CRITICAL ASSESSMENT ON THE STRATEGIES OF ENHANCING GOOD GOVERNANCE IN LOCAL GOVERNMENT: A CASE OF THULAMELA LOCAL MUNICIPALITY

By

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Declaration

I, Madzonga Pfano Walter (Student Number: 14007880), hereby declare that this dissertation entitled "Critical Assessment on the strategies of enhancing Good Governance in Local Governments: A Case of Thulamela Local Municipality" hereby submitted by me for the Degree of Master of Administration at the University of Venda has not been submitted previously for any degree at this or another university which this can be my very own add design and execution which all reference material contained herein has been duly acknowledged.

_____   _29/08/2022_____

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Dedication

This dissertation is dedicated to my father, the late Mr. Azwidohwi Donald Madzonga, who died on June 24, 2021, and to my entire family for raising me and providing me with all the support I required. I've made it because of your love, prayers, being supportive, caring, and always being there for me.

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Abstract

This study examines strategies for improving good governance in South African local governments, with a focus on Thulamela Local Municipality in Limpopo Province. Quality services can only be provided by local governments if all of the principles of good governance are followed, including transparency, accountability, responsibility, the rule of law, participation, professional ethics, and so on. Poor governance in local governments led to an increase in violent incidents, a decrease in municipal service payments, corruption, misadministration, mismanagement of public funds, and a deterioration in service delivery. Local government officials no longer serve the public because good governance strategies are not effectively implemented; instead, public officials serve themselves. In this study, two population groups, municipal officials and community members, played a role in providing information about public services.

Local governments, as stated in the Constitution, must strive to provide democratic and accountable government for local communities in order to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, and to promote a safe and healthy environment. The main argument of this study remains that local governments are failing to provide democratic and accountable government to local communities, and as a result, local communities continue to strike and burn infrastructure.

This study employed a mixed research method that included both quantitative and qualitative research approaches. A mixed research method is advantageous because it can be integrated in such a way that qualitative and quantitative methods retain their original structures and procedures. In this study, a qualitative approach was used because it allows for openness to ideas, experiences, opinions, feelings, and research participants' perceptions. On the other hand, quantitative methods were used in this study, allowing the researcher to obtain results from a large number of respondents.

The study employed an analysis research design, and the respondents were chosen using non-probability sampling and its subtype purposive sampling. There were two data collection methods used: research questionnaires and interviews. The researcher chose these two data collection instruments in order to obtain relevant information for the study. For this study, statistical and thematic data analysis methods were used. Furthermore, secondary and primary data sources were used to gather more information about good governance strategies in local governments.

The major findings of the study are:

- Local government must provide basic services to local communities which they are entitled to.
- During municipal decision making processes, the level of community participation is very low.
- Full citizen participation should be implemented and encouraged to issues pertaining to service delivery.
- The relationship between community and municipality is not good as municipality officials do not respect those they represent.
- Education and training of ethics on municipality officials should be enforced effectively i.e. openness, accountability and responsibility.

The following recommendations are therefore made based on the findings of the study

- The study recommends that the Municipality should ensure that all communities that fall under its jurisdiction have access to adequate basic service delivery.
- Communities should always be involved in all matters related to basic service delivery to improve their standard of living.
- The Municipality should give support, confidence to community members who owe municipal services, to pay their debts so that money can be utilised to improve the delivery of basic services and any official who uses such money for private gain should face the law.
- The researcher recommends that the Municipality should ensure that it has a good relationship with all communities that fall under its jurisdiction.
- The researcher recommends that accountability, responsibilities with corporal punishment to those who disobey the law must be enforced to all municipal officials; this has to do with answerability and blameworthiness.

Key words: Enhance, Good Governance, Governance, Local Government, Strategy

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LIST OF ABBREVIATION

ANC	African National Congress
BODA	British Overseas Development Agency
CBOs	Community Based Organizations
CCSA	Constitutional Court of South Africa
DCG	Department of Cooperative Government
DPSA	Department of Public Service and Administration
EDU	Education and Development Programme
GEAR	Growth Employment and Redistribution
GSHD	Governance for Sustainable Human Development
IDP	Integrated Development Plan
IDS	Information Delivery Systems
IFA	International Federation of Accountants
MFMA	Municipal Finance Management Act
MSA	Municipal Structures Amendment
NGOs	Non-Governmental Organizations
PFMA	Public Finance Management Act
PALAMA	Public Administration Leadership and Management Academy
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SEDA	Small Enterprise Development Agency
SPSS	Statistical Package for Social Sciences
UNDP	United Nation Development Programme
UNESCAP	United Nation Economic and Social Commission for Asia and Pacific
USAID	United States Agency for International Development
WB	World Bank

CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Bad governance has created service delivery problems in the South African regime (Dlalisa, 2009: 3), people do not believe that their government will keep its promises to deliver social services. Dlalisa (2009: 3) elaborated that, people are faced with inadequate health service, unclean water, poor education service, badly maintained infrastructure, inadequate housing, and starvation because state institutions became so paralyzed by corruption that they're unable to deliver on their promises. This thesis addressed strategies for enhancing good governance in the regime with specific respect to Thulamela Local Municipality.

This is a critical assessment study that focused on the strategies for enhancing good governance in a regime. This section comprises the introduction, background of the study, problem statement, aim of the study, in addition as specific objectives of the study. It also highlights the critical research questions, significance of the study, and delimitation of the study further as an operational concept and it ends with an overview of the way the study is organized.

1.2 BACKGROUND OF THE STUDY

Local government has always been defended in South Africa as an essential component of the process of democratization and intensification of mass participation in decision-making (Cloete, 1996: 89-90). Furthermore, no political system is considered complete or democratic unless it includes a system of local government. Local government serves two important functions. The first is to supply goods and services administratively; the second is to represent and involve citizens in determining specific local public needs and how these local needs can be met (Cloete, 1996: 92).

Meyer (2010: 10) defines local government as "those subordinate members of the government vested with prescribed, controlled governmental powers and sources of income to render specific local services and to develop, control, and regulate the geographic, social, and economic environment of a defined local area." According to Meyer's definition, local government is the third level of government that was purposefully created to bring government to the people and give the people a sense of involvement in the political processes that govern their daily lives. Democracy refers to a political system in which eligible citizens actively participate not only in deciding who governs them, but also in shaping the policy output of their government. Mayer (1978: 12) defines local government as consisting of the council, executive committee, special and standing committees of council, chief executive officers.

Pilot (2013: 188) believes that poor governance has resulted in a crisis of confidence and problems with service delivery in South African local government. People no longer trust their governments to keep their promises to provide social services. Because state institutions have become so paralyzed by corruption that they are unable to deliver on their promises, the majority of people face inadequate health care, unclean water, poor educational services, poorly maintained infrastructure, inadequate housing, and starvation (Pilot, 2013: 189). Municipalities have assumed a central role in contributing to employment, service delivery, poverty eradication, and boosting local economies through elements of good governance such as transparency, public participation, and rule of law, responsibility, and accountability. This means that local municipalities are essential elements for the empowerment of citizens (Pilot, 2013: 189).

According to Pilot (2013: 202), municipalities must follow the six core principles of good governance in order to meet the needs of their communities. The six core principles were as follows:

- Focusing on the authority's purpose and outcomes for the community, as well as creating and implementing a vision for the local areas.
- Members and officers working together to achieve a common purpose with clearly defined function and roles.
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Increasing the capacity and capability of members and officers to be effective, as well as engaging with local residents and other stakeholders to ensure robust public accountability.

In conclusion, local governments also play a role in the development process of communities. Therefore, good governance in local government is considered to be the institutional plan and tool that is aimed at easing the miseries of the people. Furthermore, good governance is recognized as a method that makes government more responsive and active to the demands, opinions, desires and needs of its people (Dlalisa, 2009: 6). The following problem statement is triggered by the background of the study. The problem statement will address the major factors and events happening within South African local governments with specific reference to Thulamela Local Municipality.

1.3 STATEMENT OF THE PROBLEM

Section 153 of Chapter 7 of the Republic of South Africa Constitution defines municipalities' developmental responsibilities. The section states that a municipality must (a) structure and

manage its administration, budgeting, and planning processes to prioritize the community's basic needs and promote the community's social and economic development, and (b) participate in national and provincial development programs. According to Dlalisa (2009: 3), local governments play critical roles in promoting good governance and the general welfare of the people. The empowerment of local governments as engines of national development in South Africa has been plagued by problems and imbalances related to ethics and the operation of the local government machinery itself (Maloba, 2015: 1). The municipality must structure and manage its administration, budgeting and planning process

- To give priority to the basic needs of the community.
- To promote social and economic development of local communities

In addition, Section 23 (1, a & b) of the Municipal Systems Act (2000) Act 32 of 2000 states that a municipality must:

(a) strive to achieve objectives of local government set out in Section 152 of the Constitution;

(b) give effect to its developmental duties as required by section 153 of the constitution

According to Dlalisa (2009: 49), there are several obstacles that make achieving the constitution's goals for local government impossible. The following are the main issues in local government, with a specific focus on Thulamela Local Municipality that motivated the researcher to conduct the study:

1.3.1 Corruption by public officials

Corruption is a type of dishonesty or criminal offense committed by a person or organization in a position of authority in order to obtain illicit benefit or abuse power for personal gain (Maloba, 2015: 12). There are various types of corruption in local government, such as bribery, which, according to Maloba (2015: 28), entails the offering of something, most often money, but it can also be goods or services, in order to gain an unfair advantage. Bribery in local government commonly takes the form of reducing the amount of fees collected, speeding up government grants, and changing the outcomes of legal processes (Maloba, 2015: 28).

1.3.2 Misuse of public resources for personal gain

Misuse of public resources for private gain motivates the researcher to conduct the study; one of the problems in local government is the misuse of public resources by public officials for private gain (Maloba, 2015: 38). According to Maloba (2015: 18), corruption is the misuse of public resources or public power for private gain. A clear example is the payment of a bribe or kickback in exchange for a contract. Land, buildings, facilities, funds, equipment, supplies,

telephones, computers, vehicles, travel, and state-compensated time are examples of public resources (Dlalisa, 2009: 29). Aside from corruption and the misuse of public resources for private gain by public officials, training issues, poor decision-making, and implementation issues were mentioned as some of the problems in local governments. Because the absence of good governance in local government leads to the aforementioned challenges, the goal of this research is to identify potential strategies that can be implemented in local government to bring about good governance. The study's problem prompted the following research objectives.

1.4 AIM AND OBJECTIVES OF THE STUDY

This section contains the aim and also the objectives of the study.

1.4.1 Aim of the study

The aim of this study is to assess the strategies of enhancing good governance in government with specific relation to Thulamela Local Municipality.

1.4.2 Objectives of the study

The specific objectives of the study are to:

- To determine the importance of strategies utilized by local governments to deliver basic services.
- To determine the extent of community participation during municipality decision-making processes.
- To explore for the solutions to poor service delivery in local communities by local
- To assess and describe the connection between communities and therefore the Municipality within the delivery of basic services.
- To recommend possible strategies which will be accustomed promote good governance in Thulamela Local Municipality.

1.5 CRITICAL RESEARCH QUESTIONS

The following are the critical research questions of the study:

- What is that the strategic importance of authorities in delivering public services?
- How is that the level of community participation during municipal decision-making processes?
- What are possible solutions for strategic service delivery in local communities?
- What is that the relationship between communities and therefore the Municipality within the delivery of basic services?

- What are the policy implications for strategies that promote good governance in Thulamela Local Municipality?

1.6 SIGNIFICANCE OF THE STUDY

Local governments are the ones closest to the people or communities, it is critical for municipalities to practice good governance for the general welfare of the people. The study's findings will help municipal officials, traditional leaders, Ward councillors, Integrated Development Plan (IDP) officials, and Local Economic Development (LED) officialsunderstand the importance of good governance, the roles of local government, the importanceof community participation during decision-making, and the importance of working together toensure local economic development in Thulamela Local Municipality. This research will also help to improve policy and address policy challenges in municipalities by demonstrating the importance of closer relationships and effective communication between municipal officials and the people (society). Furthermore, the study will serve as a springboard for future research into good governance for local governments.

1.7 DELIMITATIONS OF THE STUDY

The research was based on strategies for improving good governance in local government, with a focus on Thulamela Local Municipality. The research was carried out at Thulamela Local Municipality, which is located in Thohoyandou and is part of the Vhembe District Municipality. Thulamela Local Municipality is a non-profit organization that exists to serve citizens. The scope of this study was limited to Thulamela Local Municipality and community members in the surrounding area for the purposes of this study. Management, volunteers, administrative personnel, and students doing internships/learnerships are excluded from the study, as are traditional leaders, Ward councilors, civic chairpersons, and secretaries of traditional authorities.

1.8 DEFINITION OF OPERATIONAL CONCEPTS

According to Mahole (2017: 7) definition of operational concepts of the research studies addresses the researcher's understanding of the subject. The definition of operational concepts of this study presents the clarifications of the concepts as provided within the subject of the study. The concepts for this study are defined below:

1.8.1 Enhance

The term 'enhance' simply means to accentuate, increase, or further to enhance the standard, value or extent of something (MacMillan, 2010: 485). MacMillan is additionally of the view that, after you enhance something you heighten it or make it better than it had been.

1.8.2 Good Governance

Good governance could be a way of measuring how public institutions conduct public affairs and manage public resources during a preferred way (Kooiman, 2006: 82). Further, good governance implies that processes and institutions produce results that meet the requirements of society while making the most effective use of resources at their disposal. Van Schoor (2004: 12) is of the view that good governance is an approach to government that's committed to making a system founded in justice and peace that protects individual's human rights and civil liberties.

Good Governance in line with Dlalisa (2009: 35) is measured by the factors of Participation which needs that everyone groups, particularly those most vulnerable, have direct or representative access to the systems of presidency, Rule of Law which is exemplified by impartial legal systems that protect the human rights and civil liberties of all citizens, particularly minorities. Dlalisa (2009: 36) states that, a number of these factors include; responsiveness, consensus oriented equity and inclusiveness, effectiveness and efficiency, transparency, and accountability.

1.8.3 Governance

Kooiman (2006: 4) defines 'governance' because the totality of theoretical conceptions on governing. It's also called the interactions between government and society. This simply implies that, the instant a government implements policy to render services, it's busy with its governance function. Kooiman (2006: 6) further states that, governance means the method of decision-making and also the process by which decisions are implemented (service delivery) likewise as a network of actors which are involved during this process.

Governance comprises all the processes of governing whether undertaken by the government of a state, by a market, or by a network over a social organization (family, tribe, formal or informal organization, a territory or across territories) and whether through the laws, norms, power or language of an organized society (Dlalisa, 2009: 26). Governance relates to the processes of interaction and decision-making among the actors involved during a collective problem that results in the creation, reinforcement, or reproduction of social norms and institutions, and in lay terms governance may be described because the political processes that exists in and between formal institutions (Kooiman, 2006: 8).

Governance could be a complex concept since it's one in every of many other related concepts like transparency, access to information, openness, responsiveness, inclusiveness, accountability, while-blowing, and disclosure so as to avoid corruption, mal-administration,

nepotism, bribery, fraud and mismanagement of public funds and resources within the public institutions moreover as private institution (Maloba, 2015: 15).

1.8.4 Local Government

Meyer (2010: 10) defines 'local government' as that local democratic governing unit within the unitary democratic system of this country, which are subordinate members of the government vested with prescribed, controlled governmental powers and sources of income to render specific local services and to develop, control and regulate the geographic, social and economic environment of defined local area. Further, authorities are that the third level of presidency deliberately created to bring government to the grass-roots population and provide the grass-roots population a way of involvement within the political processes that control their daily lives (Meyer, 2010: 12).

Local government is additionally called a municipality which consistent with Section 2 of the Local Government: Municipal Structures, 1998 (Act No. 117 of 1998) is defined as an organ of state within the local sphere of presidency exercising legislative and executive authority within a part determined. Dlalisa (2009: 14) defines a municipality as one territory having corporate status and power of self-government or jurisdiction as granted by national and regional laws to which it's subordinate. In South Africa, in terms of Chapter 7: authorities, Section 155 (1) elaborates the establishment of municipalities, wherein they're categorized into (a) Category A: a municipality that has executive and legislative authority in a vicinity, (b) Category B: a municipality that shares municipal executive and legislative authority in its area with a category `C municipality within whose area it falls, lastly, Category C: a municipality that has municipal executive and legislative authority in a part that has over one municipality.

1.8.5 Strategy

According to MacMillan (2010: 589) 'strategy' is defined as an inspiration of action designed to realize a long-term or overall aim. In terms of achieving specific objectives, Maloba (2015: 111) is of the view that strategy may be a long-term plan on what to try to attain a particular goal. The term 'strategy' per Dlalisa (2009: 12) needs to do with using specific tools to realize a goal.

1.9 ORGANISATION OF THE STUDY

This section provides a strategic framework for the entire scientific research. It explains and describes the sequence within which different chapters of the research will follow each other.

Chapter 1: General Introduction and Background

Chapter one discusses what the full study entails. The chapter gives an image of how the entire study is structured and what aspects and issues are covered. It comprises the matter statement, research objectives, research questions and significance of the study still as what the study delimits. Key words frequently utilized in the study are defined. The chapter ends with how the entire study was structured.

Chapter 2: Literature Review

This chapter is about reviewing literature associated with the strategies for enhancing good governance in regime with specific regard to Thulamela Local Municipality. The points of dialogue during this chapter start with an introduction. The chapter comprises three sections. Firstly; Analysis of the concept 'governance' wherein analysis of the concepts associated with 'governance', theories of governance, and principles of governance are discussed. Secondly, the concept of 'good governance' wherein the notion of fine governance, critique of excellent governance, elements evaluated permanently governance, legislative framework permanently governance in Republic of South Africa, and therefore the significance of excellent governance are discussed. Lastly, the chapter focuses on the concept of 'local government' wherein fundamental principles of government, the role of government, the role of Batho Pele principles (people first principles) on authorities with reference to service delivery, consequences of poor governance in authorities and ends with the strategies for installing good governance in regime.

Chapter 3: Research Methodology and Design

Chapter three focuses on methodological issues. The chapter addresses issues about the methodology to be utilized in the research. All aspects regarding methodology including area of study, population of the study and sampling method and sample size are discussed thorough.

Chapter 4: Data Presentation, Interpretation and Analysis

Chapter 4 provides a close account of information presentation and analysis from field surveys. This chapter is split into two (02) sections, namely; analysis of information collected through questionnaires, and analysis of knowledge collected through interviews.

Chapter 5: Findings, Conclusion and Recommendations

The findings, recommendations and conclusions on the strategies of enhancing good governance in regime with specific relevance Thulamela Local Municipality is be presented in chapter five and thereafter conclusion is drawn.

1.10 SUMMARY

The focus of this research was on the strategies of enhancing good governance in local governments with specific respect to Thulamela Local Municipality. This chapter therefore, aimed to introduce and present the aim of the study, which is to assess the strategies of enhancing good governance in authorities. Within the same light, to present the particular of the study during this chapter, other necessary research elements were spot on and discussed so as to develop a powerful argument for the study. Those elements are: the research questions, significance of the study, research objectives, problem statement, definitions of operational concepts also because the sequence of the study or chapter division.

The following chapter is chapter two, during which the researcher aimed toward reviewing the literature on the analysis of fine governance and native government. The aim of the chapter is to coin the two concepts, staring at how good governance is enhanced/installed within regime with a selected regard to Thulamela Local Municipality.

CHAPTER TWO

CONCEPTUALIZATION AND CONTEXTUALIZATION OF GOOD GOVERNANCE IN LOCAL GOVERNMENT

2. 1   INTRODUCTION

This chapter lays a theoretical foundation for the study. The role of regime is crucial to development planning and to answering to the requirements of local communities through the availability of products and services (Malefane & Mashakoe, 2012: 89). It remains the argument of this study that local governments must strive to supply democratic and accountable government for local communities; to make sure the supply of services to communities in a very sustainable manner; to push social and economic development; and to market a secure and healthy environment. For municipalities to deliver goods and services they have to financially plan appropriately, therefore, their effectiveness depends to an oversized extent on their ability to plan and supply resources during a developmental and sustainable manner (Valeta & Walton, 2008: 62).

This chapter focuses on the concept of excellent governance and native government as defined by different scholars i.e. Dlalisa and Maloba in addition as organizations just like the IBRD. to realize a transparent perspective of the concept 'governance' other related concepts like democracy, Ethics, Public participation, Rule of law are defined. The chapter is comprised of three sections. Firstly; Analysis of the concept 'governance' wherein analysis of the concepts associated with 'governance', theories of governance, and principles of governance are discussed. Secondly, the concept of 'good governance' wherein the notion of excellent governance, critique of fine governance, elements evaluated permanently governance, legislative framework permanently governance in South Africa, and also the significance of excellent governance are discussed.

Lastly, the chapter focuses on the concept of 'local government' wherein fundamental principles of authorities, the role of authorities, the role of Batho Pele principles (people first principles) on authorities with regards to service delivery, consequences of poor governance in regime are discussed and also the chapter ends with the strategies for installing good governance in regime.

2.2 ANALYSIS OF THE CONCEPT 'GOVERNANCE'

The term "governance" isn't new. Governance may mean various things to different people; the particular meaning of the concept depends on the amount of the governance under discussion, the goals to be achieved and therefore the approach being followed. in step with the UNDP (1997:11) in Dlalisa (2009: 13) governance is that the exercise of political, economic

and administrative authority to manage a nation's affairs. Governance could be a very complex concept since it's many other concepts (i.e. elements of governance) including democracy, participation and transparency. An understanding of all the weather of governance helps us to know the concept of governance better (Chêne, 2017: 89). it's therefore important for related concepts of governance to be defined during this section.

UNDP (1997: 11) defines governance because the exercise of political, economic and administrative authority to manage a nation's affairs. Governance could be a very complex concept since it's many other related concepts (i.e. elements of governance) like democracy and transparency (UNDP, 2003: 11). An understanding of those elements helps us understand the concept of governance better. It's against this background that these related concepts are briefly defined during this section.

Governance should do with the style during which power is exercised within the management of a country's economic and social resources for development (UNDP, 2003: 11). Further, it's achieving the foremost appropriate developmental policy objectives to sustainably develop society, by mobilizing, applying and co-coordinating all available domestic and international resources within the public, private and voluntary sectors within the handiest, efficient and democratic way. Governance could be a multi-disciplinary concept that has been defined and interpreted in several ways by scholars especially within the social sciences (Tandon, 2000: 3). In simplest terms, governance must do with the way during which a rustic is governed, the way politics should operate, and the way power is exercised (Tandon, 2000: 3).

Olowu and Sako (2002: 37) believe that 'governance' could be a system of values, policies and institutions by which society manages its economic, political and social affairs through interaction within and among the state, civil society and personal sector, but consistent with Heywood (2003: 6) 'governance' needs to do with the way through which social life is coordinated. Sharma (2010: 20) states that, "this concept has been around both political and academic discourse for a protracted time referring in an exceedingly generic sense to the task of running a government, or the other appropriate entity for that matter". during this regard the overall definition provided by Webster's Third New International Dictionary (1986: 982) is of some assistance, indicating only that governance could be a synonym for presidency, or the act or process of governing, especially authoritative direction and control. This interpretation especially focuses on the effectiveness of the manager branch of the government".

Governance may be a system of values, policies and institutions by which society manages its economic, political and social affairs through interaction within and among the state, civil society and personal sector (Olowu & Sako 2002: 37). Heywood (2003: 6) contends that the

notion of governance is broader than government. He further goes on to define it because the way through which social life is coordinated.

Scholars like Sharma give credit to the planet Bank (WB) because the first institution that used the term 'governance' within the context of geographical area (Sharma, 2000: 1). In its 1989 report titled "Sub-Saharan Africa: From Crisis to Sustainable Growth", governance is defined as "the manner during which power is exercised within the management of a country's economic and social resources for development" (World Bank, 1989: 60). This definition highlights the role played by governments in establishing a framework for economic activity and when deciding how the advantages of such activities are distributed. Governance encompasses all of the state's institutional and structural levels (national, regional or provincial, local and grassroots levels), decision-making processes, implementation capacity, interaction and relationships between government and also the citizens (World Bank, 1989).

Contribution made by Hydens (2014: 56-64) to bring greater clarity to the concept of governance needs special attention. He elevates governance to an umbrella concept to define an approach to comparative politics, an approach that fills analytical gaps left by others. Employing a governance approach, he emphasizes the creative potential of politics, especially with the power of leaders to rise above the prevailing structure of the normal, to alter the foundations of the sport and to inspire others to partake in efforts to manoeuvre society forward in new and productive directions. Hydens (2014: 56) relates governance concept to the following:

- Governance can frame a comparative analysis of micro-politics.
- Governance concerns big questions of a constitutional nature that establish the foundations of political conduct.
- Governance involves creative intervention by political actors to alter structures that inhibit the expression of human potential.
- Governance could be a rational concept, emphasizing the character of interaction between state and social actors, and among social actors themselves.

2.2.1 Democracy

Heywood (2011: 68) argues that the concept 'democracy' has been derived from the Greek word Kratos, meaning power or rule, and demos meaning people. Democracy is thus the government of the people, by the people for the people (Heywood, 2003: 68). Effectively, democracy must do with the rule of the bulk though this could be happening through elected representatives who are responsible to manipulate (Chêne, 2017). Heywood (2003: 68)

further identifies a listing of other definitions for democracy. As for Heywood (2003: 68) democracy is:

- A system of presidency that serves the interests of the people irrespective of their participation in political life.
- A system of rule that secures the rights and interests of minorities, a method of filling public offices through a competitive struggle for popular vote.
- A system of welfare and redistribution aimed toward narrowing social inequities.
- A sort of government within which people rule themselves directly and continuously, without the requirement for professional politicians or public officials, lastly
- A system of decision-making supported the principle of philosophical system.

From the foregoing definitions from Heywood, it is often deduced that the concept of 'democracy' emphasizes the aspect of philosophical system, people ruling themselves not by the superior. This therefore shows that public involvement is crucial during a democratic authority.

Lewin (2014: 11) emphasizes that, government is that the one closest to the people, it's therefore important for local governments to adopt democratic governing system. Citizens must be involved within the deciding process by the regime. Democracy stipulates philosophical system (Dlalisa, 2009) and this can be the principle that the greater number should exercise power. Local governments must give preferences to the bulk. as an example, during service delivery, services which are in demand by the bulk must be provided first.

2.2.2 Ethics

Mafunisa (2000: 25) defines 'ethics' as being closely associated with principles and therefore the code of conduct. He further points out that being ethical is to hold out socio-professional acts in an exceedingly manner defined as acceptable. Principles are more abstract than rules and they operate the premise for rules. Principles are further designed to suit the requirements of a specific institution. In step with Du Toit, et al, (1998: 108) ethics may be a study of what's good or right for kinsfolk. However, a study of the concept of ethics can never be complete if not studied alongside norms and values. Norms and values handle ideals, beliefs, and attitudes held by individuals that underlie all personal, social and political relationships (Mafunisa 2000: 52). Ethics are about the applying of those values and norms including (belief, ideals and attitudes) into action and behaviours (Mafunisa 2000: 52).

2.2.3 Public participation

Public participation is taken into account an integral aspect of effective and accountable local governance (Mkhwanazi, 2013: 9). Mahole (2012: 1) indicated that 'public participation' could be a means of empowering citizens by creating a public platform for them to develop skills and talents so as to barter their needs and demands with the government. Public participation refers to the involvement of the people within the matters that affect their municipality in addition as their well-being (Mahole, 2012: 2). These people must be involved in policy-making and implementation of their municipality's IDPs and other programs in their municipality.

2.2.4 Rule of law

Law may be a set of public and enforceable rules that apply through-out a political community and typically recognized as binding. Law normally defines what can or can't be done (Heywood. 2003: 301). The rule of law could be a principle that the law, in essence, establishes a framework to which all conduct and behaviour should conform. The rule of law is important in an exceedingly democratic society so as to enforce good governance. Nzongola-Ntalanja (1997: 14) states that, the rule of law refers to the existence of a legal framework, regulations and policies that are equally, fairly, consistently and orderly applied to local people, institutions or the society. Hussein (2005: 10) is of the view that the rule of law is one amongst the key tenets of fine governance which involve enforcing constitutional and legislative provisions that provide a predictable and secure living and dealing environment for planning and decision-making.

2.3 THEORIES OF GOVERNANCE

Burns (2013: 58) is of the view that theory may be a supposition, or a system of ideas intended to clarify something. The section discusses the theoretical frameworks associated with the enhancement of excellent governance South African in local governance.

2.3.1 Traditional Authority

According to Maloba (2015: 48) the start line for a consideration of governance theories is that the traditional notion of top-down authority within the state. Paw and coercion are the instruments of this kind of governance and try and undermine the ability of state must be assumed to be unacceptable usurpations of powers (Dlalisa, 2009: 31). Indeed, in some conceptions of the authoritative state, even the attempts of interest groups or political parties to influence the action of presidency borders on the illegitimate (Chêne, 2017: 38-39). This theory also goes hand in hand with a legalistic conception of governing. In practice, to manipulate from above is constrained and also the state therefore is just semi-sovereign by both constitutions and also the power of groups in the society.

2.3.2 Network steering

Implementing public policies may be a cooperative task and it's impossible to conceive one organization without others (Cloete, 1996: 5). In a very systematic perspective, organizations have different tasks and arranged roles within a network and every of them feature a specific role. Complex policy problems need collective action and a coordinated approach by different players (Cloete, 1996: 5).

Pierre, Pierre and Peters (2000: 38) are of the view that, democratic governance tends to be handiest when there's a robust civil society to support its activities. An efficient civil society is maybe most significant for the democratic aspects of governance, but is not at all unimportant for the effectiveness of the method additionally. As an example, effective organizations is wont to develop partnerships and to supply an infrastructure through which the government. can operate (Pierre, Pierre & Peters, 2000: 38). During this view however, instead of being competitive with government the structures in civil society are seen to be complementary and cooperative.

2.3.3 Policy Instruments

A third thanks to give some thought to how governance can steer society is to give some thought to instruments that it's at its disposal (Lewin, 2014: 14). This assumes that governments can govern, and then proceed to think about that it can govern most effectively and efficiently. Some scholars writing on the instruments, or tools, literature also consider the political consequences of instrument choice. This political factor means primarily that governments will select the smallest amount intrusive instruments; this is often within the contemporary political environment (Lewin, 2014: 85). The essential argument of policy instruments is that the means through which governments opt to govern won't only affect the result within the policy area, but it'll even have variety of secondary effects on the economy, society and government itself. Unlike the primary two approaches to governance Ratner (2017: 23) is of the view that, the instruments approach doesn't appear to ask any sweeping questions about the connection between states and society, rather it assumes that there's a government process in situ that'smaking choices about policy goals and also the means are employed to implement those goals.

2.3.4 Institutional analysis

Another approach to the question of governance is to look at the role that institutions play within the process. In line with (Ratner, 2017: 23) institutional analysis is that a part of the social

sciences which studies how institutions behave and performance in line with empirical rules, informal rules, theoretical rules and laws. Institutional analysis deals with how individuals and groups construct institutions, how institutions function in practice and therefore the effect of institutions on community members.

One of the important questions during this area is that the role that the alternatives of presidential or parliamentary institutions play in determining the capacity of presidency to manipulate effectively. March and Olsen (1989: 89) are of the view that, there has been a good deal of normative analysis during this area, likewise as a growing body of more grounded analysis. There are other substantive institutional questions raised also, as an example, the role of non-majoritarian institutions like courts, bureaucracies and central banks. Similarly, because the empirical question about the impact of institutions on governance, there also are analytical questions about the way to understand the structure and functioning of institutions. March and Olsen (1989: 89) as an example, conceptualize institutions as sets of norms and logics of appropriateness that provide guidance for policy-makers. In such a view, attempts to exert governance will be understood only through the logic being utilized, and thus to some extent through regime norms.

2.4   PRINCIPLES OF GOVERNANCE IN SOUTH AFRICAN CONTENT

The principles of fine governance highlighted by the UNDP (1997: 11) are emphasized by agencies like USAID (1991: 13), a people Overseas Development Agency (ODA, 1993: 15) and other OECD countries (IDS Bulletin, 1993: 7). The planet Bank and other scholars also put a sway on the principles of fine governance. The great governance agenda will be summarized into six principles, which don't seem to be necessarily discussed in their order of importance.

The first principle is democracy, which embraces elements like the constitutional division of power between the legislature, executive and also the judicial branches of state, a multiparty system, regular free and fair elections and a vibrant and vigilant civil society. The presence of the institutions and practices of democracy is required not only at the central tier of presidency, but also at regional and native levels (World Bank, 1989: 6, 61). The rule of law, within the second place, refers to the existence of laws, regulations and policies that are equally, fairly, consistently and orderly applied to local people, institutions or the society. It means absolutely the supremacy or dominance of standard law as against the influence of arbitrary power. Furthermore, it excludes the existence of arbitrariness, of prerogatives, or perhaps of wide discretionary authority on a part of the govt. (IDS Bulletin, 1993: 7).

The protection of human rights is that the third principle, which is from a liberal perspective, inextricably linked to democracy. During this respect, human rights are associated mainly with

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individuals' political and civil rights, including freedom of speech, association and movement. Aside from these typically first generation rights, African states place a high premium on second-generation rights, which include social and economic rights and also on third-generation rights, which relate to the rights of groups and communities (ODA, 1993: 15).

The fourth principle is accountability and transparency in government, which is related to democratic societies. The principle is predicated on the view that those that rule, like members of the cupboard, are required to be answerable or accountable to both the legislature and therefore the populace at large (IDS Bulletin, 1993: 6). This principle also demands that political decision-making should be conducted in an exceedingly democratic and transparent manner; public finances should be managed in an exceedingly competent manner which corruption must be combated by the govt. (IDS Bulletin, 1993: 7).

Fifthly, the general public service should function effectively and efficiently in terms of implementing policy and rendering services to the overall public. Civil servants are expected to be competent and incorruptible (World Bank, 1989: 6, 61, 192). Lastly, the government should promote and pursue market-driven economic policies so as to scale back direct state control over the economy through privatization and deregulation (IDS Bulletin, 1993: 7). In government, good governance is exercised when the above mentioned principles of fine governance are implemented more especially by public officials.

2.5   THE CONCEPT OF 'GOOD GOVERNANCE'

Good governance is defined differently by different scholars and organizations i.e. World Bank. Naidoo (2011: 32) affirms that good governance is taken into account as a governance system, which needs processes in decision-making and policy formulation for the general public, to be transparent and accountable. Mohamed Sayeed and Pillay (2012: 3) defined good governance because the stages of ethical standards, accountability, and also the extent to which the government responds to the wants of the general public. Good governance enforces the state to perform its task with the aim to realize and maintain predictability, accountability, certainty, and a culture of justification of the state. In keeping with the International Federation of Accountants (IFA) (2013: 7), good governance is meant to motivate public participation, improved accountability, and sufficient service delivery by creating standards permanently governance within the public sector.

IFA (2013: 7) regards 'good governance' because the institutional plan and power that are meant to ease the miseries of the people. Good governance is recognized as method that produces government more responsive and active to the strain, opinions, desires and wishes of its people (Cobbinah, Black & Thwaites, and 2013: 45). Gwala (2011: 55) argues that good governance allows the general public to participate in economic development, political

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education and within the administration of its local structures with the aim of becoming change agents in influencing, directing and owning development in its area. Good Governance is in line with the concept of a far better life for all, people-entered development and public participation. Public Administration Leadership and Management Academy (PALAMA) (2009: 114), emphasizes that good governance is that the integrated management of political, socio-economic and institutional relationships between people, policy, and power for decision-making about the distribution of development or public resources.

Good governance is fundamentally concerned with relationships between people as individuals, interested groups, stakeholders and organizations (IFA, 2013: 7). These relationships are forged so as to rose or improve services, and also to confirm that services are delivered, and benefits enjoyed (IFA, 2013: 7). Decision-makers within the public sector, private sector, and civil society organizations are accountable to the general public and therefore the relevant institutional stakeholder's participation (Public Administration Leadership and Management Academy, 2009). Lastly, good governance implies that processes and institutions produce results that meet the requirements of society while making the most effective use of resources available.

2.5.1 The notion of good governance

Good governance and public administration can't be well applied without mastering one or the opposite (Maloba, 2015: 48). Public management and public administration reinforce the notion of excellent governance, which is additionally underpinned by principles and methods of excellent governance like participatory governance, transparency, accountability, legitimacy, effectiveness, and equity. Another scholarly view suggests that good governance entails not only reform of the general public services, efficiency and price effectiveness of public agencies but also ensures participation of the poor, marginalized and therefore the underrepresented (Rajesh & Ranjita, 2002: 10). It therefore seems that good governance can't be well apprehended without conceptualizing the factors established for measuring the said good governance. In short, per Maloba (2015: 38) characteristics of fine governance include participation, consensus orientation accountability, transparency, responsiveness, effectiveness and efficiency.

2.5.2 Critique of good governance

The human development paradigm emphasizes that good governance and democracy play a key role concerning human development (Abrahamsen, 2000:36). Democratic governance is that the essence of ensuring and creating human development because it establishes accountability and incorporates civil society. When speaking about good governance in development assistance, it's often perceived as a positive thing which nobody can disapprove

of. There is however sceptics of the great governance agenda who criticizes the way good governance are utilized in developing countries. Abrahamsen (2000: 36) analyses the discourse of 'good governance' and also the normative aspect in it. Abrahamsen (2000: 36) believes that the promotion of fine governance and democracy is otherwise of building or ensuring the hegemony of the West. Klein, (2008: 26) argues that the nice governanceagenda relies on Western values and political systems, like democracy and human rights, which makes her, compare the implementation of excellent governance with colonization.

In addition, Rajesh & Ranjita (2002: 89) states that democratization is stated as an ethical duty almost like the civilization of the colonies which supplies the Western countries the correct to intervene. Good governance agenda returns to previous development thinking where the developing countries are to be reformed by and reach the stage of the developed countries (Abrahamsen, 2000: 36). Good governance discourse sanctions the correct of Western countries to intervene within the collection to market their vision of development and democracy, while simultaneously marginalizing alternative interpretations (Rajesh & Ranjita, 2002: 95). Abrahamsen (2000: 36) refers to the theories of Modernization, which stressed the interaction of the developed countries with the developing countries as benefiting the developing countries in their progress of development. Good governance agenda is some way of legitimizing economic liberalization and consequently, giving the structural adjustment programmes of the Bretton Woods institutions a democratic face (Abrahamsen, 2000: 36).

Good governance legitimizes economic liberalism because it's gave the impression to be interrelated to democratization. This implies that promoting democracy implies promoting economic liberalism and delegitimizing state-led development (Rajesh & Ranjita, 2002: 98). Abrahamsen (2000: 36) furthermore addresses the difficulty of empowering civil society. Klein, (2008: 36) emphasizes civil society's regard to economic liberalism as emergingfrom economic liberalization and reduction of the state. This suggests that strengthening civilsociety also involves reduction of the role of the state. The subsequent is that the constitutionalframework permanently governance in local governments.

2.6 LEGISLATIVE FRAMEWORK GOOD GOVERNANCE IN SOUTH AFRICAN

Before the appearance of democracy, government was merely an agent of the central government and sometimes wont to pursue nefarious agendas that sought to entrench colonialism and Apartheid (Maloba, 2015: 122). However, since the first days of democratization, government within the democratic South Africa has constitutional grounds and is supported by a comprehensive policy framework and regulatory environment, which were enacted and promulgated successively. Section 40 (i) of the Constitution (1996) establishes regime as a definite sphere of presidency with constitutionally conferred legal

powers. This section briefly provides a summary of South Africa's government policy and regulatory framework that guides it as a definite and independent sphere of presidency in an exceedingly achieving the objectives of striving to supply democratic and accountable government for local communities; ensuring the availability of services to communities in a sustainable manner; promoting social and economic development; and promoting a secure and healthy environment. The legislation is listed and briefly explained below.

2.6.1 The Constitution of Republic of South Africa (1996)

The Constitution of the Republic of African country (1996) provides that municipalities can draft and implement the IDPs to push the state, manage their administration, budgeting and planning process to prioritize the essential needs of local communities. In terms of the Constitution, regime as a definite sphere of presidency is required to produce democratic and accountable government, make sure the provision of services to all or any communities in an exceedingly sustainable way, promote social and economic development and encourage the involvement of local communities in local governance,

South Africa's Constitution (1996) (the Constitution henceforth) is mostly renowned to be comprehensive and continues to influence be the case. Section 40 of the Constitution outlines South Africa's three spheres that frame the unitary state of the country, namely, national government, provincial government, and native government. Specifically, Chapter 7 of the Constitution is devoted to regime and its framework on how it's organized and functions.

Local government in African country has been strategically positioned because the epicenter of service delivery, and fundamentally impacts the wellbeing of its citizens positively. Section 152 of the Constitution reveals the elemental objectives of government which are:

- to provide democratic and accountable government for local communities;
- to make sure the provision of services to communities during a sustainable manner;
- to promote social and economic development;
- to promote a secure and healthy environment; and
- to encourage the involvement of communities and community organizations within the matters of regime."

Local government is guided by policies so as to realize the above-mentioned objectives. Policy implementation is therefore at the Centre of achieving these objectives. The above-mentioned objects are given effect through different pieces of legislation, as an example, sections 4(2) (f) and 73 of the Municipal Systems Act 32, 2000 because the case Joseph et al. V City of Johannesburg et al, (2010) (3) BCLR 212 (CC) proves, these objects and also the general mandate of regime in African country are binding. Thus, a municipality that fails to fulfil its

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constitutional obligations may be taken to relevant authorities, during this case, the Constitutional Court of Republic of South Africa (Development of a replacement municipal dispensation within the Western Cape, 2015).

2.6.2 The Municipal Structures Act 117 of 1998

The Municipal Structures Act of 1998 is one among the new pieces of government legislation whose aim is to remodel councils and to create progress towards improving the lives of all South African communities, regardless of their geographical location and therefore the category of municipality they reside in.

Municipalities are divided into three categories, namely category A (Metropolitan Council), Category B (Local Council), and Category C (District Council).

According to Section 155 (6) and (7) of the Constitution, each province should establish differing types of municipalities within the three categories of municipalities provided for in Section 155 (1) of the Constitution, counting on different determinant factors:

- **Category A** – refers to municipalities with exclusive municipal legislative and executive powers in its area of jurisdiction. They're often recognized as 'cities' or 'metropolitans (metros) like town of port, and nationalist leader Metropolitan.
- **Category B** – refers to municipalities that share municipal legislative and executive powers in its area of jurisdiction with a Category C municipality. They're typically named sub-district municipalities.
- **Category C** – refers to municipalities with legislative and executive powers in a section that has over one municipality, most of them being Category B. This category is often spoken as district municipalities.

The Act states an "area must have one category A municipality if that area can reasonably be considered a conurbation featuring areas of high population density, an intense movement of individuals' goods and services, extensive development and multiple business districts and industrial areas" (Section 2). Also falling within this category would be:

- A Centre of economic activity with a fancy and diverse economy;
- A single area that integrated development planning is desirable; and
- Having strong interdependent social and economic linkages between its constituent units.

If a region doesn't suit the need for a category A municipality it should have both categories B and C. this can be so because these two categories don't seem to be independent from one another. However, in declaring a neighborhood as a metropolitan area the outer boundaries

of these municipalities that aren't a category B municipality are called district management areas.

The Local Government: Municipal Structure Act 117 of 1998 intend (i) to supply for the establishment of municipality in accordance with the necessities regarding categories and kinds of municipality, (ii) to ascertain criteria for determining the category of municipality to be established in a district, (iii) to define the kinds of municipality that will be established within each category, (iv) to produce for an appropriate division of functions and powers between categories of municipality, (v) to supply for appropriate voting system, and to produce for matters in connection therewith.

2.6.3 The Municipal Systems Act 32 of 2000

The Municipal Systems Act (2000) was enacted, because the preamble to the Act notes, to "set out the core principles, mechanisms and processes that give intending to developmental government and to empower municipalities to man-oeuvre progressively towards the social and economically elevated communities and therefore the provision of basic services to all or any our people, and specifically the poor and therefore the disadvantaged." This entails the availability for "the active engagement of communities within the affairs of municipalities of which they're an integral part".

Thus, except it being an ingredient of South Africa's participative democracy, public participation is advocated and legislated for in regime generally. Chapter 4 of MSA (2000) provides for the participation of communities in municipal processes, primarily the integrated development plan, service delivery and performance reviews. The Municipal Structures Amendment Act 51 of 2002 extends the participation to incorporate special cases where a selected service is requested by the community. While it's going to remain a critical challenge, Section 16 enjoins the South African municipalities to capacitate community members to actively participate within the affairs of their municipalities.

The Municipal Systems Act (2000) demands an efficient, effective and transparent local public administration that conforms to constitutional principles. As per Section 195 (Chapter 10) of the Constitution, the subsequent are the prescribed principles of public administration in South Africa:

- "A high standard of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias;

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- People's needs must be capable, and therefore the public must be encouraged to participate in policy-making;
- Public administration must be accountable;
- Transparency must be fostered by providing the general public with timely, accessible and accurate information;
- Good human-resource management and career-development practices, to maximize human potential, must be cultivated; [and]
- Public administration must be broadly representative of the South African people, with employment and personnel management practices supported ability, objectivity, fairness, and therefore the must redresses the imbalances of the past to attain broad representation."

Section 53 and 54 (Chapter 7) of Municipal Systems Act (2000) further provide for the efficient, effective and transparent public administration within municipalities. In short, the Municipal Systems Act (2000) forms the core of municipal processes, principles and systems of governance in South African municipalities. It is, therefore, safe to conclude that it is the everyday guiding policy document, although, in essence, policies complement each other instead of contest one another for precedence.

2.6.4 The Municipal Financial Management Act 56 of 2003

The Municipal Financial Management Act was enacted with the general goal of "modernizing budget and financial management practices in municipalities so as to maximize the capacity of municipalities to deliver services" and ensure transparent, sustainable, strategic, sound, co-operative and accountable financial management in municipalities and related entities as listed in Section 3 of the Act (Van der Waldt, 2014: 68; MFMA, 2003).

The Municipal Finance Management Act, 2003 (Act 56 of 2003) is one among the foremost important pieces of government legislation in up to now as ensuring good governance is anxious, especially on financial management matters. It deals with the management and control of municipal bank accounts, handling of withdrawals, budget preparation processes, publication of annual budgets, auditing requirements, dept. disclosure, use of municipal websites to publish information, and financial government matters (section 85-130) coping with irregular, fruitless and wasteful expenditure, provision for reporting of improper interference by councilors and, most significantly, barring councilors from participating within the tender committees. The Act is aimed toward securing sound and suitable management of the financial affairs of municipalities and other institutions within the local sphere of government; to ascertain treasury norms and standards for the local sphere of government; and to produce for matters connected therewith.

The objective of this Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing norms and standards and other requirements for:

- Ensuring transparency, accountability and appropriate lines of responsibility within the fiscal and financial affairs of municipalities and municipal entities;
- The management of their revenues, expenditures, assets and liabilities Budgetary and financial planning processes and also the co-ordination of these processes with the processes of organs of state in other sphere of government;
- Borrowing and handling of economic problems in municipalities;
- Supply chain management and other financial matters.

Municipalities are as a result, subject to both national and provincial treasury departments as empowered by and provided for within the Public Financial Management Act 1 of 1999 and therefore the Constitution (1996). Chapter 2 of the MFMA (2003) deals with how this supervision is addressed. The National Treasury, and therefore the Provincial Treasury, where delegated, doesn't dictate to but rather reviews, monitors, investigates and makes recommendations on finance related aspects, including, income, budgets, credit, debt and expenditure so as to confirm compliance and sound financial management.

2.6.5 Promotion of Access to Information Act 2 of 2000

The Promotion of Access to Information Act, (Act 2 of 2000) broadly gives effects to 2 constitutional provisions (section 32) geared toward fostering a culture of transparency and accountability publicly and personal bodies, by giving effect to the correct of access to information and actively promoting a society during which the people of African nation have effective access to information to enable them to completely exercise and protect all of their rights.

Section 32(1) (a) of the Constitution provides that everybody has the correct of access to any information held by the State and section 32(1) (h) of the Constitution provides for the horizontal application of the correct of access to information held by another person to everyone when that information is required for the exercise or protection of any rights. These national and provincial influences on regime decisions are going to be taken under consideration during the fieldwork and evaluations within the next chapters.

2.7 THE SIGNIFICANCE OF GOOD GOVERNANCE

Good governance is that the process of decision-making and therefore the process by which decisions are implemented, that apply principles of accountability, transparency, effectiveness, efficiency and responsiveness to the requirements of society (UNDP, 2000: 68).

per the planet Bank (1989) good governance refers to the national administration that sustains political transparency, thereafter entailing sound public sector management and coherence among a large sort of actors under the legal framework. Good governance is of importance, this section will therefore discuss the role of fine governance in local governments and therefore the importance of excellent governance towards development of the country (World Bank, 1989: 78). It had been emphasized by Tiihonen (2014: 83) that good governance plays abig role in both private and public institutions. The role of fine governance is discussed below.

2.7.1 The importance of good governance towards development of African country

According to Tiihonen (2014: 85) a governance lens offers a strong impetus for promoting reforms in policies and programs for sustainable development. These include open and transparent opportunities for poor and disadvantaged citizens to access information and secure their rights over land, forest and energy resources, and to encourage governments to adopt policies that are more friendly to people and therefore the environment. The huge injection of public funding for mitigation and adaptation and also the complex political processes that underpin global climate change negotiations can have the benefit of governance perspectives to shed light on the ability, interest and resources at stake so as to create better outcomes (Tiihonen, 2014: 87).

On September 15th, 2006, the globe Bank released a report titled "A decade of measuring the standard of governance". The report aimed toward measuring the standard of governance in over 200 and thirty countries within the world, including Republic of South Africa. Kaufmann (2006: 2) who forms a part of this report uses five governance indicators to live the standard of governance namely: regulatory quality, voice and accountability, political stability and absence of violence, government effectiveness, rule of law and control of corruption.

But if there's no good governance, it's then difficult in terms of Western technologies and modern political systems for the country to develop and besides the county's development; public and personal institutions also suffer when principles of excellent governance don't seem to be applied. This has been elaborated by Madeleine (2015: 93) that the impacts and consequences of bad governance are widespread and don't only affect the setting during which they occur. Nevertheless, in line with Kaufmann (2006: 5) bad governance affects development in two important ways, these include:

- **Poor economic process** – Kaufmann (2006: 7) is of the view that bad governance heavily impacts the per capita growth of a rustic. African countries have experienced this impact the foremost since war II. The economic process of a rustic is significantly impacted when exposed to indicators of bad governance but different indicators

influence the degree of impact (Kaufmann, 2006: 8). a scarcity in regulatory quality, government's ineffectiveness and a scarcity of control on corruption are linked to poor economic process.

- **Corruption** – in step with Kaufmann (2006: 12) corruption is defined as dishonest or fraudulent conduct by those in power, typically involving bribery. Furthermore, Madeleine (2015: 97) is of the view that corruption in government is defined because the process by which a word or expression is modified from its original state to 1 considered erroneous or debased. sorts of corruption vary, but can include bribery, lobbying, extortion, cronyism, nepotism, parochialism, patronage, influence peddling, graft, and embezzlement (Madeleine, 2015: 97). Main causes for corruption within the public sectors consistent with Kaufmann (2006: 23) include: the dimensions and structure of governments, the democracy and also the social group, the standard of institutions, economic freedom/ openness of economy, salaries of government officials, press freedom and judiciary and cultural determinants.

Prompting good governance and improving governance can reduce problems like poverty, corruption, slow economic development, mismanagement of public funds and misadministration in South African regime including Thulamela Local Municipality. So as for local governments to scale back such problem, the principles and characteristics of fine governance must be followed respectively. The absence of excellent governance is that the upshot of problems like corruption, misuse of public resources for personal gain by public officials, and in South African perspective, accountability and responsibility are called strategic approaches to resolve these challenges.

2.7.2 The importance of good governance in local government

Mawhood (2011: 66) argued that good governance is of most importance in local governments as it tries in promoting more relationships between government and Empowered Citizens, Neighborhood councils and Community councils. The fact that local governments with reference to Thulamela Local Municipality provide good services to the public is because of the existence of good governance. Good governance in the local governments aims at increasing civil engagement with more members of the community in order to get the best options that serve the people. Tocqueville (2005: 628) argues that good governance plays two major roles in local government:

2.7.2.1 Training ground for mass political education

Local government in South Africa is seen as a useful way to train future activists and educate the public about political issues. Tocqueville (2005: 621) says that town meetings areimportant to liberty because they make it available to the public, and they teach people how to use and enjoy it. Marshall (2009: 59) states the following more directly; the main goal is that; local governments should promote healthy political understanding. The citizens learn to identify and avoid electing someone who is incompetent or corrupt. They learn to debate issues effectively, relate expenditure to income, and think for tomorrow.

The fact that local government can train people in how to be politically active does not mean that the mere existence of local government will automatically lead to the development of a public spirit of political awareness and consciousness. These institutions need to introduce intensive political mobilization programmes in order to get the public engaged and interested in politics. This will make people see the importance of local government and how they can have an impact on the decisions that are made. Direct political engagement by local government councilors, with the explicit and vowed aim of engaging more people in local politics, allows the public to see local government as just another bureaucratic government institution.

2.7.2.2 Training ground for political leadership

Tocqueville (2005: 631) believes that local government is an essential part of a political leader's training ground. This is especially true for those who want to venture into national politics. Participating in local government politics provides councilors with experience in the mechanics of politics such as the process of law-making and budgeting which can be beneficial in future pursuits. Local government in South Africa has been tasked with playing an important role in addressing the economic and social injustices caused by Apartheid. Local government is an important part of development planning, and it ensures that local communities have access to the goods and services they need. Sikrweqe (2013) states that IDPs are seen as tools those help integrate the activities of different municipal departments, so that the developments are successfully carried out.

2.8   THE CONCEPT OF 'LOCAL GOVERNMENT'

According to the Green Paper on Local Government published in 1997, South African local government is undergoing fundamental transformation. Local government is a process that affects everyone and has an impact on where people live, the services they are entitled to, the economies they are a part of, and the social communities that provide identity and security. South Africa's government is divided into three levels: national, provincial, and local. Local

government refers to specific institutions or entities established by legislation that are considered the lowest level or closest entity to the general public (Department of Public Services and Administration 2003: 2).

According to the Education and Training Unit (ETU) (2012: 2), local government is an important role player because it is the sphere of government closest to local businesses and communities. Local governance encompasses a wide range of services aimed at improving residents' lives, such as creating a space for democratic participation and a sustainable environment for local development, as well as facilitating outcomes that improve residents' quality of life (Shah & Shah 2009: 2).

2.8.1 The concept of 'democracy' in local government

The democratically elected government that took office after 1994 had to find ways to include previously excluded groups in government decision-making and policy formulation processes (Creswell, 2005: 18). Creswell (2005: 18) also claims that one of the means used to achieve this was a focus on legislation that would transform local government by requiring it to include previously excluded groups in decision-making processes. This transformation was in response to the Republic of South Africa's 1996 constitution's call to re-establish local government. According to Tshishonga and Mbambo (2008: 768), democracy is a form of direct public power. Public participation is an essential component of democracy. As a result, direct democracy and participatory democracy are discussed further below.

2.8.1.1 Direct democracy

According to Fatke and Freitag (2012: 238), direct democracy promotes transparency in political decision-making because the public is involved in the process. Direct democracy is the continuous exercise of people's authority with the goal of influencing government decisions through various mechanisms established to allow the public to participate in government affairs (Fatke & Freitag, 2012: 238). Direct democracy allows people to vote on important issues that are often overlooked or ignored by representative party politics (Fatke & Freitag, 2012: 238).

Beyond potentially distorted and elitist representative processes, the decision of the popular majority can be expressed. However, direct democracy mechanisms may become tools of majoritarian populism, allowing leaders to bypass and weaken representative processes by appealing directly to the people (Bulmer, 2014: 67). Once in office, elected officials may prioritize the interests of privileged elites over the interests of ordinary citizens, treating their position as a personal entitlement rather than a public office. Representatives from various

parties may conspire to implement International ideas. Direct democracy favors elite and incumbent interests over broader public interests (Bulmer, 2014: 67).

2.8.1.2 Participatory democracy

According to Smit and Oosthuizen (2011: 60), participatory democracy allows the public to participate in the decision-making processes of public institutions. Because citizens are aware of government programs and policies, as well as how they should be implemented, participatory democracy plays an important role in promoting accountability in government. As a result, elected representatives and public officials must always strive to achieve the goals of the government (Smit & Oosthuizen, 2011: 60). Participatory democracy is a collective decision-making process that combines elements of both direct and representative democracy: citizens have the authority to vote on policy proposals, and politicians are in charge of policy implementation (Smit & Oosthuizen, 2011: 60).

According to Zondi and Reddy (2016: 27), public participation in local government activities is critical for municipalities to maintain contact with the public on community development issues through effective and efficient service delivery systems. Public participation is also an important tool for promoting local democracy through formal municipal structures (Zondi & Reddy, 2016: 27). With the introduction of the Reconstruction and Development Programme (RDP) in 1994, the concept of public participation became relevant in the South African context, with the goal of mobilizing South African publics toward the total abolition of repressive systems and social exclusion (Zondi & Reddy, 2016: 27). RDP is concerned not only with the provision of goods to passive publics, but also with the increasing involvement of the population (African National Congress 1994: 5).

2.9 FUNDAMENTAL PRINCIPLES OF LOCAL GOVERNMENT

According to Dlalisa (2009: 79), governments are increasingly being called upon to demonstrate results, and it is expected of them to make a real difference in the lives of people under their jurisdiction while also achieving value for money. This reality resulted from the fact that citizens are no longer concerned with the addition of laws, policies, and regulations, but rather with the services that they receive (Smit & Oosthuizen, 2011: 86). As a result, they are more interested than ever in the outcomes rather than the outputs, such as the economy's performance in creating jobs, providing housing, water, justice, and other community services.

To achieve the aforementioned, departments must specify measurable objectives that clearly articulate measurable and attainable desired levels of performance (Smit & Oosthuizen, 2011: 91). As a result, the call for adherence to rules or principles in the pursuit of a governmental goal is more important. The South African local government operates under the principles established and

regulated by Act 108 of 1996, the South African Constitution. To avoid abuse of power, the Constitution also specifies the scope within which other governmental departments must submit to or interact with local government, from the most basic needs to the highest priorities. According to Dlalisa (2009: 91), the following are the broad principles prescribed in the South African Constitution for the regulation of new local governments:

- The Constitution of the Republic of South Africa, Act 108 of 1996, grants original powers to local governments. Local government is no longer the province's or a third level of government's responsibility. It has evolved into its own branch of government. It is part of a system of collaborative government and governance that includes the provincial and national spheres;
- Local government is no longer just a site for service delivery, but also a critical site for social and economic development. To achieve this, local government must have a strong developmental focus; within its constraints,
- Local government must appropriately contribute to both economic growth and social redistribution; and local government is a key arena for ordinary citizens' democratic participation.

With the aforementioned principles, it appears that the new governmental mandate regards local government as an important link between the government and the people (Dlalisa, 2009: 91). Furthermore, because the local government is bound to a specific geographic jurisdiction, as well as the citizens who are directly affected by issues of this geographic jurisdiction, this special link is made possible (Dlalisa, 2009: 91). The close affinity shown will allow local municipalities to understand and resolve issues specific to their respective municipalities. The preceding discussion focused on the principles of local government; the role of local governments will be discussed further below.

2.10   THE ROLE OF BATHO PELE PRINCIPLES ON LOCAL GOVERNMENT WITH REGARDS TO SERVICE DELIVERY

The White Paper on Transforming Public Service Delivery, published in 1997, and the White Paper on Local Government, published in 1998, introduced the eight Batho Pele principles, with the goal of improving service standards and promoting participatory local government that recognizes the public's involvement in municipal affairs. Batho Pele principles will be used to judge good governance in local government in this study, and it is critical that these principles be discussed in this study because they play an important role in providing basic services in local communities. These principles are as follows:

2.10.1 Consultation/ consulting users of services

National and provincial departments must consult on a regular and systematic basis not only about the services that are currently provided, but also about the provision of new basic services to those who do not have them (Rapea, 2004:201). Community members will be able to influence public service decisions through consultation by providing objective evidence that will determine service delivery priorities. National and provincial departments must consult on a regular and systematic basis not only about the services that are currently provided, but also about the provision of new basic services to those who do not have them (Rapea, 2004:201). Community members will be able to influence public service decisions through consultation by providing objective evidence that will determine service delivery priorities.

2.10.2 Setting service standards

According to the White Paper on Transforming Service Delivery (1997: 10), national and provincial departments must publish standards for the level and quality of services they will provide, including the introduction of new services to those who were previously denied access to them. In the case of certain services, such as health or education, national departments may set standards that will serve as national baseline standards in consultation with provincial departments. Individual provinces can then establish their own standards as long as they meet or exceed the national standards (White Paper on Transforming Service Delivery, 1997).

Public organizations must set and publish standards for the level and quality of services they will provide, including the induction of services to those who have previously been denied access, according to the White Paper on Transformation Public Service Delivery (1997: 9). According to the Department of Cooperative Governance (2010: 12), the standards must also be measurable and precise so that users can easily assess whether or not they are receiving the intended services from their representatives.

2.10.3 Increasing access

All national and provincial departments must specify and set targets for gradually increasing access to their services for those who have never received them before (White paper on Transformation public service delivery, 1997: 11). Institutions that promote the interests of previously disadvantaged groups, such as the Gender Commission, and groups representing the disabled, should be consulted when setting these targets (White paper on Transformation Public Service Delivery, 1997: 11). Geography is a significant factor influencing access. Residents of remote areas must travel long distances to access public services. National and provincial departments must develop strategies to eliminate the disadvantages of distance when developing their service delivery programs, such as by establishing mobile units and

relocating facilities and resources closer to those in greatest need (White Paper on Transformation Public Service Delivery, 1997: 11).

2.10.4 Ensuring courtesy

The Public Service Commission's code of conduct for public servant's states that courtesy and regard for the public is one of the major fundamental work of public servants, by clarifying that public servants treat the public as customers who are the recipients of services (The White Paper on Transforming Public Service Delivery, 1997: 12). The general public must be treated politely as customers so that they can easily participate in identifying their needs. According to the White Paper on Transforming Public Service Delivery (1997:12), national and provincial departments must specify the standards for how customers should be treated. These will be incorporated into their departmental Codes of Conduct. These standards should include, among other things, the following:

- Greeting and addressing customers;
- identifying staff by name when dealing with customers, whether in person, on the phone, or in writing;
- the style and tone of written communications;
- the simplification and 'customer-friendliness' of forms;
- the maximum length of time within which responses to enquiries must be made;
- the conduct of interviews;
- how complaints should be handled;
- dealing with people who have special needs, such as the elderly

To ensure fairness, all managers must ensure that their organizations' behavioral norms and values are consistent with the principles of Batho Pele (Arko-Cobbah, 2002: 55).

2.10.5 Providing more and better information

According to the White Paper on Transforming Public Service Delivery (1997: 11), one of the most powerful tools available to customers in exercising their right to good service is information. National and provincial departments must provide complete, accurate, and up-to-date information about the services they offer and who is eligible to receive them (White Paper on Transforming Public Service Delivery, 1997: 11). National and provincial departments must actively ensure that information reaches all those who require it, particularly those who have previously been excluded from receiving public services. The consultation process should also be used to determine what customers and potential customers need to know, and then to determine how, where, and when the information can be best delivered (White Paper on Transforming Public Service Delivery, 1997: 11).

2.10.6 Openness and transparency

Openness and transparency are hallmarks of a democratic government and are critical to the transformation of public services (Sekoto & Staaten, 1999: 112). In terms of public service delivery, the need to build confidence and trust between the public sector and the people it serves is critical (White Paper on Transforming Public Service Delivery, 1997:13). The public should know more about how national and provincial departments are run, how well they perform, how much money they spend, and who is in charge, as part of openness and transparency. The White Paper on Transforming Public Service Delivery (1997: 13) confirms the mechanism for achieving this openness and transparency as an annual report to the public published by each national and provincial government setting out:

- Staff numbers employed, as well as the names and responsibilities of senior officials;
- performance against targets for improved service delivery, financial savings, and increased efficiency;
- resources consumed, including salaries and other staff costs, as well as other operating expenses;
- Any income, such as fees for services;
- targets for the following year;
- And a name and contact number for more information.

Sekoto and Staaten (1999: 115) emphasize the importance of informing the public about how national and provincial departments operate, how much they cost, and who is in charge. To encourage openness and transparency, it is critical that the public service and administration be run as an open book.

2.10.7 Redress

According to the White Paper on Transforming Public Service Delivery (1997: 14), the ability and willingness to act when things go wrong is a required counterpart of the standard setting process. It is also a key constitutional principle. The Public Protector, the Human Rights Commission, and the Auditor-General are among the institutions that serve to protect the public from maladministration and impropriety by government departments (White Paper on Transforming Public Service Delivery, 1997: 14). However, such institutions should be viewed by the public as a last resort after exhausting departmental remedies, and they are not a substitute for swift, effective action by service providers when services fall short of the promised standard (White Paper on Transforming Public Service Delivery, 1997: 14).

2.10.8 Value for money

According to the White Paper on Transforming Public Service Delivery (1997: 16), improving service delivery and expanding access to public services for all South Africans must be accomplished in tandem with the Government's GEAR strategy for reducing public expenditure and creating a more cost-effective public service. Batho Pele must be delivered within departmental resource allocations, and the rate at which services are improved will thus be significantly influenced by the speed with which national and provincial departments achieve efficiency savings that can be reinvested in improved services (White Paper on Transforming Public Service Delivery, 1997: 16).

To give the public the best value for money, public services should be delivered efficiently, effectively, and economically (Arko-Cobbah, 2002: 67). Public servants should not waste the government's limited resources and should provide basic services as cost-effectively and efficiently as possible. They are tasked with ensuring and informing management of any resource waste, as well as looking for ways to save time and money without sacrificing the quality of the services to be provided to the people (White Paper on Transforming Public Service Delivery, 1997: 16).

2.11   CONSEQUENCES OF POOR GOVERNANCE IN LOCAL GOVERNMENT

According to Tiihonen (2014: 104), local governments in South Africa are marked by and confronted with massive challenges such as high poverty and unemployment rates, poor or non-existent services, stagnant local economies, a scarcity of skills required to propel local economic development, a lack of administrative capacity, and ineffective policy implementation. According to Section 152 of the Constitution of the Republic of South Africa of 1996 and the White Paper on Local Government of 1998, local governments, particularly local municipalities, have a constitutional obligation to play a critical role in promoting social and economic development. According to Maloba (2015: 89), the following consequences for local government:

2.11.1 Social consequences

According to Maloba (2015: 89) working for local governments carries a very strong negative stigma. There is a widespread belief in South Africa that if you work for a municipality, you will be unable to find work elsewhere (normally private sector). Being a public servant is generally viewed negatively by Maloba (2015: 90) due to perceptions that the government lacks work ethic, commitment, and is corrupt, and thus associated with poor governance (Maloba, 2015: 89). As a result of these perceptions, many young talented professionals in South Africa do not want to work for local government, which means that local government jobs have become

the least preferred amongst young professionals in South Africa (Maloba, 2015: 89). Because young talented professionals in South Africa do not want to work for local government, local communities suffer from a lack of basic service delivery. As a result, democratic and accountable government in local communities will not be provided; similarly, sustainable services to communities will not be provided; and, finally, social and economic development will not be promoted.

2.11.2 Economic consequences

According to Maloba (2015: 91) one of the consequences of poor governance is poor service delivery. If the municipality is poorly managed, its ability to collect revenue suffers. In fact, when a municipality is poorly managed, residents become hesitant to pay for services. A number of municipalities are having difficulty collecting revenue, which is one of the most important aspects of ensuring service delivery (Maloba, 2015: 91). Good revenue collection policies and systems are critical for the municipality's survival. This revenue collection issue also affects the municipality's ability to provide services to the community, and poor service delivery is rarely an end in itself, as it is frequently followed by riots and boycotts. According to Maloba (2015: 89), riots are a sad result of poor governance, and they are followed by negative economic impacts on revenue collection, rate payment, and further, riots create an environment for non-payment of services, and even citizens who are good rate payers are impacted by those who are bad rate payers.

In addition to the social and economic consequences articulated by Maloba (2015: 89), local government, according to Dlalisa (2009: 72-74), faces high incidents of violence, with South Africa being characterized in the post-1994 period by widespread strike actions (both in the public and private sectors), community protests, and high levels of service delivery related violence. Some of the consequences in local government include a decrease in municipal service payments, deterioration in service delivery, and an impact on local businesses.

This study's discussion above covered the roles of good governance, local government, Batho Pele, and the consequences of poor governance on local government. As a result, the following discussion will focus on strategies that can be implemented or followed to instill good governance in local governments, with a specific focus on Thulamela Local Municipality.

2.12(a) POSSIBLE STRATEGIES OF ENHANCING GOOD GOVERNANCE IN LOCAL GOVERNMENT

Local governments must strive to provide democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, and to promote a safe and healthy environment.

Municipal functionaries, such as municipal councilors and officials, are responsible for providing services to the local community. These services include water and electricity supply, garbage collection, storm water drainage, sanitation, and fresh produce markets, among others (Dlalisa, 2009: 72). In general, the government has a solid legislative framework in place not only to provide these services but also to ensure that they are delivered to clients in an efficient, effective, and ethical manner (Dlalisa, 2009: 72). However, improving or strengthening municipalities' operational capacity to translate these policies and legislation into fruitful activities remains a major challenge (Dlalisa, 2009: 72). Madjid (1997: 3) emphasized that, in order to improve and advance great administration, frameworks and structures, including the human component, must complement one another.

2.12.1 Full participation of citizens

Madjid (1997: 3) ensures that the public is capable or fit for taking useful decisions on issues of administration or in approach plan and making, public participation ensures the dynamic contribution of the publics in a specific area, be it local council or community enclave, in issues of their environment. The commitment of residents to the formulation, implementation, and evaluation of approaches or policies that affect them is referred to as public participation (Madjid, 1997: 3). Furthermore, public participation necessitates a two-way communication channel between the legislature and the administration. Public participation ensures that the government works for the benefit of society as a whole, and many people feel a sense of belonging and responsibility when they actively participate in their communities 'political or social commitment (Madjid, 1997: 3).

The United Nations Economic and Social Commission for Asia and the Pacific (2014: 6) consider public participation by both men and women to be a critical component of good governance. Direct public participation is possible, as is participation through legitimate intermediary institutions or representatives. Democracy does not simply imply that the previous disadvantages' concerns are taken into account in decision-making. As a result, public participation must be informed and structured. On the one hand, freedom refers to the freedom of association and expression, and on the other, to an organized civic society (United Nations Economic and Social Commission for Asia and the Pacific, 2014: 6).

2.12.2 Openness and Transparency

According to Abubakar (2010: 9), the issue of transparency includes openness and adherence to due process. Transparency ensures that financial management data and disclosures are timely, accurate, and accessible. The goal of transparency while in office is to maintain a high level of discipline and to project good governance ethics when providing services to the public. Abubakar (2010: 9) emphasized that data disclosure, clarity, and exactness must be

considered in order to achieve transparency in any type of governance in local government. Transparency, according to The United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) (2013: 206), ensures that decisions are made and enforced in accordance with rules and regulations.

Transparency, according to Abubakar (2010: 9), also ensures that information is freely available and directly accessible to those who will be affected by such decisions and their implementation. According to the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) (2013: 206), transparency also entails ensuring that adequate information is provided in easily understandable formats, forms, and media. Transparency implies that the decision-making and implementation processes should not be hidden from public scrutiny, and that information should be freely and directly accessible to those who will be affected by the decisions (UNESCAP, 2013: 206).

2.12.3 Equity and inclusiveness

The decision-making and implementation processes must be just and fair, with the needs of the most vulnerable being considered, and all members of society feeling that they have an equal stake in it, with no one feeling excluded, left out, treated unfairly, or discriminated against (UNESCAP, 2013: 207). People's uniformity is critical and fundamental in ensuring great administration because both have the opportunity to improve or maintain their prosperity (OECD, 1997: 6). Good governance ensures that all people have equal and comprehensive opportunities to advance or maintain their wealth or well-being (International Federation of Accountants, 2013: 23).

This last point may be the most important Good governance guideline because it requires that all organizational choices/decisions be made within an outward-looking and future-oriented framework (Madjid, 1997: 3). The well-being of a society is based on ensuring that all of its members believe they have a stake in it and do not feel excluded from society's mainstream. This necessitates providing opportunities for all groups, particularly the most vulnerable, to maintain their well-being.

2.12.4 Accountability

Accountability denotes answerability, culpability, liability, and the expectation of accounting-giving (Rondinelli & Shabbir Cheeman, 2011: 111). As for 'good governance,' it has been central to discussions about problems in the public, non-profit, and private sectors; therefore, accountability is the recognition and assumption of responsibility for actions, products, decisions, policies, governance, and implementation within the scope of the role or

employment position, as well as the obligation to report, explain, and be answerable for the resulting consequences (Rondinelli & Shabbir Cheeman, 2011: 99).

Accountability, according to Rondinelli and Shabbir Cheeman (2011: 101), has gone beyond the basic definition of being called to account for one's actions. Accountability is frequently defined as an account-giving relationship between individuals. For example, person A is accountable to person B when person A is required to inform person B about person A's (past or future) actions and decisions in order to justify them and to face punishment in the event of eventual misconduct or bad behavior (Rondinelli & Shabbir Cheeman, 2011: 132).

2.13. (b) CONSTITUTIONAL STRATEGIES FOR ENHANCING GOOD GOVERNANCE IN LOCAL GOVERNMENT

Dlalisa (2009: 90) believes that, in addition to the possible strategies mentioned above to ensure good governance in local government, the following constitutional strategies should be effectively and efficiently implemented.

2.13.1 Public Service Commission

According to Pope (2000: 106), many countries include public service commissions in their constitutions or general laws to ensure the continuity of a sound public service. These institutions, which are independent of the current government, are intended to protect and promote the integrity of public servants. In the Republic of South Africa, the Public Service Commission is established by Section 196(1) of the 1996 Constitution. Section 196(2) of the Constitution provides for and protects its independence and impartiality in the interests of promoting effective public finance and administration, as well as a high standard of professionalism and ethics in the public service, which includes local government.

The Public Service Commission's mission was to investigate, monitor, and evaluate the public service's organization and administration, as well as its personnel practices; to propose measures to promote efficiency and effectiveness in public service departments; and to issue directives to ensure that personnel procedures relating to recruitment, transfers, promotions, and dismissals adhere to the values and principles of public administration.

2.13.2 Auditor-General

According to Pope (2000: 75), the Auditor-General is the pivot of a country's integrity system. An effective Auditor-General acts as a watchdog over financial integrity and the credibility of reported information as the office responsible for auditing government income and expenditure. The Office of the Auditor-General audits the government's financial statements on behalf of Parliament. He or she is the government's external auditor, acting on behalf of

the taxpayer through Parliament. According to Mafunisa (2006: 514), the position of South African Auditor-General, as it currently exists, was established in terms of section 188 (1) of the Republic of South Africa's Constitution. The Auditor-duties General's include determining, investigating, and auditing all accounts and financial statements of all departments of the central, provincial, and local levels of government, as well as any statutory body or other institution that is funded entirely or partially by public funds.

The Auditor-forensic General's office's auditing objective is to (PSC, 2001: 13): determine the nature and extent of economic crime perpetration, as well as the adequacy and effectiveness of measures that should have either prevented or detected it; and facilitate the investigation of economic crime in general by providing support to the relevant investigating and/orprosecuting institutions (by handing over cases and providing accounting and auditing skills).

According to Mafunisa (2006: 514), the forensic auditing division has developed preventive and reactive strategies to combat corruption. The proactive strategy aims to prevent economic crimes by promoting an overall fraud awareness culture in the public sector, among other things, through publications, workshops, and participation in relevant national forums.

- adequate awareness;
- strong financial management systems;
- Effective internal controls (and acceptable standards of conduct).

The Public Service Commission (2001: 13) is an example of a reactive strategy aimed at investigating allegations of economic crime. Allegations submitted to the Auditor-office Generals are confirmed or refuted by collecting and submitting substantive evidence and findings, which are then reported through the normal audit process or, where appropriate, are handed over to institutions with investigative and prosecutorial powers.

2.13.3 Public Protector

The Public Protector has the authority to conduct an investigation into any conduct in state affairs or public administration in any sphere of government that is alleged or suspected to be improper or may result in impropriety or prejudice. According to section 112(1) of the Constitution of the Republic of South Africa Act, 1993 (Act 200 of 1993), the Public Protector shall investigate any alleged maladministration, abuse or unjustifiable exercise of power, improper or dishonest act, corruption, unlawful enrichment, or receipt or any improper disadvantage, or promise of such enrichment or advantage, by a person as a result of an act or omission in the public sector.

The effectiveness of the Office of the Public Protector is measured by whether or not recommendations in a specific case are followed. While the government does act in most

cases, it does not always follow the recommendations, especially when it comes to political office bearers. According to the Public Service Commission (2001: 23), the recommendations regarding actions against public officials will be fully supported by Parliament. However, when it comes to political officeholders, the majority party appears to be closing ranks. That doesn't happen all that often, it's unfortunate that it works this way because it reflects poorly on the Office. It can be argued that those found to be corrupt or to be involved in a conflict of interest must be punished.

2.13.4 Special Investigating Unit (SIU)

The Special Investigating Unit and Special Tribunals Act, 1996 (Act 74 of 1996) establishes the mandate for the Special Investigating Unit's functions (SIU). The Unit conducts investigations as directed by the President via proclamation in the Government Gazette

- serious maladministration in public sector institutions;
- improper conduct by elected officials;
- unlawful expenditure of public funds;
- unapproved transaction;
- intentional or negligent loss of public money or damage to public property;
- public sector corruption;
- And unlawful conduct causing serious harm to public interests may be referred to the Unit for investigation by the President of South Africa.

The Special Investigating Unit's functions and powers include investigating all allegations concerning the subject matter. The Unit has broad powers, allowing it to investigate allegations of maladministration and corruption. Unit members can enter and search premises and remove documentation with the authority of a magistrate or judge if they have a reasonable suspicion that it will aid an investigation.

2.14   CONCLUSION

In local government, good governance is critical. Public officials carry out their duties effectively, efficiently, and ethically when they follow the principles and elements of good governance. When the public is involved in matters that affect their well-being, good governance is maintained. It is critical that the people inform the municipality about their desires rather than the municipality telling the people what they should do. This chapter's discussion is divided into three sections. First, there is an analysis of the concept 'governance,' in which the concepts related to 'governance,' theories of governance, and principles of governance are discussed. Second, there is the concept of 'good governance,' which includes the concept of good governance, critique of good governance, elements evaluated for good

governance, and the legislative framework for good governance in South Africa was discussed, as well as the importance of good governance. Finally, the chapter discussed the concept of 'local government,' including the fundamental principles of local government, the role of local government, the role of Batho Pele principles (people first principles) in judging good governance on local government in terms of service delivery, the consequences of poor governance in local government, and constitutional strategies for implementing good governance in local government. The following chapter goes over the research design and methodology.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1   INTRODUCTION

This chapter's discussion follows a review of the literature on the conceptualization and contextualization of good governance in local government. It has been argued in chapter two that local governments must strive to provide democratic and accountable government for local communities; to ensure the sustainable provision of services to communities; to promote social and economic development; and to promote a safe and healthy environment. This chapter, on the other hand, establishes a theoretical foundation for the researcher's research design and methodology.

This chapter focused on explaining and justifying the research methodology used in this study. The research design is a strategy for achieving the study's objectives. It considers the plan that specifies the methods and procedures for gathering and analyzing the necessary data. As a result, this chapter deconstructs the methodology used to collect and analyse data, describing the study area, population, sample and sampling methods, ethical considerations, data collection methods, and data analysis methods.

3.2.   RESEARCH PARADIGM

Littlejohn and Foss (2010: 78) define a research paradigm as a simple belief system that guides the way things are done, or more formally establishes a set of practices, whereas Antwi and Hamza (2015: 217) define a research paradigm as an all-encompassing system of interconnected practice and thinking that defines the nature of enquiry along four dimensions: Positivism, Post-positivism, Critical Theory, and Constructivism. The researcher applied a pragmatism research paradigm to this study.

Denzin (2012: 103) defines pragmatism as a deconstructive paradigm that promotes the use of mixed methods in research, avoids the contentious issues of truth and reality, and instead focuses on what works as the truth in relation to the research questions under investigation. In this study, pragmatism was chosen because it provides several ways to combine dichotomies that exist in mixed methods approaches to social science. Pragmatism was also chosen because it breaks down the hierarchies between positivist and constructivist ways of knowing in order to examine what is meaningful from both perspectives.

3.3   RESEARCH DESIGN

According to Zikmund (2003: 740), a research design is a master plan that specifies the methods and procedures for gathering and analyzing the necessary data. Grey (2009: 581)

defines research design as a strategic plan for a research project that outlines the broad structure and features of research. Because this was an exploratory study, the researcher attempted to investigate strategies for improving good governance in local government with a focus on Thulamela Local Municipality. Polit (2013: 19) defines an 'explorative research design' as one that is used when a new area of interest is being investigated or when little is known about it because it allows the researcher to use secondary sources such as published literature. For purpose of this study, the exploratory research design was used.

3.4   RESEARCH METHODOLOGY

Leedy and Ormrod (2010: 12) define research methodology as the researcher's general approach to carrying out the research project, whereas Burns and Grove (2010: 581) define research methodology as the methodology that includes the design, setting, sample, methodological limitations, and data-collection and analysis techniques in a study. The researcher used a mixed method for this study, employing both qualitative and quantitative research methods. Using interviews and observations, a qualitative methodology was chosen to collect opinions, views, and facts from selected municipal personnel and community members. According to Babbie and Mouton (2007), a qualitative study attempts to investigate human behavior from a social standpoint. The primary goal of using a qualitative approach is to describe and understand human behavior rather than to explain it.

However, quantitative methodology has been chosen to include statistical data obtained from archival studies, official reports, and questionnaires. According to Leedy and Ormrod (2001), quantitative research is specific in its surveying and experimentation because it builds on existing theories. According to Creswell (2003), quantitative research can be used to answer relational questions about variables within the research. Quantitative researchers look for explanations and predictions that can be applied to other people and places. According to Creswell (2003), quantitative research employs inquiry strategies such as experimental and correlational.

3.5   STUDY AREA

The study was undertaken in Thulamela Local Municipality that falls under the town of Thohoyandou. Thohoyandou is a town in the Limpopo Province of South Africa which is the administrative Centre of Vhembe District Municipality and Thulamela Local Municipality. It is also known for being the former capital of the Bantustan of Venda (https://en.wikipedia.org/wiki/Thohoyandou). [Accessed 28/09/2016].

Thohoyandou is situated in the south of Vhembe District, on the main road between Louis Trichardt and the Kruger National Park. Thohoyandou is an agricultural Centre of Vhembe,

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with banana plantations, subtropical fruit, and tobacco as well as maize lands. Thohoyandou is surrounded by small rural townships such as Ngovhela, Vondwe, Phiphidi, Muledane, Shayandima, Makwarela, and Maniini. Its name means "head of the elephant" in the Venda language (https://en.wikipedia.org/wiki/Thohoyandou). [Accessed 28/09/2016].

Thulamela Local Municipality is one of the four local municipalities comprising Vhembe District Municipality. Vhembe District Municipality is one of Limpopo's five (5) district municipalities established in 2000, incorporating four local municipalities namely, Makhado, Musina, Thulamela and Collins Chabane. This study is conducted at the Thulamela Local Municipality. The Thulamela Local Municipality is situated 70 km east of Makhado and 180 km north east of Polokwane, the capital city of Limpopo Province. It is the gateway to the Kruger National Park, which is the second largest national park in the world.

Figure 3.1: Map of Thulamela Local Municipality

(Source: University of Venda: Geographical Information System, October 2017).

Thulamela Local Municipality is one of the four local municipalities comprising Vhembe District Municipality. Vhembe District Municipality is one of Limpopo's five (5) district municipalities established in 2000, incorporating four local municipalities namely, Makhado, Musina, Thulamela and Collins Chabane. This study is conducted at the Thulamela Local Municipality. The Thulamela Local Municipality is situated 70 km east of Makhado and 180 km north east of Polokwane, the capital city of Limpopo Province. It is the gateway to the Kruger National Park, which is the second largest national park in the world.

3.6   POPULATION OF THE STUDY

For the purposes of this study, the selected population includes only Thulamela municipal officials, as well the community members falling under Thulamela Local Municipality.

According to Babbie (2005: 69) a population of the study refers to that group of people whom one wants to draw conclusions from. De Vos (1998: 89) describes a population as individuals in the universe who possess specific characteristics.

3.7   SAMPLE METHODS AND SAMPLE GROUPS

Purposive or judgmental sampling was used for the purposes of this study. Purposive sampling was used because the respondents were thought to be in a position to provide moreinformation than was expected. Purposive sampling, according to Frey et al. (2000: 12), is a sampling method in which the researcher selects a sample that is most representative of the issues involved in the research.

Generalization is a necessary scientific procedure because it is impossible to study all members of the defined population. The researcher selected a subset of the population, made observations on this subset, and then generalized the findings to the entire population under consideration in the sample is known.

3.7.1 Sample groups and sample size

The following two main groups were identified as sample groups for this study:

- Municipal personnel - The total staff composition of the Thulamela Local Municipality is approximately 635 people from various departments (Vhonani, 2021). The researcher decided to study 22 members of the population based on relevant departments such as the office of local economic development and the Finance Department, which is in charge of allocating funds to various tenders. The researcher chose 22 respondents because one of the respondents mentioned that there is a limit to the number of staff members who can help with the research.

- Community members - the number of community members residing under Thulamela Local Municipality is not exactly known, but according to Vhonani (2021) Thulamela Local Municipality has a population size of +618 462 people. The researcher chose 98 respondents. The data of 98 respondents could be managed and the researcher could therefore exercise strict control over the validity of the results.

3.8   DATA COLLECTION

This research used primary data collection methods such as questionnaires, interviews, and physical observations. The researcher used this because it was originally written from the respondents' own experiences and observations, which produced the relevant information gathered. Secondary data were gathered from literature sources, books, journals, the internet, government gazettes, and other previous documents of good governance research. The

accuracy of the information provided in questionnaires was confirmed by cross-checking with verbal interviews, transcripts, and field trip observations notes. The researcher employed the following tools:

3.8.1 Questionnaires

Closed-ended questionnaires were used to collect biographical information as well as perceptions, experiences, and opinions about strategies that can be used to improve governance in Thulamela Local Municipality. The researcher created five (5) questionnaires for both municipal employees and members of the community. To avoid respondents' misunderstandings, the researcher explained the content of each question. Despite the fact that the questionnaires were written and developed in English, the researcher used translators to translate each question into the local languages of Tshivenda, Sepedi, and Xitsonga to make it easier for respondents to understand. Some of the respondents, particularly those from the local villages (old people), were unable to read or write; in such cases, the researcher, translators, and research assistants assisted them in recording the responses of the participants.

3.8.2 Interview

Fink (2012: 374) defines interview as a process involving an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions. Personal interviews were used as another data collection technique by the researcher for this study. Semi-structured interviews were also used, allowing respondents to be open and free to reveal any relevant information without reservation. For a better comparison and to weigh the thoughts, perceptions, and opinions of both groups, both municipal officials and community members were given similar interview schedules with similar questions. According to Bless and Higson (2000: 29), an interview is a direct contact with a participant who is then asked to answer questions about the research problem.

3.8.3 Observations

The researcher conducted purposeful field observations and documented interactions between community members during the fieldwork because it is the environment in which clear observations can be made. Personal visits were made to the villages closest toThulamela Local Municipality. However, due to the officials' confidentiality, no observations were made. The researcher was able to have one-on-one conversations with some of the community members about service delivery, and pictures were taken and recorded in other villages.

3.9 DATA ANALYSIS METHODS

Data analysis, according to Schurink (2011: 397), is the process of bringing order, structure, and meaning to a large amount of collected data. According to Kantardzic (2011: 15), data analysis is the systematic application of statistical and/or logical techniques to describe and illustrate, condense and recapitulate, and evaluate data. Various analysis techniques were applied to various research approaches. Data collected via questionnaires were analysed and presented graphically and tabular using the Statistical Package for Social Sciences computer program (SPSS). The data was presented using frequencies and percentages. Data from interviews were analysed using a thematic approach in narrative form, and the researcher also took field notes. The Microsoft Excel software was used to systematically convert the frequency of respondents into percentages. Data from observation methods were analysed as notes by revealing images of the site. However, there are several steps that can be taken to analyse data (Zhang & wildermath, 2009). The following steps were used by the researcher to analyse data:

- **Preparing the data**

Field notes were taken as data was collected, and the data was then transformed into written text before being analysed.

- **Read through all the data**

The first step is to get a general sense of the information and think about its overall meaning. The researcher read and discussed general ideas from what the participants said. This aids in determining and comprehending the tone of the ideas. What is your overall impression of the information's depth, credibility, and utility?

- **Developing categories and coding schemes**

The categories were inductively developed from raw data using a constant comparative method: the coding manual evolved throughout the data analysis process and was supplemented with interpretive memos.

- **Drawing of conclusions from the coded data**

This could include investigating the properties and dimensions of categories. Identifying relationships between categories, uncovering patterns, and testing categories against a wide range of data are all part of the process.

- **Reporting methods and findings**

The analytical procedure and reporting processes were carried out with extreme precision and a strong emphasis on truth. In this study, research findings are presented using typical quotations to justify conclusions, and other data display options, such as graphs or charts, are incorporated.

3.10   ETHICAL CONSIDERATIONS

This section discusses the ethical considerations that were applied and followed during the course of this study. Ethics is a set of moral principles governing human behavior (Albertse, 2007). According to Burns and Grove (2003), ethics entails researchers having an ethical responsibility to protect participants' human rights while conducting the study.

3.10.1 Informed consent

Before the study began, the researcher ensured that all participants provided full informed consent and signed consent forms. Informing is the transmission of vital research information from the researcher to the subjects (Burns & Grove, 2003).

3.10.2 Protection from harm

The researcher ensured that no participant suffered any psychological, physical, or emotional harm as a result of the study.

3.10.3 Confidence, anonymity and the right to privacy

The names or personal details of participants or respondents in this study were not made public. The researcher and the participants agreed that their personal information should not be shared with anyone other than the researcher. In a research study, confidentiality means that no information provided by a participant can be traced back to the same participant (Polit & Hungler, 1999).

3.10.4 Honesty in profession

The researcher ensured his honesty to the participants, particularly by protecting respondents' privacy and anonymity. The researcher was also committed to the participants by implementing helpful elements such as time management, collaboration with respondents, and, finally, establishing positive relationships with them.

3.11   SEEKING PERMISSION

Written requests were made to explain the purpose of the study and to obtain permission to conduct interviews and administer questionnaires to members of the Thohoyandou community

and on municipal property (Thulamela Local Municipality). This was done to foster good relationships, as opposed to positivist researchers who keep their distance from their respondents, and to ensure the study's credibility. Following a request, the University of Venda issued an ethics standard letter allowing the researcher to gather data. The municipality's letter granting permission for the researcher to conduct the study among municipal officials was requested, and both letters were shown to the participants before they could begin conducting interviews or responding to the questionnaire.

3.12   CONCLUSION

This chapter discussed research design and its sub-divisions: research design, explorative research design, and contextual research design. The chapter also discusses the research methodologies used by the researcher, who used a mixed method for data collection and analysis. It was explained why a mixed method of data collection and analysis was used. This chapter described the research area, which was centered on the Thulamela Local Municipality. The study's population consisted of community members from various villages as well as officials from the Thulamela Local Municipality. The chapter includes a sample of targeted members who will take part in this study. The researcher employed a non-probability sampling strategy as well as a purposive sampling strategy. The researcher also explains why these sampling methods were chosen. This chapter also includes information on the study's sample size. The chapter concludes with ethical concerns. The results of the data analysis and interpretation are presented in the following chapter of this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1   INTRODUCTION

The purpose of this research is to evaluate strategies for improving good governance in local government, with a focus on Thulamela Local Municipality, because it is the role of local government to provide goods and services to local communities. Following the above-mentioned goal (see chapter one, section 1.4.1.), the researcher was able to successfully complete the study. The findings on the theoretical review of two variables, good governance and local government, have also been paved a way in Chapter two above. The research methodology (see chapter three) explained the steps taken to obtain the information presented in this chapter.

The argument for this study remains that local governments must strive to provide democratic and accountable government for local communities, as well as to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, and to promote a safe and healthy environment. If good governance is effectively implemented in local government, all of the mentioned local government objectives should be achieved; however, due to the problems stated in (Chapter 1, see 1.3), most of the local government objectives are not achieved, prompting the conduct of this study.

As a result, the purpose of this chapter is to present the data gathered through frequency tables with various variables from the research questionnaires and interviews. Questionnaires were distributed to a representative sample of municipal officials and community members. Municipal officials and community members were both expected to complete the various questionnaires. The data is presented in tabular form questions presented to the study's target population in their various specific questionnaires.

The questionnaires were returned without being destroyed or missing. Sections A and B make up this chapter. Section A explains only the respondents' biographical information. Section B examines questions from the questionnaire that are not related to the respondents' biographical information. The final section of this chapter analyses and discusses findings related to the study's main goal and objectives.

4.2   PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRE

This section, which is divided into two sub-sections, presents, interprets, and analyses the data collected through questionnaires. The study presents the respondents' biographical

information in the first subsection A. In the second subsection B, the researcher presents data derived from the questionnaire items distributed to and collected from respondents. A sample of 120 people was chosen, and a perfect response rate was achieved. The response time was longer than expected. The researcher, on the other hand, had to wait until all of the questionnaires were returned. To present the data, the researcher used graphical tabular format, frequencies, and percentages. Each table is followed by a summary of the findings.

4.2.1   Section A: Biographical details of the respondents

Section A contains questions designed to elicit respondents' biographical information. This data is essential for determining the type of respondents in terms of gender, age, category, and qualification. This section's information or data is presented in a graphical tabular format, followed by a brief explanation of the findings.

Table 4:1   Gender of the respondents

	Response	Frequencies	Percentage
1	Male	68	56.7%
2	Female	52	43.3%
	TOTAL	**120**	**100%**

The table above shows the respondent's biographical information in terms of gender. There were 68 (56.7%) males and 52 (43.3%) females among the 120 participants in this study. This demonstrates that the majority of respondents were men, with females constituting the minority. It can be concluded that the majority of respondents in this study were men.

Table 4.2:   Age of the respondents

	Response	Frequencies	Percentage
1	Less than 20 years	05	4.2%
2	21 to 30 years	41	34.2%
3	31 to 40 years	34	28.3%
4	41 to 50 years	28	23.3%
5	51 years and older	12	10%
	TOTAL	**120**	**100%**

Table 4.2 shows the age distribution of the respondents, with 41 (34.2%) being between the ages of 22 and 30. Following that were 34 (28.3%) between the ages of 31 and 40, and 28 (23.3%) between the ages of 41 and 50. The table also shows that 12 (10%) of the respondents were 51 years of age or older, while 5 (4.2%) were under the age of 21. This study concludes that participation of middle-aged and older respondents was lower than

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participation of youth respondents. The reason could be that young people are more eager to participate and understand the significance of studies, and that it provides an indication of the age structure's composition in the study.

Table 4.3:   Category of the respondents

	Response	Frequencies	Percentage
1	Municipal Manager	01	0.8%
2	Integrated Development Plan	06	5%
3	Local Economic Development	06	5%
4	Manager of Communication	01	0.8%
5	Community Development Workers	10	8.3%
6	Traditional leaders	10	8.3%
7	Ward Councillors	10	8.3%
8	SANCO Member	10	8.3%
9	Community members	66	55%
	TOTAL	**120**	**100%**

Table 4.3 indicates the category of the respondents who took part in this study. From the 120 respondents, the majority at 66 (55%) were community members. This was because the study was focused on the role of community participation in the delivery of basic services. The data also indicates that within the targeted number of the respondents, 01 (0.8%) was a Municipal Manager, 06 (5%) of the respondents were the Integrated Development Plan officials, 06 (5%) were Local Economic Development Plan officials, 01 (0.8%) was a Manager of Communication, 10 (8.3%) were Community Development Workers, 10 (8.3%) of the respondents were the Traditional Leaders, 10 (8.3%) were the Ward councillors, and lastly 10 (8.3%) were members of SANCO.

Table 4.4:   Qualification of the respondents

	Response	Frequencies	Percentage
1	Grade 12 and below	46	38.3%
2	Bachelor's degree/ Diploma	60	50%
3	Honors degree/ B. Tech	09	7.5%
4	Master's degree/ M. Tech	05	4.2%
5	PhD/ D. Tech	0	0%
	TOTAL	**120**	**100%**

Table 4.4 shows the qualifications of the respondents, with the majority (46 (38.35) holding the National Senior Certificate (NSC) or lower. Sixty (50%) had a bachelor's degree or a national diploma, and nine (7.5%) had an Honors degree or a B. Tech degree. Five people (4.25%) had a Master's degree and none had a PhD. As a result, it is possible to conclude that the majority of Thulamela Local Municipality officials and community members have completed grade 12 and have a bachelor's degree or diploma as their highest level of education.

Table 4.5   Tribes of respondents

	Response	Frequencies	Percentage
1	Venda	52	43.3%
2	Tsonga	42	35%
3	Pedi	23	19.2%
4	Colored	01	0.83%
5	Whites	02	1.7%
	TOTAL	**120**	**100%**

Table 4.5 shows the tribes of respondents, with Venda accounting for 52 (43.3%), Tsonga accounting for 42 (35%), Pedi accounting for 23 (19.2%), Whites accounting for 02 (1.7%). As a result of the study being conducted in Thohoyandou, it is possible to conclude that the majority of the respondents were Venda (Limpopo).

4.2.2   Section B: The strategies for enhancing good governance in local government

This section presents, analyses, and interprets information in a tabular format derived from questionnaire items. The sub-section will be divided into five themes: the importance of local government in providing public services; public participation in service delivery and decision-making processes; solutions to poor service delivery in communities; the relationship between communities and the municipality in providing basic services; and possible strategies for promoting good governance in Thulamela Local Municipality.

4.2.2.1 The strategic importance of local government in delivering public service

This subsection presents the data regarding the importance of local government in delivering public services. The data is presented in tabular form followed by the short interpretation of findings.

Table 4.6: **Local government play vital roles in delivering basic services**

	Response	Frequencies	Percentage
1	Strongly agree	57	47.5%
2	Agree	55	45.8%
3	Not sure	04	3.3%
4	Disagree	04	3.3%
5	Strongly disagree	0	0%
	TOTAL	**120**	**100%**

According to the data collected, the majority of respondents, 57 (47.5%), strongly agreed with the statement, while 55 (45.8%) agreed. This table also shows that 04 (3.3%) were unsure, while 04 (3.3%) agreed with the statement. The statement was strongly disagreed upon by none of the respondents. The majority of respondents agreed with the statement that local governments play critical roles in providing basic services to communities. This demonstrates that local governments should work hard to provide basic services to the public.

Table 4.7: **Local government provide services to people residing in their communities**

	Response	Frequencies	Percentage
1	Strongly agree	39	32.5%
2	Agreed	72	60%
3	Not sure	07	5.8%
4	Disagree	02	1.7%
5	Strongly disagree	0	0%
	TOTAL	**120**	**100%**

According to Table 4.7, 39 (32.5%) of respondents strongly agreed that local government provides services to people residing in their communities while the majority 72 (60%) agreed. Furthermore, 07 (5.8%) of respondents were unsure, while 02 (1.7%) disagreed with the statement. The statement was strongly disagreed upon by none of the respondents. As a result, the majority of respondents agreed that local governments provide comprehensive services to the people who live in their communities. It can also be stated that community participation should always be encouraged in order to improve local government's delivery of basic services.

Table 4.8: **Community participation is promoted by local government during decision-making processes**

	Response	Frequencies	Percentage
1	Strongly agree	62	51.2%
2	Agree	45	37.5%
3	Not sure	12	10%
4	Disagree	01	0.8%
5	Strongly disagree	0	0%
	TOTAL	**120**	**100%**

According to Table 4.8, 62 (51.2%) of respondents strongly agreed that local government promotes community participation during decision-making processes; 45 (37.5%) agreed; 12 (10%) were unsure, and 01 (0.8%) disagreed. The majority of respondents agreed that the local government encourages community participation during decision-making processes. This is evidenced by the large number of respondents who agree with the statement. The conclusion is that community participation should always be increased.

Table 4.9: **Local government serve as a training ground for mass political education and mobilization**

	Response	Frequencies	Percentage
1	Strongly agree	41	34.2%
2	Agree	53	44.2%
3	Not sure	17	14.2%
4	Disagree	07	5.8%
5	Strongly disagree	02	1.6%
	TOTAL	**120**	**100%**

According to Table 4.9, 41 (34.2%) of respondents strongly agreed that local government serves as a training ground for mass political education and mobilization, with the majority agreeing at 53 (44.2%). Furthermore, 17 (14.2%) were unsure, 07 (5.8%) disagreed, and 02 (1.6%) strongly disagreed with the statement. As a result, the majority of respondents agreed that local governments serve as a training ground for mass political education and mobilization. This demonstrates the importance of local governments in providing political leaders with training and education. As a result, when dealing with government issues, political leaders must be fair.

Table 4.10:   Local government plays roles in redressing the economic and social injustices produced by *Apartheid*

	Response	Frequencies	Percentage
1	Strongly agree	48	40%
2	Agree	48	40%
3	Not sure	17	14.2%
4	Disagree	06	5%
5	Strongly disagree	01	0.8%
	TOTAL	**120**	**100%**

According to Table 4.10, the majority (48%) strongly agreed that local government plays a role in redressing the economic and social injustices caused by Apartheid; 48 (40%) agreed; 17 (14.2%) were unsure; 06 (5%) disagreed; and 01 (0.8%) strongly disagreed with the statement. The conclusion is that local government plays an important role in redressing the economic and social injustices caused by Apartheid. This approach should make it clear to the public that municipalities are attempting to resolve most Apartheid-related incidents.

4.2.2.2   Public participation during municipal decision-making processes

This section aims to describe the current state of public participation in local government decision-making processes concerning service delivery. This subsection's information is presented in tabular form, followed by a brief interpretation.

Table 4.11:   Involving community in basic service delivery and empowering them has the potential to boost their livelihood and foster development

	Response	Frequencies	Percentage
1	Strongly agree	44	36.7%
2	Agree	55	45.8%
3	Not sure	17	14.2%
4	Disagree	04	3.3%
5	Strongly disagree	0	0%
	TOTAL	**120**	**100%**

According to Table 4.11, 44 (36.7%) of respondents strongly agreed that involving the community in basic service delivery and empowering them has the potential to improve their livelihoods and foster development; the majority, 55 (45.8%), agreed with the statement, while 17 (14.2%) were unsure. The above table clearly shows that 04 (3.3%) people disagreed with the statement. 0% strongly disagree with the assertion. It can be concluded that the majority

of respondents agreed that involving and empowering the community in basic service delivery has the potential to improve their livelihood and foster development.

Table 4.12: **Through community participation, resources available for basic service delivery are used in an efficiently way**

	Response	Frequencies	Percentage
1	Strongly agree	24	20%
2	Agree	48	40%
3	Not sure	17	14.2%
4	Disagree	25	20.8%
5	Strongly disagree	06	5%
	TOTAL	**120**	**100%**

According to Table 4.12, 24 (20%) strongly agreed that through community participation, resources available for basic service delivery are used efficiently; the majority, 48 (40%) agreed with the statement; 17 (14.2%) were unsure; 25 (20.8%) disagreed, and 06 (5%) strongly disagreed. As a result, the majority of respondents agreed that community participation increases the efficiency with which resources available for basic service delivery are used. This demonstrates the importance of involving community members in the delivery of basic services in order to maximize the use of available resources. As a result, community participation improves the effectiveness and efficiency of basic service delivery.

Table 4.13: **Community participation empowers the primary beneficiaries of basic service by helping them to break away from the dependency mentality**

	Response	Frequencies	Percentage
1	Strongly agree	46	38.3%
2	Agree	55	45.8%
3	Not sure	17	14.2%
4	Disagree	01	0.8%
5	Strongly disagree	01	0.8%
	TOTAL	**120**	**100%**

According to the data presented above, 46 (38.3%) strongly agreed that community participation empowers primary beneficiaries of basic services by assisting them to break free from a dependency mentality; the majority, 55 (45.8%), agreed; 17 (14.2%) were unsure; 01 (0.8%) disagreed; and 01 (0.8%) strongly disagreed with the statement. As a result, the majority of respondents agreed that community participation empowers the primary beneficiaries of basic services by assisting them to break free from a dependency mentality.

Community participation should be encouraged at all times in order to improve the delivery of basic services and assist community members in breaking free from a dependency mentality.

Table 4.14:   Community participation promotes self-confidence and self-awareness in matters related to the delivery of basic services

	Response	Frequencies	Percentage
1	Strongly agree	25	20.8%
2	Agree	52	43.3%
3	Not sure	31	25.8%
4	Disagree	09	7.5%
5	Strongly disagree	03	2.5%
	TOTAL	120	100%

According to Table 4.14, 25 (20.8%) strongly agreed that community participation promotes self-confidence and self-awareness in matters related to the delivery of basic services; the majority, 52 (43.3%), agreed; 31 (25.8%) were unsure; 09 (7.5%) disagreed; and 03 (2.5%) strongly disagreed. The majority of respondents agreed that community participation fosters self-confidence and self-awareness in matters concerning basic service delivery. It is possible to conclude that community participation should always be increased in order to promote self-confidence and self-awareness in the delivery of basic services.

Table 4.15:   Community participation helps to obtain a balanced perspective and identify creative solutions to basic service delivery

	Response	Frequencies	Percentage
1	Strongly agree	17	14.2%
2	Agree	49	40.8%
3	Not sure	13	10.8%
4	Disagree	25	20.8%
5	Strongly disagree	16	13.3
	TOTAL	120	100%

Based on the information presented above, 17 (14.2%) respondents strongly agreed that community participation aids in obtaining a balanced perspective and identifying creative solutions to basic service delivery; the majority, 49 (40.8%), agreed; 13 (10.8%) were unsure; 25 (20.8%) disagreed; and 16 (13.3%) strongly disagreed with the statement. The majority of respondents agreed that community participation aids in obtaining a balanced perspective and identifying creative solutions to basic service delivery. This approach should be communicated to all community stakeholders so that they are aware of it.

4.2.2.3 The possible solutions for strategic to service delivery in local communities

This section contains data gathered through questionnaires on community-based alternatives to inadequate service delivery. The data in this part is presented in a tabular manner, followed by a brief explanation.

Table 4.16: The Municipality decentralizes services to improve the delivery of basic services to the communities

	Response	Frequencies	Percentage
1	Strongly agree	30	25%
2	Agree	55	45.8%
3	Not sure	23	19.2%
4	Disagree	10	8.3%
5	Strongly disagree	02	1.7%
	TOTAL	**120**	**100%**

According to the data presented in Table 4.16, 30 (25%) respondents strongly agreed that the Municipality decentralizes services to improve the delivery of basic services to communities; the majority, 55 (45.8%), agreed; 23 (19.2%) were unsure; 10 (8.3%) disagreed; and 02 (1.7%) strongly disagreed. According to the data above, many of the respondents agreed that the Municipality should decentralize services in order to improve the delivery of essential services to the communities. This indicates that certain communities may be unaware of the processes that occur within the Municipality.

Table 4.17: Non-Government Organizations (NGOs) can participate in enhancing the delivery of basic services in communities

	Response	Frequencies	Percentage
1	Strongly agree	34	28.3%
2	Agree	49	40.8%
3	Not sure	28	23.3%
4	Disagree	08	6.7%
5	Strongly disagree	01	0.8%
	TOTAL	**120**	**100%**

AS articulated above, 34 (28.4%) highly agreed with the statement that non-governmental organizations (NGOs) can play a role in improving the delivery of essential services in communities; the majority, 49 (40.8%), agreed; 28 (23.3%) were unsure; 08 (6.7%) disagreed; and 01 (0.8%) severely disagreed with the statement. It is reasonable to conclude that the

majority of respondents felt that non-governmental organizations (NGOs) can help improve the delivery of essential services in communities. This implies that non-governmental organizations (NGOs) can give monies to be used to provide essential services to communities.

Table 4.18: Municipal service partnerships address the delivery of basic services

	Response	Frequencies	Percentage
1	Strongly agree	37	30.8%
2	Agree	52	43.3%
3	Not sure	18	15%
4	Disagree	12	10%
5	Strongly disagree	01	0.8%
	TOTAL	**120**	**100%**

Table 4.18 shows that 37 respondents (30.8%) strongly agreed that municipal service partnerships handle basic service delivery; 52 (43.3%) agreed; and 18 (15%) were unsure. Twelve people (10%) disagreed with the statement, and one person (0.8%) severely disagreed. The majority of respondents agreed that municipal service partnerships address basic service delivery, which essentially means that the municipality collaborates with private organizations to alleviate the backlog in basic service delivery.

Table 4.19: Community-Based Organizations (CBOs) work with the Municipality to provide basic services

	Response	Frequencies	Percentage
1	Strongly agree	30	25%
2	Agree	47	39.2%
3	Not sure	29	24.2%
4	Disagree	12	10%
5	Strongly disagree	02	1.7%
	TOTAL	**120**	**100%**

Table 4.19 shows that 30 (25%) respondents strongly agreed that Community-Based Organizations (CBOs) collaborate with municipalities to offer basic services; the majority, 47 (39.2%), agreed; 29 (24.2%) were unsure; 12 (10%) disagreed; and 02 (1.7%) severely disagreed. It may be stated that the majority of respondents agreed that Community-Based Organizations (CBOs) collaborate with the Municipality in the delivery of basic community services. This implies that CBOs support the municipality in developing systems for delivering

fundamental services to the neighborhoods. This is because CBOs are familiar with all of the issues that communities face.

Table 4.20: Voluntarism by community members is allowed by the municipality to enhance the delivery of basic services

	Response	Frequencies	Percentage
1	Strongly agree	38	31.7%
2	Agree	57	47.5%
3	Not sure	19	15.8%
4	Disagree	06	5%
5	Strongly disagree	0	0%
	TOTAL	**120**	**100%**

According to data collected on table 4.20, 38 (31.7%) respondents strongly agreed that the municipality allows community members to volunteer to improve the delivery of basic services; the majority, 57 (47.5%), agreed with the statement; 19 (15.8%) were unsure, and 06 (5%) disagreed. The statement was strongly disagreed upon by none of the respondents. The majority of respondents agreed that the Municipality allows community members to volunteer in order to improve the delivery of basic services. This means that residents who want to help the municipality can volunteer to gain work experience and help deliver basic services.

4.2.2.4 Relationship between communities and the Municipality in the delivery of basic services

This section seeks to present data collected through a questionnaire on the relationship between communities and the Municipality in the delivery of basic service. The data is presented in tabular form and a brief interpretation of findings will follow.

Table 4.21: The Municipality provides actual basic services to the communities

	Response	Frequencies	Percentage
1	Strongly agree	22%	18.3%
2	Agree	68%	56.7%
3	Not sure	09%	7.5%
4	Disagree	15%	12.5%
5	Strongly disagree	06%	5%
	TOTAL	**120**	**100%**

According to Table 4.21, 22 (18.3%) of respondents strongly agreed that the municipality provides actual basic services to the communities; 68 (56.7%) agreed with the statement; 09

(7.5%) were unsure; 15 (12.5%) disagreed, and 06 (5%) strongly disagreed. The majority of respondents agreed that the Municipality provides actual basic services to the communities. This implies that the Municipality always provides genuine basic services to the communities.

Table 4.22: **The Municipality consults the communities regarding the basic services to be delivered**

	Response	Frequencies	Percentage
1	Strongly agree	22	18.3%
2	Agree	63	52.5%
3	Not sure	17	14.2%
4	Disagree	11	9.2%
5	Strongly disagree	07	5.8%
	TOTAL	**120**	**100%**

According to the data in Table 4.22 above, 22 (18.3%) respondents strongly agreed that the Municipality consults with communities about basic services to be delivered; the majority, 63 (52.5%), agreed; 17 (14.2%) were unsure; 11 (9.2 %) disagreed, and 07 (5.8%) strongly disagreed with the statement. The majority, 85 (70.8), revealed that the municipality consults with the communities regarding the basic services to be delivered. This indicates that the Municipality is willing to consult with communities about the delivery of basic services.

Table 4.23: **Community members are involved in the municipal decision making on the delivery of basic services**

	Response	Frequencies	Percentage
1	Strongly agree	16	13.3%
2	Agree	52	43.3%
3	Not sure	12	10%
4	Disagree	25	20.8%
5	Strongly disagree	15	12.5%
	TOTAL	**120**	**100%**

According to the data in Table 4.23, 16 (13.3%) respondents strongly agreed that community members are involved in municipal decision-making on the delivery of basic services, and the majority, 52 (43.3%), agreed with the statement; 12 (20.8%) were unsure; 25 (10%) disagreed, and 15 (12.5%) strongly disagreed with the statement. Because 68 (56.6%) of respondents agreed with the statement, the data show that community members are involved in municipal decision making on the delivery of basic services. This means that community members

provide a list of alternatives for the Municipality to consider, and the Municipality can select the best alternatives to improve the delivery of basic services to the communities.

Table 4.24: Community members are treated as customers of the Municipality

	Response	Frequencies	Percentage
1	Strongly agree	14	11.7%
2	Agree	58	48.3%
3	Not sure	15	12.5%
4	Disagree	19	15.8%
5	Strongly disagree	14	11.7%
	TOTAL	**120**	**100%**

According to Table 4.24, 14 (11.7%) respondents strongly disagreed that community members are treated as customers of the Municipality; the majority (58.3%) agreed with the statement, 15 (12.5%) were unsure, 19 (15.8%) disagreed with the statement, and 14 (11.7%) strongly disagreed with the statement. It is possible to conclude that the majority of respondents agreed that community members are treated as customers by the municipality. This demonstrates that communities are welcome at the municipality and can make any suggestions to improve the delivery of basic services.

Table 4.25:   Municipal revenues are collected to promote the delivery of basic services

	Response	Frequencies	Percentage
1	Strongly agree	28	23.3%
2	Agree	44	36.7%
3	Not sure	36	30%
4	Disagree	07	5.8%
5	Strongly disagree	05	4.2%
	TOTAL	**120**	**100%**

According to the data, 28 (23.3%) respondents strongly agreed that municipal revenues are collected to promote the delivery of basic services, 44 (36.7%) agreed, 36 (30%) were unsure, 07 (5.8%) disagreed, and 05 (4.2%) strongly disagreed with the statement. According to the statistics, the majority of respondents agreed that municipal revenues are collected to promote the delivery of basic services. This implies that the Municipality is open with community members about its sources of revenue and how funds are spent.

4.2.2.5 The policy implications for strategies that promote good governance in Thulamela Local Municipality

The researcher presents data on strategies to promote good governance in local governments under this theme. Following a brief synthesis, the data is presented on a graph with frequencies and percentages.

Table 4.26: **Full community participation is promoted by Thulamela Local Municipality during decision making processes**

	Response	Frequencies	Percentage
1	Strongly agree	20	16.7%
2	Agree	57	47.5%
3	Not sure	19	15.8%
4	Disagree	18	15%
5	Strongly disagree	06	5%
	TOTAL	**120**	**100%**

According to the data in Table 4.26, 20 (16.7 %) strongly agreed, the majority (57 (47.5 %) agreed, 19 (15.8 %) were unsure, 18 (15 %) disagreed, and 06 (5%) strongly disagreed with the statement. According to the data, the majority of respondents agreed that Thulamela Local Municipality promotes full community participation during decision-making processes. Thulamela Local Municipality interacts with the community in order to make effective decisions. As a result, community members should be kept informed of what needs to be done and decisions made.

Table 4.27: **Public service commissions to protect and promote the integrity of public servant are important**

	Response	Frequencies	Percentage
1	Strongly agree	24	20%
2	Agree	64	53.3%
3	Not sure	26	21%
4	Disagree	05	4.2%
5	Strongly disagree	01	0.8%
	TOTAL	**120**	**100%**

Regarding the above statement, which states that public service commissions are important for protecting and promoting the integrity of public servants, the researcher discovered that 24 (20%) strongly agreed; 64 (53.3%) agreed; 26 (21.7%) were unsure; 05 (4.2%) disagreed, and 01 (0.8%) strongly disagreed with the statement. The majority of respondents agreed that

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public service commissions are critical for protecting and promoting the integrity of public servants. This demonstrates the role of public service commissions in protecting and promoting the integrity of public servants.

Table 4.28: **Education and training in ethics of good governance are enforced to public officials**

	Response	Frequencies	Percentage
1	Strongly agree	32	26.7%
2	Agree	47	39.2%
3	Not sure	27	20.8%
4	Disagree	14	11.6%
5	Strongly disagree	02	1.7%
	TOTAL	**120**	**100%**

According to Table 4.28, 32 (26.7%) of respondents strongly agreed that education and training in ethics of good governance are required of public officials; the majority, 47 (39.2%), agreed; 27 (20.8%) were unsure, 14 (11.6%) disagreed, and 02 (1.7%) strongly disagreed. It can be concluded that many of the respondents agreed that public officials are required to receive ethics education and training. This implies that in order for Thulamela Local Municipality officials to serve loyally and effectively, education and training in good governance ethics must be implemented.

Table 4.29: **In dealing with corruption in local government, Public Protector plays vital role to investigate any conduct in government affairs**

	Response	Frequencies	Percentage
1	Strongly agree	34	28.3%
2	Agree	52	43.3%
3	Not sure	11	9.2%
4	Disagree	11	9.2%
5	Strongly disagree	12	10%
	TOTAL	**120**	**100%**

According to the above data, 34 (28.3%) strongly agreed that, in dealing with corruption in local government, the role of the public protector is critical in investigating any conduct in government affairs; the majority, 52 (43.3%), agreed; 11 (9.2%) were unsure; 11 (9.2%) disagreed; and 12 (10%) strongly disagreed with the statement. The conclusion can be drawn that the majority of respondents agreed that public protectors play an important role in investigating any misconduct in government affairs when dealing with corruption in local

government. This means that it is critical for the public protector to conduct checks and investigations in any conduct of government affairs.

Table 4.30: There is openness and transparency in the municipality regarding all issues concerning finance and Auditor-General are appointed for investigation

	Response	Frequencies	Percentage
1	Strongly agree	24	20%
2	Agree	47	39.2%
3	Not sure	24	20%
4	Disagree	12	10%
5	Strongly disagree	13	10.8%
	TOTAL	**120**	**100%**

Table 4.30 shows that 24 (20%) strongly agree with the statement that there is openness and transparency in the municipality regarding all financial issues, and the Auditor-General is appointed for investigation; the majority, 47 (39.2%), agreed; 24 (20%) were unsure; 12 (10%) disagreed, and 13 (10.8%) strongly disagreed with the statement. The majority of respondents agreed that there is openness and transparency in the municipality regarding all financial issues, and the Auditor-General is appointed to investigate. This implies that the municipality must appoint an auditor general to investigate all financial issues in municipalities.

4.3   COLLECTION OF RESPONDENTS THROUGH THE INTERVIEW

Qualitative research provides detailed information about the study. Participants are not constrained because they are asked open-ended questions that allow them to express themselves freely and fully on an issue, allowing them to provide all of the information they have on a specific topic or issue. Because this study used both quantitative and qualitative research methods, there will be enough information to qualify the conclusions reached. The researcher decided to ignore those participants who were having difficulty understanding the questions because they were in the minority. As a result, this section focuses on the questions and answers provided by community members and Thulamela officials.

4.3.1 Question 1 What is the strategic importance of local government in delivering public services?

Participant A: *"As an official of Thulamela Local Municipality, specifically Thulamela Local Municipality, I believe that providing public services in communities reduces poverty and inequality between the rich and the poor."*

Participant B: *"One can say that local government representatives (officials) are elected by the community to serve them, so local government is important in delivering public service in ensuring an acceptable and reasonable quality of life for people living within a specific community."*

Participant C: *"Within the community, we are from different levels (High and Low class), and those from high class can maintain themselves with needs/resources to sustain their lives, whereas low class people cannot, so local government plays a role in trying to bridge the gap between those who have and those who do not."*

Participant D: "*I can say that, local government is the one closest to us as a community and it is the role of the municipality to provide us with better service that we are entitled to, these include; better roads, clinics and hospitals, sewage removal as well as better housing services*".

Participant E: *"local government is the sphere of government closest to the people; they are elected by citizens to represent them and are responsible to ensure that services are delivered to the community".*

Participant F: *"local government is of important in delivering public service to the local communities including water and roads services, parks and recreation, hence the local government come up with the 'Local Government Turnaround Strategy (LGTAS) which comprise of: Service delivery and governance; Financial Management and Infrastructure development; Anti-corruption measures, and all mentioned was as a way of improving the lives of the people they are serving".*

Participant G: "*To ensure the delivery of services to the local community according to their needs, and also to be able to reach the citizens who might be in-need of the government's assistance*".

The role of local government is critical in ensuring that public services are provided in local communities for the general welfare of the people. Local governments are generally responsible for providing public services such as housing, parks, recreation, and sewage removal. It is also believed that providing public services reduces poverty. In terms of delivering public services, local government is the closest to the people. The local government is the closest to us, and it is the municipality's responsibility to provide us with better services that we are entitled to, such as roads and houses. Local governments are the closest to the people; they are elected by citizens to represent them and are responsible for ensuring that services are provide to the community. In conclusion, local governments must ensure that

people receive the services to which they are entitled; services must be provided without any form of discrimination, including status, position, and favoritism.

4.3.2 Question 2 How is the level of community participation during municipal decision-making processes?

Participant A: *"People are not involved in the decision-making process; the community is treated as if they are inventors; they do not make decisions or participate, but decisions are made on their behalf." They only see the outcomes, and even if they are dissatisfied with the outcomes, they do not address them."*

Participant B: *"The level of community participation during municipal decision-making processes is very low or poor," says Participant B. Only those in the community with authority can participate and express their opinions, while others are excluded."*

Participant C: *"There is no level of community participation during the municipal decision-making process; we are not involved in any way." Municipal officials will make decisions on our behalf, and we will only see this through their actions toward the community, and unfortunately, most of what they decide is not for the best of the community."*

Participant D: *"The level of community participation during municipal decision-making processes is very good," says Participant D. "We are involved during the processes and our voices are listened to, our views, ideas, and opinions are heard and attended."*

Participant E: *"As a SANCO chairperson, I value community participation." People are allowed to speak up; there is good participation when the municipality decides what to do and what not to do."*

Participant F: *"We are not allowed to participate in municipal decision-making processes, and the decisions they make usually harm us as a community, which is why we end up striking for the municipalities."*

Participant G: *"The communication is very low because most decisions are made bymunicipal officials and then delivered to the community," says participant G.*

Municipal officials and community members communicate very little, communication is not respected, and communities are not allowed to participate. Communication is poor because communities are not included in decision-making processes, people are not involved during the decision-making process, the community is frequently treated poorly, and they are not a part of the decision-making process; they only see the outcome and decision made. Participant B believes that the level of community participation in municipal decision-making processes is also very low. Only those in positions of authority in the community will be allowed

to participate, while the rest will be excluded. There is no community participation; municipal officials make decisions on our behalf, and most of the time, those decisions are not in the best interests of the community. On the other hand, communication is good, and people's ideas, views, and opinions are valued. People are involved in the processes, and their voices are heard, their views, ideas, and opinions are heard, and their concerns are addressed.

4.3.3 Question 3 What are possible solutions for strategic service delivery in local communities?

Participant A: *"The main strategy for improving public service delivery is to increase citizen participation in local government affairs and partnership with the community in service delivery." People in the community should be able to understand how municipal departments operate, who is responsible for what, and who to contact when dealing with specific issues."*

Participant B: *"The best strategy to implement is to involve people who are affected by service delivery challenges." Let us see the municipality hire young stars from the community in which they live, people who truly know, understand, and can see those challenges every day, rather than hiring people from other municipalities who have no idea how service delivery works.*

Participant C*: "Anti-corruption measures should be implemented with harsh punishment for any municipal official who disobeys those measures as the best possible strategy for poor service delivery in local communities." Municipal officials tend to feed their pockets and families instead of serving the community, using public resources for their benefit, which is 'corruption,' and by doing so, the community suffers, so anti-corruption measures should be implemented effectively."*

Participant D*: "As municipal officials, we should practice openness and transparency in all of our municipal activities."*

Participant E*: "The best possible solution to service delivery in the local community is to have a mass decision making process that ensures delivery of services based on the needs of a specific community." In other words, before providing a service to the community, the municipality must inquire about its needs."*

Participant F*: "I believe that basic needs, such as better roads, clinics and hospitals, houses, and water and sewage removal, should be prioritized." Then, if they have any leftover funds, they can go for parks, recreation, and playing fields, which we can live without as a community."*

Full citizen participation in service delivery issues should be implemented and encouraged. The main strategy for improving public service delivery is to increase citizen participation in

local government affairs and partnership with the community in service delivery." The best solution to service delivery in local communities is to have a mass decision-making process that ensures service delivery based on the needs of a specific community." Participants' B, on the other hand, believes that "let's see the municipality employing young stars from the community in which they live, people who truly know, understand, and can see those challenges every day." According to the municipality's strategic plan for service delivery in local communities, basic needs must be met first. As a result, it is possible to conclude that local governments play critical roles in providing public services within local communities.

4.3.4 Question 4 What is the relationship between communities and the Municipality in the delivery of basic services?

Participant A: "*The relationship is not good, as there is poor communication between the municipal officials and the communities. The absence of infrastructure, such as roads and proper bridges, hinder the relationship between the Municipality and the communities".*

Participant B: *"There is a bad relationship between the communities and the municipality; municipal officials do not respect the communities and do not deliver on time," says Participant B. On their payment days, you can find them in shopping malls and shopping centres, and very few are in the office to attend to public challenges, such as those who sweep the streets; they will be shopping and roaming around in restaurants with brooms and garbage bags in their back pockets."*

Participant C: *"The Municipality and the communities have a good relationship because the ward councillors act as faithful messengers between the communities and the Municipality when it comes to providing services and passing messages to the communities."*

Participant D: *"There is a good relationship because communities have representatives such as ward committee and ward councillors who represent them in the Municipality and provide feedback to whatever concern they send to the municipality," says Participant D.*

Participant E: *"The relationship is good," says Participant E, "because the Municipality holds IDP meetings with the communities to hear what basic services they need and budget to deliver those basic services, and with Thulamela Local Municipality, Imbizo, and public hearings are held to determine whether the service delivered was of good quality or not."*

Participant F*: The relationship is good because communities can lodge complaints with the Municipality, and the Municipality listens to those complaints and develops solutions to address the challenges that the communities face.*

Participant G: *"The relationship between the municipality and the community is very good in that ward councillors represent communities well in local government," says Participant G.*

The relationship between municipality and community is positive because municipal officials respect the community they serve and communication between community and municipality is excellent. The community and municipality have a good relationship, and Ward Councillors and the community committee are given priority when it comes to service delivery. Municipalities and communities should have equal relationships; municipalities should not be positive in some communities while negative in others. There are representatives such as ward committee and ward councillors who are close to them in case there is something they need to know about to strengthen the relationship between municipality and community. Municipalities should make sure that no any form of discrimination is exercised when delivering basic services to the local communities.

4.3.5 Question 5   What are the policy implications for strategies that promote good governance in Thulamela Local Municipality?

Participant A: "*Openness and transparency would be the best strategy to promote good governance within the municipality of Thulamela; these two strategies (Openness & Transparency) must bind the officials to the point where they always focus on their daily duties in order to serve the communities the best."*

Participant B: *"Typically, municipal officials commit corruption because municipal budgets are not audited," says Participant B. As a strategy to promote good governance in Thulamela Local Municipality, the Auditor-General must conduct either a yearly or six-month audit report to determine whether resources such as money, equipment, and other materials are being used effectively."*

Participant C: *"In order to promote good governance within the municipality of Thulamela, municipal officials should be accountable and responsible for all of their daily activities, and to emphasize that any official who does not adhere to, corporal punishment will be taken," says Participant C.*

Participant D: *"There should be a budget for all municipal expenses; the municipality should not just use money for whatever comes to mind, but they should stick to their budget," says participant D.*

Participant E: *"Ethics education and training for municipal officials should be provided or enforced effectively, including openness and transparency, responsibility, accountability, the rule of law, and democratic principles."*

Local governments should enforce openness and transparency of officials, as well as transparency in municipal strategy plans. Local government should have a budget, and that budget should be audited. Municipal budgets must be audited every six months or once a year to ensure that there is no misconduct, such as corruption by municipal officials. All municipal officials must be held accountable and responsible, and they must report all of their actions; if this is not the case, corporal punishment must be used. The Public-Protector must investigate any corruption-related misconduct in local government, as well as any other corruption-related behaviour. Training, workshops, and ethics education for municipal officials, including the rule of law, accountability, responsibility, and transparency,

4.4   CONCLUSION

In conclusion, the findings from the data collected via questionnaires and focus group interviews were presented in this chapter. The questionnaires were distributed to both municipal officials and community members drawn from the population, as explained in chapter 3 and in the introductory remarks earlier in this chapter. Data gathered through questionnaires and interviews was presented, interpreted, and analysed correctly. This is properly reconciled in the following chapter to generate results. Positive participants helped by completing questionnaires and responding to open-ended questions about the qualitative method used. As a result of this chapter, the researcher discovered that the majority of respondents believe that local government is not doing enough to address the issue of service delivery to local communities. As a result, the following chapter will concentrate on the findings, recommendations, and conclusions to the problems identified in chapter four.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1   INTRODUCTION

The data was presented, analysed, and interpreted in the previous chapter. The data discussion provided an in-depth understanding of the strategies for improving good governance in local government, with specific reference to Thulamela Local Municipality. Keeping in mind, the argument for this study is that local governments must strive to provide democratic and accountable government for local communities; to ensure the sustainable provision of services to communities; to promote social and economic development; and to promote a safe and healthy environment. The researcher presents a synthesized discussion of findings in this chapter, makes recommendations on possible strategies for enhancing good governance in local government with specific reference to Thulamela Local Municipality, and makes recommendations for future research on a related subject.

5.2   OVERVIEW OF THE STUDY

The study concentrated on strategies for improving good governance in local government, with a specific focus on Thulamela Local Municipality. The study was carried out to answer the research question on the importance of local government in delivering public services; public participation during service delivery and decision-making processes; solutions to poor service delivery in communities; the relationship between communities and the municipality in the delivery of basic services; and possible strategies to promote good governance in Thulamela Local Municipality.

The researcher conducted a literature review on strategies for improving good governance in local government. The study employed a mixed methods approach, employing both quantitative and qualitative research methodologies. The study's main goal was to determine whether the strategies for enhancing good governance in local government are being implemented effectively, and if not, what other possible strategies for enhancing good governance in local government exist with specific reference to Thulamela Local Municipality. Purposive sampling method and non-probability sampling technique were used. The data was gathered using questionnaires and open-ended interviews. The data was analysed using two methods: statistical analysis and thematic analysis. The data was presented in graphical tables to present respondents' perceptions in terms of frequencies and percentages, as well as narrative form, followed by a brief synthesis. The study's specific goals were as follows:

- To determine the importance of strategies used by local governments to deliver basic services.

- To determine the level of community participation during municipal decision-making processes.
- To search for solutions to poor service delivery in local communities by the local government.
- To assess and describe the relationship between communities and the Municipality in the delivery of basic services.
- To recommend possible strategies that can be used to promote good governance in Thulamela Local Municipality.

5.3   MAJOR FINDINGS OF THE STUDY

In this section, the researcher presents the study's major findings, which focused on the study's specific objectives. The study's specific objectives benchmarked the achievement of the study's main goal, and they sought to determine the importance of local government in delivering public services; public participation during service delivery and decision-making processes; solutions to poor service delivery in communities; the relationship between communities and the municipality in the delivery of basic services; and possible strategies that can be used to promote.

5.3.1   Major findings on the importance of local governments in delivering basic services.

The first objective of the study sought to determine the importance of local government in delivering public services.

- According to the study, the majority of respondents (57 (47.5 %) agreed that local governments play an important role in providing basic services to local communities. This demonstrates that local governments are primarily responsible for providing public services to their communities.
- The researcher also discovered that 72 (60 %) of respondents agreed that local governments provide comprehensive services to residents of their communities.
- Furthermore, the study findings revealed that 62 (51.2 %) of respondents strongly agreed that local governments encourage community participation during municipal decision-making processes. As a result, community participation improves community morale by allowing them to provide input, views, ideas, and opinions on issues concerning the delivery of basic services.
- Furthermore, the findings revealed that 54 (44.2 percent) of respondents agreed that local governments serve as a training ground for mass political education and mobilization.

- Finally, the study findings show that 48 (40 percent) of respondents strongly agreed and 48 (40 percent) agreed that local government plays roles in redressing the economic and social injustices produced or caused by Apartheid.

It can also be stated that through interviews conducted to determine the importance of local government in delivering public services, participants believed that it is the role of the local government to provide communities with basic services to which they are entitled. The study also discovered that local government is the closest to the people; they are elected by citizens to represent them and are responsible for ensuring that community services are delivered. Furthermore, it was discovered that, in providing public services, local government is critical in ensuring an acceptable and reasonable quality of life for people living within a specific community. Finally, it was discovered that local government is important in delivering public services to local communities, such as water and road services, parks and recreation, so the local government developed the 'Local Government Turnaround Strategy (LGTAS),' which includes: service delivery and governance, financial management, and infrastructure development.

5.3.2 Major findings on the level of community participation during decision making processes.

The second objective of the study sought to describe the status of public participation during municipal decision-making processes by local governments on issues pertaining to service delivery.

- According to the findings of the study, the majority of respondents (55.8 percent) agreed that involving the community in basic service delivery and empowering them has the potential to improve their livelihood and foster development.
- The study also discovered that 48 of the respondents, or 40%, agreed that through community participation, resources available for basic service delivery are used efficiently.
- This study also discovered that the majority of 55 (45.8 percent) of respondents agreed with the statement that community participation empowers the primary beneficiaries of basic services by assisting them to break free from a dependency mentality.
- The study also discovered that the majority of 52 (43.3 percent) of respondents agreed that community participation promotes self-confidence and self-awareness in matters related to basic service delivery.
- Finally, the majority of 49 (40.8 percent) of respondents agreed that community participation aids in obtaining a balanced perspective and identifying creative solutions to basic service delivery.

According to the survey results on the level of community participation in municipal decision-making processes, people are not involved during the decision-making process, the community is treated like inventors, they don't make decisions and they don't participate, but decisions are made on their behalf. They only see the results, and even if they are dissatisfied with the results, when they complain, they are ignored. It was also discovered that only those members of the community with authority can participate and express their opinions, while others are excluded; communication is very low because most decisions are made by municipal officials and then delivered to the community. Furthermore, it was discovered that the level of community participation during municipal decision-making processes is very high; we are involved during the processes and our voices are heard, as are our views, ideas, and opinions.

5.3.3 Major findings on the solution to poor service delivery in local communities

The third objective of the study sought to describe possible solutions to poor service delivery in local communities.

- The majority of 55 (45.8 percent) of respondents agreed that the Municipality decentralizes services in order to improve the delivery of basic services to communities.

- The study also discovered that the majority of respondents, 49 (40.8 percent), agreed that Non-Governmental Organizations (NGOs) can participate to improve the delivery of basic services. This means that interested Non-Governmental Organizations can help by donating funds to help with the delivery of basic services to communities.

- It was also discovered that 52 (43.3 percent) of respondents agreed that municipal service partnerships address basic service delivery.

- According to the study, 47 (39.2 percent) of respondents agreed that Community-Based Organizations (CBOs) collaborate with municipalities to provide basic services.

- The researcher also discovered that the majority of respondents, 57 (47.5 percent), agreed that the Municipality allows community members to volunteer to improve the delivery of basic services. This indicates that members of the community can volunteer to gain work experience through the process of basic service delivery.

It can also be stated that the researcher discovered, through interviews, that full citizen participation should be implemented and encouraged to issues related to service delivery, the increase of citizen participation in the affairs of the local authority, and partnership with the community in service delivery as a solution to poor service delivery in local government. Furthermore, the municipality must hire young stars from the local community who are familiar with, understand, and see the challenges on a daily basis.

5.3.4 Major findings on the relationship between communities and the municipality in the delivery of basic services

The fourth objective of the study sought to investigate the relationship between communities and the Municipality in the delivery of basic services.

- It was discovered that 68 (56.7 percent) of respondents agreed that the municipality actually provides basic services to the communities.
- According to the study, 63 (52.5 percent) of respondents agreed that the Municipality consults with communities about the delivery of basic services. This demonstrates that the Municipality considers community members' input before deciding to provide basic services.
- According to the study, 52 (43.3 percent) of respondents confirmed that community members are involved in municipal decision-making on basic service delivery. It was also discovered that 58 (48.3 percent) of respondents agreed that community members are treated as Municipality customers.
- The researcher found that 28 (23.3%) of the respondents agreed that municipal revenues are collected to promote the delivery of basic services.

It can also be stated that the researcher discovered that the relationship between communities and the municipality in the delivery of basic services is not good due to poor communication between municipal officials and community members through interviews conducted. The findings also revealed that the lack of infrastructure, such as roads and proper bridges, impedes a positive relationship between the Municipality and the communities. The study also revealed that the relationship between municipality and community is not good because municipal officials do not respect the community they serve and communication between community and municipality is very poor, municipal officials are not in the offices on pay day, and even if you need assistance from the municipality, no one will respond to your query. Despite the fact that other respondents indicated that the relationship is good.

The study also discovered that the relationship between municipal officials and communities is positive because communities have representatives, such as ward committees who act as messengers between the Municipality and the communities and represent the communities' interests at the Municipality. Finally, the study found that the relationship between municipalities and communities should be equitable; municipalities should not favor one community over another based on the status of that community.

5.3.5 Major findings on the possible policy implications of good governance

The fifth objective of the study sought to recommend the possible policy for strategies that can be used to promote good governance in Thulamela Local Municipality.

- The findings revealed that most of the respondents at 57 (47.5), agreed that full community participation is promoted by Thulamela Local Municipality during decision making processes.
- The study further found that the majority of respondents at 64 (53.3) agreed that the Public Service Commission has a role to protects and promotes the integrity of public servants.
- The study also found that majority of 47 (39.2%) agreed that education and training in ethics of good governance are enforced on public officials.
- The study also discovered that the majority of respondents at 52 (43.3%) agreed in dealing with corruption in municipalities, specifically Thulamela Local Municipality. Public Protector plays a vital role to investigate any misconduct in government affairs.
- Lastly, it was found in this study that the majority of 47 (39.2%) agreed that there is openness and transparency in the municipality regarding all issues concerning finance and the Auditor-General is appointed for investigation.

According to the results of the survey, openness and transparency would be the best strategy to promote good governance within the municipality of Thulamela; these two strategies (Openness & Transparency) must bind the officials to the point where they always focus on their daily duties in order to serve the communities the best. It was also discovered that in order to promote good governance within the municipality of Thulamela, municipal officials should be accountable and responsible for all of their daily activities, and any official who does not obey will face punishment. Furthermore, it was discovered that there should be a budget for all municipal expenses; the municipality should not just use money for whatever comes to mind, but should stick to their budget. Finally, it was discovered that in order to promote good governance in Thulamela Municipality, the following principles on ethics education and training for municipal officials should be provided or effectively enforced: openness and transparency, responsibility, accountability, rule of law, and democracy principles.

5.4   SYNTHESIS OF THE STUDY

This section presents the synthesis of the study on the strategies of enhancing good governance in local government with specific reference to Thulamela Local Municipality. From the information analysed in questionnaire, the following is the synthesis of the study:

- Local government plays vital roles in delivering basic services to communities, this shows that local government should strive to deliver basic services to the public.
- Community participation should always be enhanced in government affairs.
- Community participation empowers the primary beneficiaries of basic service, by helping them to break away from the dependency mentality.
- Community participation helps to obtain a balanced perspective and identify creative solutions to basic service delivery.
- Municipality decentralizes services to improve the delivery of basic services to the communities.
- Non-Government Organizations (NGOs) can participate in enhancing the delivery of basic services in communities.
- Municipality partners with private organizations to address basic service delivery backlog.
- Community-Based Organizations (CBOs) work with the Municipality in the process of basic service delivery to the communities.
- Municipality consults with the communities regarding the basic services to be delivered.
- Community members provide a series of alternatives that they wish the Municipality to do, and the Municipality can choose the best alternatives that will improve the delivery of basic services to the communities.
- Municipal revenues are collected to promote the delivery of basic services.
- Full community participation is promoted by Thulamela Local Municipality local during decision making processes.
- There is openness and transparency in the municipality regarding all issues concerning finance and the Auditor-General are appointed for investigation.

From the data collected through the interview, the following is the synthesis of the study:

- Local government representatives (officials) are elected by the community to serve them, therefore in delivering public service local government is of greater importance in ensuring an acceptable and reasonable quality of life for people living within a particular community.
- People are not involved during the decision making process, instead, the community is treated like inventors who don't take decisions nor participate in decision making. They only see the results and even though they are not satisfied with the results, when they address them they do not attend".

- Openness and transparency would be the best strategy to promote good governance within the municipality of Thulamela; these two strategies (Openness & Transparency) must bind the officials to a point they always focus on their daily duties for serving the best to the communities.

5.5   RECOMMENDATIONS OF THE STUDY

This section presents recommendations of the study. The recommendations emanated as per the major findings of the study.

5.5.1   Recommendations on the importance of local government in delivering public services

According to the study, the Municipality should have an annual financial budget in order to provide basic services. In matters pertaining to the delivery of basic services, the Municipality should always maintain positive relationships with the communities. Planning should be a fundamental tool for the Municipality in order to achieve basic service objectives. The Municipality should have an annual plan for providing basic services to the communities. The municipality should improve community access to water, sanitation, housing, electricity, and roads. The Municipality should ensure that all communities under its jurisdiction have adequate access to basic services. Communities should be provided with basic services on a continuous basis depending on their different needs.

5.5.2   Recommendations on the level of community participation during municipal decision making processes.

According to the study, the Municipality should involve the community in basic service delivery and empower them to have the potential to improve their livelihood and foster development. This means that communities should always be involved in all aspects of basic service delivery in order to improve their standard of living. According to the researcher, community participation should empower the primary beneficiaries of basic services by assisting them in breaking free from a dependency mentality. This study recommends that community participation be aimed at promoting self-confidence and self-awareness in matters pertaining to the delivery of basic services. Community participation should be encouraged in order to boost community morale by allowing them to have a say in matters pertaining to the delivery of basic services. It is recommended that community participation should be aimed at improving proper utilization of the available resources. Community participation should be maintained to help obtain a balanced perspective and identify creative solutions to basic service delivery.

5.5.3 Recommendations on the solutions to poor service delivery in local communities.

According to the study, the Municipality should decentralize services in order to improve the delivery of basic services to the communities. It is suggested that Non-Governmental Organizations (NGOs) be allowed to participate in improving basic service delivery. This means that interested Non-Governmental Organizations can help by donating funds to help deliver basic services to communities. The researcher agrees that municipal service partnerships should focus on basic service delivery. To provide basic services, community-based organizations (CBOs) should collaborate with the municipality. The municipality should allow community members to volunteer in order to improve the delivery of basic services. This is an indication that community members should volunteer to gain work experience through the process of basic service delivery.

5.5.4 Recommendations on the relationship between communities and municipality in the delivery of basic services

According to the study, the Municipality should provide actual basic services to the communities. Concerning the delivery of basic services, the Municipality should consult with the communities. This demonstrates that the Municipality should first consider community members' input before deciding to provide basic services. Residents should be involved in municipal decisions regarding the delivery of basic services. The researcher suggests that community members be treated as Municipality customers. Municipal revenues should be collected to promote the delivery of basic services. Furthermore, the study suggests that the Municipality maintain a positive relationship with the communities by improving communication between municipal officials and the communities. Infrastructure such as roads and proper bridges should be maintained to sustain the relationship between the Municipality and the communities. Lack of basic service delivery, lack of communication, and accountability by the municipal officials should be dealt with to promote the standard of relationship between the Municipality and the communities.

5.5.5 Recommendations on the strategies that promote good governance

The researcher suggests that, in order to ensure good governance in local government, citizens' full participation in all matters concerning local communities and municipalities be mandated. This can be accomplished by consulting and informing local communities of any related decisions to be made by the municipality, particularly those concerning service delivery and other local community matters. Residents should be involved in municipal decision-making processes concerning the delivery of basic services. The researcher also suggests

that decisions made within the municipality be made in an open and transparent manner. This means that any municipal finance data must be accurate and easily accessible, and information must be free and available at all times.

According to the study, equity and inclusiveness in decision-making processes, as well as fairness and justice, should be implemented in order to promote good governance in local government. The researcher also suggests that all municipal officials be held accountable. This has to do with accountability and responsibility for one's actions. According to the study, in order to promote good governance in local government, a public service commission should be established to ensure the continuity of sound public services. The study's researcher also recommends that the Auditor-General perform his duties fairly in order to reduce the risk of economic crime such as corruption, mismanagement of public funds, and wasteful municipal spending. Lastly, the researcher recommends that training and education in ethics of good governance must be provided to municipal officials so that they know exactly what is expected from them when and how.

5.6   RECOMMENDATIONS ON THE PRINCIPLES OF PUBLIC ADMINISTRATION

This section presents recommendations for the generic functions of public administration based on findings on the role of community participation in basic service delivery; the status of basic service delivery in the Thulamela Local Municipality; initiatives to improve basic service delivery; the relationship between communities and the municipality in basic service delivery; and strategies to promote community participation.

- Under policy and policy making, it can be recommended that the Municipality should make strict policies to fight against corruption so that each official who misuses public funds or who uses public funds on his/her own interest must be punished anddismissed from the workplace.
- Under organizing, organizing entails the establishment of institutions to achieve predetermined objectives. Therefore, it can be recommended that there must be grouping and classification of the functions as well as allocating these functions and officials in an orderly pattern.
- Regarding financing, it can be recommended that the municipality should have a yearly financial budget to deliver basic services. The researcher recommends that the municipality must work with the Non-Government Organization so that they can donate funds to assist in the delivery of basic services.
- Under personnel administration, it can be recommended that the Municipality should employ qualified and skilled officials to deliver basic services to the communities. The

study also recommends that creation of posts must consist of the qualification required and successful candidates must meet all the requirements of the post.

- As for work method and procedure, it can be recommended that there must be the means and ways to be followed in obeying the job to achieve the objectives of the Municipality.
- Lastly, under control, it can be recommended that the policy maker must ensure that policies and plans of the Municipality are implemented effectively and efficiently.

5.7   RECOMMENDATIONS OF FUTURE STUDIES

Future researchers may conduct any type of research based on issues of uncertainty, such as good governance in public institutions, provision of basic services by local government in local communities, strategies for limiting corruption within public institutions, and solutions to basic service delivery. Future researchers must delve deeper into other possible strategies for instilling good governance in local government. There are more ethical considerations that the researcher must undergo when conducting the study; it is therefore advisable for future researchers to adhere to such ethical considerations, which include, among other things, protecting participants from harm and informing participants about the purpose and significance of the study. Future researchers must not force participants to participate in their study, and if the participant decides to withdraw from providing the researcher with relevant information about the study such a decision must be respected. Lastly, other participants would like to remain unknown, therefore confidentiality must be kept.

5.8   LIMITATIONS OF THE STUDY

A number of foreseeable challenges may impede the research's smooth operation. Among other things, the following obstacles could cause the research to be delayed:

- The Thulamela Local Municipality was hesitant to grant the researcher permission to conduct research for fear of being exposed as employing unskilled officials in positions requiring specific skills. However, the researcher worked hard to obtain their permission to conduct the research.
- Officials within Thulamela Local Municipality are hesitant to provide sensitive information for fear of jeopardizing their chances of advancement in the future. Participants were assured, however, that their responses would be treated with complete confidentiality because confidentiality was one of the ethical issues to be adhered to.
- Difference in languages of respondents was a problem as the researcher was not able to translate every single word for them to understand.

- The level of education and age was also a problem as the researcher couldn't approach high class respondents.

5.9   CONCLUSION

This study concentrated on strategies for improving good governance in local government, with a specific focus on Thulamela Local Municipality. The main argument for this study was that local governments, specifically Thulamela Local Municipality, must strive to provide democratic and accountable government for local communities; to ensure sustainable service delivery to communities; to promote social and economic development; and to promote a safe and healthy environment. The first chapter of the study described what the entire study entails, including the introduction, historical background, problem statement, goal of the study, specific objectives of the study, and the structure of how the entire thesis was organized. This study was carried out to benefit the Thulamela Local Municipality and the Thulamela communities, particularly through the provision of basic services to their communities. The benefits include, among other things, the advancement of strategies that can be used to improve good governance in Thulamela Local Municipality for better delivery of public services to the communities.

In chapter two, the researcher discussed in three subtitles a literature review on strategies for enhancing good governance in local government, with specific reference to Thulamela Local Municipality. The first subtitle discussed the concept of 'governance' and the concepts related to it; theories of governance; and principles of governance. The second subtitle discussed the concept of 'good governance,' potential strategies for good governance, South Africa's legislative framework for good governance, and the importance of good governance to development and local government. The third subtitle discussed the concept of 'local government,' fundamental principles of local government, the role of local government in South African communities, the role of Batho Pele principles on local government with regardto service delivery, the consequences of poor governance in local government, possible strategies for enhancing good governance in local government, and it concluded all three subtitles.

The third chapter described a research methodology that used a mixed method (combining quantitative and qualitative research methods) to collect data. The researcher chose to conduct the study in the Thulamela Local Municipality due to the availability of participants who possessed the characteristics sought by the researcher. Non-probability sampling was appropriate in this study because the participants were chosen based on their availability, convenience, or representation of some characteristics the researcher wanted to study. A questionnaire and an interview were used to collect data. The ethical issues addressed in this

study demonstrated the appropriateness of the study's methodology and highlighted all aspects of human morality.

The fourth chapter of this research study discussed data presentation, interpretation, and analysis of data collected by discussing the responses of the sampled population as a way of providing an understanding of the nature of the research findings to the strategies for enhancing good governance on local government with specific reference to Thulamela Local Municipality. It has been stated that data analysis includes what has been seen, heard, and read in order to use the data collected. The chapter focused on reporting the empirical investigation by answering questions about perceptions and understanding of strategies for improving good governance in Thulamela Local Municipality. Data on strategies for improving good governance were gathered using quantitative and qualitative methods, including the use of questionnaires and interviews from the respondents. The response to the questionnaire items is presented in a tabular form followed by a brief synthesis of the findings and the responses to the interview items are presented in a narrative form followed by a brief synthesis of the findings. The chapter was divided into two sections, namely: the analysis of data collected through questionnaire and the analysis of data collected through interview.

The findings, recommendations, and conclusion were presented in Chapter five. The study's major findings were derived from the study's research objectives. The study's recommendation was also influenced by the study's research objectives. This study also presented recommendations on the principles of public administration, recommendations for future research, study limitations, and finally concluded the study on the strategies for enhancing good governance in local government with specific reference to Thulamela Local Municipality.

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EDITORIAL LETTER

Editorial letter

This serves to confirm that I, DR TE Sikitime, attached to University of Venda, Department of English, Media Studies and Linguistics have proofread a mini dissertation titled: *Critical assessment on the strategies of enhancing good governance in local government: a case of Thulamela local municipality*

BY

MADZONGA PFANO WALTER

STUDENT NUMBER: 14007880

Editorial work focused mainly on technical precision and common errors relating to syntax, diction, word order and formulation of ideas. Corrections and suggestions were made for the student to effect before submission.

Signature   Date 11/03/2022

Ext: 015 962 8288

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BA (ed), BA (Hons) English, Univen, BA Communication Science UNISA, MA (SLS) Stellenbosch University, PhD Univen

REQUEST FOR THE PERMISSION TO COLLECT INFORMATION FOR STUDIES

[handwritten notes:] Snr manager Corporate for your att pls

HR for your attention 14/08/2020

[stamp:] REF. 3/R ATTENTION mr 2020 -08- 13 THULAMELA MUNICIPALITY COMMENTS/INFORMATION

[handwritten:] Mr Mabasa pls attend 2020/08/31

The Municipal Manager: Thulamela Local Municipality

11 August 2020

Dear Sir/ Madam

REQUEST FOR THE PERMISSION TO COLLECT INFORMATION FOR STUDIES)

I can confirm that Mr. P.W Madzonga (Student number 14007880) is a registered masters' student at the University of Venda. He has conceptualized and submitted a proposal entitled *"A Critical Assessment of Good Governance: A Case of Thulamela District Municipality"* which has been approved by the Department of Public and Development Administration of the School of Management Sciences.

As the title indicates, Mr. Madzonga will be conducting his research in the Thulamela district, specifically amongst officials of local municipalities. The research project promises to provide, once completed, important information about good governance in the Thulamela district.

Therefore, as the candidates' supervisor, I hereby request that you give him the necessary support by granting him permission to conduct his research in Thulamela.

Professor N.J. Vermaak

Dept. of Public and Development Administration

School of Management Science

PERMISSION LETTER TO CONDUCT RESEARCH

EXTERNAL MEMO

Private Bag X5066
Thohoyandou
0950
Limpopo Province
Tel: 015 962 7500
Fax: 015 962 4020

Ref   : 4/3/4/1
Enquiries   : Mabasa N.H
Tel   : 015 962 7514
Fax   : 015 962 4020

To   : Mr P.W Madzonga
From   : THULAMELA MUNICIPALITY
Date   : 26 August 2020

Subject   : PERMISSION TO CONDUCT RESEARCH AT THULAMELA MUNICIPALITY

1. The above matter refers.

2. Kindly note that permission to conduct research has been granted.

3. Contact Human Resources Section for more information.

4. Hoping that this will meet your favourable considerations.

MUNICIPAL MANAGER: MALULEKE H.E

ETHICAL CLEARANCE CERTIFICATE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Mr WP Madzonga

STUDENT NO:
14007880

PROJECT TITLE: **Critical assessment on the strategies for enhancing good governance in local government: A case of Thulamela Local Municipality.**

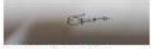ETHICAL CLEARENCE NO: SMS/21/PDN/05/0609

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof NJ Vermaak	University of Venda	Promoter
Mr WP Madzonga	University of Venda	Investigator – Student

Type: **Doctoral Research**
Risk: **Straightforward research without ethical problem (Category 1)**
Approval Period: **August 2021 – August 2024**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions
While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.
- The project leader (principal investigator) must report in the prescribed format to the REC:
  - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
  - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
  - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
  - Request access to any information or data at any time during the course or after completion of the project.
  - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
  - withdraw or postpone approval if:
  - Any unethical principles or practices of the project are revealed or suspected.
  - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
  - The required annual report and reporting of adverse events was not done timely and accurately.
  - New institutional rules, national legislation or international conventions deem it necessary

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: July 2021

Name of the RESSC Chairperson of the Committee: Prof Takalani Mashau

Signature:

UNIVERSITY OF VENDA
OFFICE OF THE DIRECTOR
RESEARCH AND INNOVATION
2021 -09- 0 6
Private Bag X5050
Thohoyandou 0950

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TELEPHONE (015) 962 8504/8313 FAX (015) 962 9060
"A quality driven financially sustainable, rural-based Comprehensive University"

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LETTER TO THE RESPONDENTS

Enquiries : Madzonga PW	P.O. Box 696
Cell : (076)-9111-216	Mutale
Email : walterpfano54@gmail.com	0956

March 03, 2020

Dear Sir/Madam

I am a registered student at the University of Venda doing Masters of Administration (MSMMA). My research topic is '***Critical assessment on the strategies of enhancing good governance in local government: A case of Thulamela Local Municipality***'.

I would be most grateful and glad if you can help me with this part of my research project by completing the inventory. I therefore assure you that the information that I will get from you will be confidential and will be used for educational purposes only.

In anticipation, please accept my sincere appreciation for your willingness to assist me on my research project

Yours sincerely

………………………………………….

MADZONGA PFANO WALTER

STUDENT NUMBER: 14007880

INFORMED CONSENT

I, ……………………………………………………………………….hereby agree to participate in the research study, titled '***Critical assessment on the strategies of enhancing good governance in local government: A case of Thulamela Local Municipality***'. By signing this consent form, you are indicating that you understand the information provided to you by the researcher regarding the research study, your question about the research has been answered to your satisfaction, and you voluntarily participate in this study.

- The study aims at identifying the legislative framework underpinning good governance.

- The information provided by the respondents will be solely used for the purpose of this study respectively.

- All questionnaire and interview data will be handled with confidentiality.

- Participants can refuse to answer certain questions if they feel uncomfortable during the process of data collection.

I understand that the information I give may not be used for any other purpose except to help the researcher to meet the scholastic expectations. For more information, respondents can contact Prof. NJ. Vermaak (my supervisor) at 082 292 6235 and also at Vermaak@univen.ac.za

…...…………………….…   …………………….……

SIGNATURE   **DATE**

INSTRUMENTS – QUESTIONNAIRE
CRITICAL ASSESSMENT ON THE STRATEGIES OF ENHANCING GOOD GOVERNMENT THE CASE OF THULAMELA LOCAL MUNICIPALITY

The purpose of this study is to assess the strategies of enhancing good governance in Thulamela Local Municipality. This is an opportunity for you to reflect on your perceptions about the strategies, constitutional and legislative frameworks of enhancing good governance. For each of the following statements place an **X** in the box that applies to you.

SECTION A: BIOGRAPHICAL INFORMATION OF RESPONDENTS

1. **Gender of respondents**

Males	
Females	

2. **Age of respondents**

1.	Less than - 20 years	
2.	21 - 30 years	
3.	31 - 40 years	
4.	41 - 50 years	
5.	51 years and older	

3. **Category of the respondents**

1.	Municipal Manager	
2.	Integrated Development Plan (IDP) officials	
3.	Local Economic Development (LED) officials	
4.	Communication Manager	
5.	Community Development Workers (CDW)	

6.	Traditional leaders	
7.	Ward councillors	
8.	Community members	

4. Qualification of the respondent

1.	Grade 12 and below	
2.	Bachelor's degree/ National diploma	
3.	Honors degree/ B-Tech	
4.	Master's degree/ M-Tech	
5.	Doctoral degree/ D-Tech	

5. Tribes of respondents

1.	Venda	
2.	Tsonga	
3.	Pedi	
4.	Whites	

SECTION B: STRATEGIES OF ENHANCING GOOD GOVERNANCE IN THULAMELA LOCAL MUNICIPALITY

Item No. 1	The important of local government in delivering public service	Strong Agree	Agree	Not sure	Disagree	Strongly Disagree
5.	Local government plays vital roles in delivering basic services.	1	2	3	4	5
6.	Local government provides overall services to the people who reside in their communities.	1	2	3	4	5

7.	Community participation is promoted by the local government during decision-making processes.	1	2	3	4	5
8.	Local government serves as a training ground for mass political education and mobilization.	1	2	3	4	5
9.	Local government plays roles in redressing the economic and social injustices produced by Apartheid.	1	2	3	4	5

Item No. 2	The level of community participation during municipal decision-making processes	Strong Agree	Agree	Not sure	Disagree	Strongly Disagree
10.	Involving communities in basic service delivery and empowering them has the potential to boost their livelihood and foster development.	1	2	3	4	5
11.	Through community participation, resources available for basic service delivery are used in an efficient way.	1	2	3	4	5
12.	Community participation empowers the primary beneficiaries of basic service by helping them to break away from the dependency mentality.	1	2	3	4	5
13.	Community participation promotes self-confidence and self-awareness in matters related to basic services.	1	2	3	4	5
14.	Community participation helps to obtain a balanced perspective and identify creative solutions to basic service delivery.	1	2	3	4	5

Item No. 3	The possible solutions for strategic service delivery in local communities	Strong Agree	Agree	Not sure	Disagree	Strongly Disagree
15.	The Municipality decentralizes services to improve the delivery of basic services to the communities.	1	2	3	4	5
16.	Non-Government Organizations (NGOs) can participate in enhancing the delivery of basic services in communities.	1	2	3	4	5
17.	Municipal service partnerships address the delivery of basic services.	1	2	3	4	5
18.	Community-Based Organizations (CBOs) work with the Municipality to provide basic services.	1	2	3	4	5
19.	Voluntarism by community members is allowed by the municipality to enhance the delivery of basic services.	1	2	3	4	5

Item No. 4	The relationship between communities and the Municipality in the delivery of basic services	Strong Agree	Agree	Not sure	Disagree	Strongly Disagree
20.	The Municipality provides actual basic services to the communities.	1	2	3	4	5
21.	The Municipality consults the communities regarding the basic services to be delivered.	1	2	3	4	5
22.	Community members are involved in the municipal decision making on the delivery of basic services.	1	2	3	4	5
23.	Community members are treated as customers of the Municipality.	1	2	3	4	5
24.	Municipal revenues are collected to promote the delivery of basic services.	1	2	3	4	5

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Item No. 5	The policy implications of strategies that promote good governance in Thulamela Local Municipality	Strong Agree	Agree	Not sure	Disagree	Strongly Disagree
25.	Full community participation is promoted by Thulamela Local Municipality during decision making processes.	1	2	3	4	5
26.	Public service commissions to protect and promote the integrity of public servants are of importance.	1	2	3	4	5
27.	Education and training in ethics of good governance are enforced on public officials.	1	2	3	4	5
28.	In dealing with corruption, the public protector plays vital role in investigating any conduct in government affairs.	1	2	3	4	5
29.	There is openness and transparency in the municipality regarding all issues concerning finance and the Auditor-General are appointed for investigation.	1	2	3	4	5

Thank you very much for your time and contribution.

INSTRUMENTS – INTERVIEW-SCHEDULE

CRITICAL ASSESSMENT ON THE STRATEGIES OF ENHANCING GOOD GOVERNANCE IN LOCAL GOVERNMENT THE CASE OF THULAMELA LOCAL MUNICIPALITY

The study focuses on the strategies of enhancing good governance in local government with specific reference to Thulamela Local Municipality. I humbly request you to be part of the study by providing your perspective on the strategies for enhancing good governance in Thulamela Local Municipality. Please put an **X** where you feel it is appropriate and answer the questions that follow. This is an opportunity for you to reflect on your perceptions about how these strategies are implemented. There is no right or wrong answer.

SECTION A: PERSONAL INFORMATION OF PARTICIPANT

1. **Gender of respondents**

Males	
Females	

2. **Age of respondents**

1.	Less than - 20 years	
2.	21 - 30 years	
3.	31 - 40 years	
4.	41 - 50 years	
5.	51 years and older	

3. **Category of the respondents**

1.	Municipal Manager	
2.	Integrated Development Plan (IDP) officials	
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4.	Communication Manager	
5.	Community Development Workers (CDW)	
6.	Traditional leaders	
7.	Ward councillors	
8.	Community members	

4. Qualification of the respondent

Grade 12 and below	
Bachelor's degree/ National diploma	
Honors degree/ B-Tech	
Master's degree/ M-Tech	
Doctoral degree/ D-Tech	

5. Tribes of respondents

Venda (Vha-Venda)	
Tsonga (Va-Tsonga)	
Pedi (Northern Sotho)	
English (Whites)	

SECTION B: THE STRATEGIES OF ENHANCING GOOD GOVERNANCE IN LOCAL GOVERNMENT

6.   What is the strategic importance of local government in delivering public services?

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7.   **How is the level of community participation during municipal decision-making processes?**

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8.   **What are possible solutions for strategic service delivery in local communities by local government?**

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9.   **What is the relationship between the communities and the municipality in the delivery of basic services?**

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10.   **What are the policy implications for strategies that promote good governance in Thulamela Local Municipality?**

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Thank you very much for your time and contribution.