appropriate action.

Article 21:

Subject to the provisions of Article 18 of this Law, the Municipal Council shall be empowered when the general planning blueprints are prepared and when drawing up the detailed plans of areas or conducting studies of public benefit projects in preparation for the future acquisition requirements to request the relevant authority to prohibit or suspend construction of some of the areas included in the plan or project for the period of its determination. It shall also be empowered to request an extension of such period if there are circumstances justifying such extension according to the Construction Planning and Land Division Laws and the Implementing Regulations issued in respect of the both.

A violation of such decision shall result in non-recognition of the value of buildings involved in the violation upon the acquisition of land upon which they were constructed without prejudice to the penalties provided for in this Law or in any other laws.

Municipal Council's Deliberations

Article 22:

The Municipal Council and its committees shall have special offices in the Municipality it represents. It shall employ a sufficient number of employees to ensure the proper running of its business. The Municipal Council Chairman shall be empowered to supervise their activities.

The Municipality's budget shall include the necessary appropriations for meeting the expenditure of the Municipal Council. Such appropriations shall be kept at the disposal of the Council's Chairman.

Article 23:

The Municipal Council shall hold its sessions in its own offices.

The Council may hold its meetings at another venue if the Council Chairman deem such action necessary, provided that the meeting shall be held in one of the Government premises within the Municipality's jurisdiction.

Article 24:

- (a) The Municipal Council's session shall run for ten months which shall commence from the first week of September in every year. However, subject to a decision of the Council of Ministers, this date may be postponed for a period not exceeding 60 days. In such case, the postponement shall be calculated as part of the session's term.
- (b) The Municipal Council shall convene an ordinary meeting at least twice in every year upon the summons of its Chairman. The Council Chairman may summon the Council to convene an extraordinary meeting for the reasons he deems fit at his discretion or if such meeting is requested by at least four members. The Council shall not review at the extraordinary meeting except the topics for which it has been called to discuss.
- (c) Convention of the Council's first meeting shall take place upon the summons of its Chairman within no later than 30 days from the date of forming the Council.
- (d) An invitation to the meeting shall be addressed in writing at least three days before the date fixed therefor accompanied by the agenda. This time limit may be reduced in case of an emergency.

Article 25:

The convention of the Council's meetings shall not be valid unless more than one half of the members are present. The Council's resolutions and recommendations shall be adopted by the absolute majority of members present unless the law requires a special majority. In case of an equality of votes, the meeting's Chairman shall have a casting vote.

If a quorum is not available at the Council's meeting when it first convenes, it shall be postponed for one week. The Council's meeting shall be valid in the second time if it is attended by at least four members, provided that they shall include the Chairman or his Deputy.

The Municipality's Director General shall attend all the Municipal Council's meetings. The Council Chairman may invite anyone he deems necessary to invite from the various government departments, Municipality's officers or experts to provide the necessary information or to provide their technical opinions without having a cast vote in the calculation of quorum or in the deliberations.

Article 26:

The Council's meetings shall be held in public unless its Chairman or four of its members decide to hold them in camera. In such case, the Council shall decide at the meeting hold behind closed doors whether discussion of the topic shall continue at a secret or public session.

Article 27:

The Council shall be empowered to form from amongst its members committees to discuss a technical matter or more of the matters referred thereto. Such committees shall be entitled to request the inclusion or summoning whoever it deems necessary to be called for duty from the employees of government departments or other experts and specialists to submit information or to express technical views. Such committee members, who are experts and specialists, may be instructed to submit certain studies or technical reports with respect to the issues subject to investigation. Minutes of the committee meetings shall include a record of all discussions and the meetings shall be held in camera. A committee shall submit a report about its deliberations to the Council to take the action it deems fit.

Article 28:

The Municipal Council Chairman shall preside over its meetings. In case of his absence, he shall be replaced by the Deputy Chairman. If both are absent, they shall be replaced by the most senior member.

Executive Staff

Article 29:

Each municipality shall have an executive staff that shall consist of administrative units whose powers and distribution of their duties shall be determined by the Implementing Regulations of this Law.

Article 30:

The Executive Staff of each municipality shall be headed by a Director General who shall be appointed by a Decree and he shall represent it towards the law courts and third parties.

Article 31:

The Director General of each municipality shall do the following:

- (a) He shall implement resolutions of the Municipal Council.
- (b) He shall oversee the Municipality's departments and sections and shall monitor the jobs or duties assigned thereto.
- (c) He shall sign on behalf of the Municipality purchase and sale contracts and all contracts within the limits authorised by the Municipal Council and shall supervise the works implemented for the Municipality's account.
- (d) He shall review the topics to be referred to the Municipal Council and shall submit the findings of his review to the Council Chairman in preparation for their submission to the Council.

- (e) He shall draw up the administrative and financial plans for the Municipality and shall prepare the proposed projects programme to be undertaken during the financial year to be referred to the Council Chairman prior to submission to the Municipal Council.
- (f) He shall prepare the draft budget and final account to be submitted to the Municipal Council Chairman prior to their reference to the Council.
- (g) He shall co-ordinate with the administrative and executive bodies in the Municipality for facilitating the execution of joint operations between them.

Article 32:

The Municipality Director General shall submit to the Council Chairman within the first two months of every financial year a financial and administrative report about the Municipality's activities during the previous year in preparation for their submission to the Municipal Council.

The Municipality Director General may delegate some of his financial or administrative powers to one or more of his assistants such as the directors or heads of departments.

Article 33:

- (a) The Municipality's Executive Staff shall consist of a number of administrative units which shall be established by a Prime Ministerial Edict.
- (b) The Prime Minister shall issue Edicts for the appointment of Directors of the Municipality's departments.

Municipality's Financial Resources

Article 34:

Each Municipality shall have an independent budget that shall be subject to the provisions of Law No.1 of 1975 with respect to Determination of the Financial Year and Rules of Preparing the State Budget and Control of its Implementation and the Final Account.

Article 35:

The Municipality's financial resources shall consist of:

- (a) Fees collected in consideration of the enjoyment of utilities and services that are managed or supervised in accordance with the provisions of this Law or any regulation issued in accordance therewith or with any other law, which provides for collection of municipal fees.

- (b) Amounts collected from the sale, lease and investment of its properties.
- (c) Appropriations allocated therefor in the State Budget.
- (d) Donations, gifts and wills which the Municipal Council decides to accept.

All the Municipalities' revenues from Municipal fees charged upon commercial and industrial businesses and premises as well as the rents of the Municipality's properties and commercial buildings shall be deposited in a joint fund to be set up for this purpose. Its proceeds shall be distributed among the Municipalities by an Edict from the Council of Ministers.

Article 36:

The Implementing Regulations of this Law and Orders issued for its implementation with the approval of the Council of Ministers shall set forth the rules and procedures with respect to determining the principles, levels and procedures for calculating all the fees of a municipal nature especially the municipal fees charged upon buildings and land. The Regulations and Orders shall outline in detail the manner of appealing against such fees, events of their reduction or exemption the reform and methods of their collection.

Article 37:

If the Municipality's budget for the new financial year is not approved by the concerned authority within the time limit fixed therefor for any reason, the recurrent expenditure and current spending shall remain on the basis of the previous budget until the approval of the new budget.

General Provisions

Article 38:

The Municipal Council Chairman shall designate the officers required for ascertaining the degree of applying the provisions of this Law, its Implementing Regulations and orders issued for implementing it and for apprehending and reporting the violations of its provisions and terms of the said orders. Such officers shall be entitled to request the necessary information and details and to have access to the documents and licences related to the premises and works subject to the provisions of this Law and orders issued for its implementation. They shall also be empowered to draw up statements and question the concerned persons at the aforesaid premises and refer the relevant violation to the concerned authority.

In all cases, the Municipality's Director General may close any premises and stores that are in default or suspend their operations or to remove the defaulting ones upon securing the approval of the Municipal Council. He may also give a warning to a person in default for removing the violation during a certain time limit.

Article 39:

The Municipality's funds shall be deemed public funds. The amounts due to the Municipality pursuant to this Law and orders issued for implementing it such as fees, enjoyment charges and other fees, shall have a lien over all the debtor's properties including movables and real estate and shall be directly recovered after workers' wages, court fees and amounts due to the Public Treasury.

Article 40:

It shall not be permitted to trespass against the Municipality's properties nor to acquire any right in kind by prescription. In case of trespass, the Municipality shall be entitled to remove such trespass at the expense of the offender by administrative methods.

Article 41:

Without prejudice to a severer penalty provided for in the Penal Code or any other law, everyone who violates the provisions of this Law and the regulations and orders referred to in this Law shall be liable for payment of a fine not exceeding BD500. In addition to the fine, a judgement may be passed for removing the works subject to the violation and confiscation and closure or some of these penalties, as the case may be.

Article 42:

Subject to the provisions of this Law, Municipality employees shall be governed by the regulations applicable to government employees. They shall also be subject to the provisions of Law No.13 of 1975 Governing Civil Servants' Pensions and Retirement Benefits.

MUNICIPAL COUNCIL ELECTION LAW

Article 1:

Municipal Council members shall be elected in accordance with the provisions of this Law.

Article 2:

Bahraini nationals, both men and women, shall have the right to vote for electing Municipal Council members provided that each shall fulfil the following conditions:

1. He shall be 21 calendar years of age on the day of the elections.
2. He shall enjoy full legal qualifications.
3. He shall be a normal resident in the constituency as stated in his CPR card. In case of being a resident abroad, his constituency shall be the last place in which he or his family lived in the State of Bahrain. GCC nationals who fulfill the

above conditions and have a permanent residential address in the State of Bahrain may participate in the election of Municipal Council members. Others who own real estate or plots of land in the State may take part in voting.

Article 3:

The following shall be deprived of the right to vote:

1. Persons who are convicted for committing a felony or a crime affecting his honour or integrity until he is reinstated.
2. Persons who serve a prison sentence for committing any of the election crimes provided for in this Law, unless the sentence has been suspended or if he has been reinstated.

Article 4:

Every voter shall exercise his right to vote personally in his own constituency.

Article 5:

Every Governorate shall be considered as a municipal area for voting purposes and each area shall be divided into ten constituencies to be determined by an edict to be issued by the Prime Minister.

Article 6:

The chairman of each committee that is provided for in this Law shall be a member of the judicial or legislative authorities in the State.

Article 7:

A committee made of a chairman and a number of members and a secretary shall be formed in each municipal constituency by an order of the Minister of Justice and Islamic Affairs. The committee shall be responsible for drawing up the electoral roll; receive and study the applications of candidates who wish to stand for elections and review all the applications and objections related to any action or decision it takes. In general, it shall be responsible for all that concerns the election of municipal council members.

Article 8:

The electoral rolls will be prepared for the constituencies according to the following rules:

- (a) The electoral rolls shall be arranged in an alphabetical order and should be drawn up from the official records and documents collected in co-ordination with the Central Population Register Directorate at the Central Statistics Organisation.

- (b) The rolls shall contain the names of voters who fulfil the conditions set forth in Article 2 of this Law. A voter shall not be banned from his right to vote. The rolls' details shall include the voter's name, CPR number and his normal residential address.
- (c) The rolls shall be prepared in each constituency in three copies, which shall be signed by the chairman of the committee provided for in the preceding Article and secretary. The committee shall maintain one copy and the second shall be delivered to the Ministry of Justice and Islamic Affairs. The third copy shall be maintained at the Municipal Council.
- (d) The rolls shall be prepared and displayed for seven days at the municipality's premises and in other places determined by the municipality administration, at least 60 days before the date fixed for holding elections of Municipality Council members.

Article 9:

A voter's constituency is the area in which he usually resides, or the area he or his family lives in case the voter is resident abroad. It shall be prohibited for a voter to be registered in more than one constituency and on more than one electoral roll.

Article 10:

It shall be prohibited to make any changes to the electoral rolls once the order to conduct municipal elections has been issued, unless such amendments are in pursuance of the verdicts and judgements handed down in respect of objections related to registration therein or in pursuance of reports of court orders or final decisions resulting in banning a person from exercising his right to vote.

Article 11:

Any person who finds his name missing from the electoral roll or finds errors in the information listed about him, shall have the right to request the Committee provided for in Article 7 of this Law to register his name or to correct the details of his registration.

An application for registration or correction shall be filed within seven days from the date of displaying the rolls.

The Committee shall adopt its decision with respect to this application within 7 days from the date of filing it. In case of adopting a decision for rejecting the application, the concerned person shall be entitled to challenge such decision before the Civil Department of the High Court of Appeal within a maximum of seven days from the date of adopting it. The Court shall decide upon such challenges within seven days from the date of filing the case. A judgement handed down in respect of the above shall be final and irreversible. The electoral rolls shall then be amended according to the final judgements or decisions.

Article 12:

The election committees provided for in Article 7 of this Law shall be formed in every time by a sufficient period of time before the expiry of the Municipal Council's term of office.

The formation of such committees, their deliberations and decisions adopted by them shall be subject to the provisions set forth in the preceding Articles.

Article 13:

The election date for members of Municipal Councils shall be determined by an Edict of the Prime Minister, which specifies the start and end of the period during which candidates can apply. The said Edict shall be published in the Official Gazette at least thirty days before the date fixed for holding the elections.

Article 14:

Any candidate interested in standing for elections of membership of the Municipal Council shall apply in writing to the Committee provided for in Article 7 of this Law. The application shall be supported by the backing of 10 voters from his constituency. Such application shall include the constituency in which he stands for elections. A voter shall not be allowed to nominate more than one candidate.

An application shall be accompanied by a receipt for payment of a non-refundable amount of BD50 to the Municipality's treasury.

Applications shall be filed according to the date of submitting and keeping them in a special file, and the candidate shall be issued with a receipt.

The proceeds of the amounts provided for in the second paragraph of this Article shall be credited to the Municipality's account for spending on the various areas of activities it supervises.

Article 15:

A list containing the names of candidates shall be displayed at the Municipality's premises for the three days following the deadline for new applications. The list of candidates shall also be advertised in any of the local media.

The persons who have applied to become candidates, but whose names were not included in the candidates' list have the right to request the Committee provided for in Article 7 of this Law to include their names in the list of candidates or to make an objection to the listing of any of the candidates during the period of displaying the said list.

The Committee shall adopt its decision with respect to the application or objection within 3 days from its receipt. If the Committee does not adopt a decision within such period, it shall be implicitly considered that the request has been denied. The concerned person shall be entitled to appeal against the Committee's decision before

the High Civil Court of Appeal within 3 days from the date of adopting it. The Court shall give its verdict within 7 days from the date of lodging the case and its verdict shall be final and may not be appealed against.

The final lists of candidates shall then be published each in his constituency.

Article 16:

A candidate has the right to receive one official copy of the candidates' roll in his constituency.

Article 17:

A candidate has the right to relinquish his candidature by giving a written notice to this effect to the Committee provided for in Article 7 of this Law, at least seven days before the election date. Such relinquishment shall be confirmed against his name in the candidates' roll in his constituency. The said relinquishment shall be advertised on the door of the premises of the polling station in his constituency.

The Municipality shall also make an announcement to this effect in one of the local media at least 3 days before the date of the elections.

Article 18:

Every constituency shall have a committee or more called the "Polling and Vote Counting Committee" which shall be responsible for conducting the elections and the counting of votes in the constituency.

Such committees shall be formed upon an order of the Minister of Justice and Islamic Affairs and shall comprise a chairman and a number of members, one of whom shall be appointed a committee secretary. The order to form the committees shall also specify the premises of such committees and who replaces the chairman in his absence or when there is a reason preventing him from conducting his duties.

Every candidate shall select one voter from his constituency to become his representative at the polling and vote counting committee in his constituency. The candidate shall present the name of his representative to the Committee provided for in Article 7 of this Law at least 3 days before the election date.

Article 19:

Maintaining order in the polling and vote counting stations is the committee chairman's responsibility. For this purpose, the chairman shall be empowered to seek the assistance of Public security forces, who shall not have the right to enter the polling and counting hall except upon the request of the committee chairman.

Candidates or their representatives may enter the polling and vote counting hall.

Article 20:

The committee's secretary shall be responsible for drawing up minutes of the elections as well as the committee's decisions. The minutes shall be signed by the committee's chairman and all members. In case a member refuses to sign the minutes, he shall state that fact in the minutes together with any reasons he may have.

Article 21:

The voting process shall continue from 8 a.m. until 6 p.m. and if there are still voters at the polling and vote counting station after 6 p.m. who did not vote, the committee shall prepare a list of their names and the voting process shall continue to allow them to vote. If all the voters listed in the electoral rolls have cast their votes before the end of the fixed time for the elections, the committee's chairman shall announce the end of the voting process after the last voter has cast his vote.

Article 22:

Every voter shall present a CPR card as proof of identity to the Polling and Vote Counting Committee. In case the Card is not available, the Committee Chairman shall recognise the identity card or passport for proving the voter's identity.

In all cases, a note shall be made in the electoral roll, either by handwriting or electronically, that the voter has cast his vote.

Article 23:

Elections shall take place by a secret ballot. Each voter shall vote by marking on the ballot. A voter shall not vote more than once in every election.

People who cannot read and write or who are blind or suffer from any disability, which prevents them making their choice in the ballot, shall vote verbally to the election committee and they should only be heard by the committee members. The committee chairman shall register their vote in the electoral roll that they have voted in this manner.

The chairman of the Polling and Vote Counting Committee shall declare the end of the elections once the time ends after ensuring that all the voters present at the polling station have cast their votes. The election minutes shall then be signed by the chairman and committee members. The counting process shall subsequently start.

Each candidate or his representative to the Polling and Vote Counting Committee may attend the vote counting process with the exception of the Committee's deliberations.

Article 24:

All ballots which are conditional or which are cast in favour of more than the required number of candidates to be elected or if the votes are cast without using the ballots prescribed for this purpose or which carry a mark that identifies or indicates the voter, shall be deemed null and void.

Article 25:

The Polling and Vote Counting Committee shall be responsible for deciding upon all matters relating to the election process and validity or invalidity of any ballot cast.

The Committee's deliberations shall take place behind closed doors and shall not be attended by anyone other than the Chairman and the members.

Resolutions of the Committee shall be adopted by the absolute majority of votes and in case of equality of votes, the Chairman shall have a casting vote. Resolutions shall be entered in the Committee's minutes and shall be substantiated.

Article 26:

A Municipal Council member shall be elected by the absolute majority of valid votes cast during the election. If such majority is not available for a candidate in the constituency, the election process shall be repeated for the two candidates with the highest number of votes. In the case of the equality of votes, a toss shall be taken to decide the winner of either by the Chairman of the Polling and Vote Counting Committee.

In all cases, the Chairman of the Polling and Vote Counting Committee shall register in the vote counting minutes the name of the winning candidate and number of votes obtained by each candidate in his constituency. The Committee members shall sign such minutes and polling boxes shall be sealed and delivered to the Committee provided for in Article 7 of this Law.

Article 27:

The Chairman of the Committee provided for in Article 7 of this Law in each constituency shall declare the general election result in such constituency upon the arrival of all the minutes of the Polling and Vote Counting Committee. A copy of such election result shall be sent to the Minister of Justice and Islamic Affairs and another copy to the Municipality Directorate. The said Directorate shall send to each of the winning candidates a Municipal Council membership certificate.

Article 28:

In case only the specified number of candidates required in a constituency nominated themselves for elections, or only this number of candidates remain for any reasons, their names shall be declared as winners by acclamation.

Article 29:

Every candidate in a constituency has the right to contest the election result in his constituency before the Court of Cassation within 15 days from the date of announcing the general election result. If the challenge is admitted by the Court, after hearing the statements of the petitioner and the candidate whose election is contested as well as the witnesses deemed necessary to hear their testimony, the result of the successful candidate shall be invalidated. In such case, the Court may rule the winning of the candidate with the second highest number of votes, if it proves that the voting process was legal, unless the reasons for the challenge and its circumstances require a ruling for re-election.

Lodging the election appeal against the member whose election is contested shall not bar him from exercising his powers on the Municipal Council during the period prior to handing down the Court judgement in respect of the appeal. The effect of the judgement invalidating a candidate's election shall be limited to the future but not to the period prior to handing it down.

Article 30:

Without prejudice to any severer penalty provided for in the Penal Code or in any other law, anyone who commits any of the following acts shall be liable for imprisonment for a period not exceeding 3 months and a fine not exceeding BD200, or either penalty:

1. Knowingly providing false information in any document in respect of any matter that relates to the electoral rolls or deliberately uses any other method for entering a name or deleting a name the reform contrary to the provisions of this Law.
2. Forging, distorting, disfiguring, concealing, destroying or stealing the electoral rolls, candidate's application form, ballot paper or any other document related to the election process with the intent of changing the election result.
3. Disrupting the freedom of election or its procedures with the use of force, threats, causing disruption or participating in gatherings or demonstrations.
4. Using his right to vote more than once on the polling day or assuming a false identity.
5. Printing or publishing any public advertising for the election publicity without printing on the first page thereof the name and address of the printer or publisher.
6. Insulting any of the committees provided for in this Law or one of its members while carrying out their duties.
7. Publishing or broadcasting false statements about the conduct or character of any candidate with the intent of influencing the election result.

Attempting to commit the crimes provided for in this Article shall be punishable by the penalties stipulated for a complete crime.

All criminal and civil claims in all the events provided for in this Article shall be forfeited upon the lapse of three months from the date of announcing the election result or from the date of the last court action in respect thereof.

Article 31:

The chairmen of committees provided for in this Law shall have the power vested in judicial officers in respect of the crimes.

