

**GOOD GOVERNANCE IN THE PROVISION OF MUNICIPAL SERVICES: A CASE OF
VHEMBE DISTRICT MUNICIPALITY**

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DECLARATION

I, **TAKALANI NANCY MUDZUSI**, student number: 15000831, hereby declare that this dissertation titled “Good governance in the provision of municipal services: A case of Vhembe District Municipality” is submitted by me for the degree of Masters of Administration at the University of Venda and has not been previously submitted for a degree at this university or any other university and that this is my own work in design and execution, and that all references material contained herein has been duly acknowledged.

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DATE

DEDICATION

This dissertation is dedicated to:

- My parents, because of the firm foundation you provided, I was able to successfully finish the path that I had undertaken.
- My lovely husband, Lethole Tshilidzi.
- My children, Ndiwatshilidzi and Ngautenda.

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I would like to extend my heartfelt gratitude to sincere appreciation to everyone who helped me bring this project to a successful conclusion.

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ABSTRACT

The study focuses on good governance in the provision of municipal services at the Vhembe District Municipality. The local communities judge their municipalities' performance through the provision of services and the treatment that they get from its officials. The challenge of governance adversely affects the delivery of municipal services. People always expect good governance and service from their respective municipalities. However, it seems as though the municipalities are failing greatly. It is therefore; important for the municipality to adhere to good governance provisions which ultimately manifests through effective municipal service delivery. The study used both quantitative and qualitative research method which is a mixed method underpinned by the pragmatic paradigm as it advocates for the use of mixed methods. Data was collected through questionnaire and interview. The questionnaires were distributed to IDP officials, LED officials, PMS officials as well as other administrative officials and managers, while interviews were conducted telephonically with PR councillors of the Vhembe District Municipality in order to gather information related to adherence of good governance in the provision of municipal services. For data analysis, the study adopted statistical and thematic analysis. Information gathered through questionnaires was analysed using Micro-Soft Excel and thematic analysis is used for information collected through interviews. The following research ethics were considered in this study: permission to conduct the research study, informed consent, confidentiality and anonymity, no harm to respondents and voluntary participation. The study will enhance the knowledge of relevant political office bearers and administrative officials regarding the understanding of good governance in the Vhembe District Municipality. The study found that the status of good governance in the Vhembe District Municipality is not at a desired state and as such; it needs requisite improvements. It is also found that there is a relationship between good governance and provision of municipal services and revealed that sufficient municipal service delivery to the local communities is more likely if the provisions of good governance are correctly implemented. The study found that lack of resources makes it difficult for the municipality to resolve municipal service delivery challenges of the local communities in its jurisdiction. Prolonged waiting time for municipal services to be delivered to local communities is one of the major challenges faced by the municipality. The study found that raising awareness on the importance of good governance, community participation and training officials on how they can implement good governance principles can be used as improvement mechanism.

The study recommends for the municipal officials to follow good governance provisions because it positively contributes to the effective and efficient provision of high quality municipal services. It is further recommended that the municipality should set time frames to adequately address prolonged waiting time regarding the delivery of municipal services to the local communities. To address limited understanding of good governance by officials, the study recommends that greater awareness and through training about good governance be instilled with a purpose of enhancing the provision of municipal service delivery. The establishment of monitoring and evaluation mechanism may contribute positively to the provision of municipal services, and as such it is one of the recommended measures.

Key words: Governance; Good governance; Public; Service delivery; Municipality

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ABBREVIATION

CDO	COMMUNITY DEVELOPMENT OFFICERS
DCSR	DEPARTMENT OF CULTURE, SPORT AND RECREATION
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
GG	GOOD GOVERNANCE
IDP	INTERGRATED DEVELOPMENT PLANNING
IFAC	INTERNATIONAL FEDERATION OF ACCOUNTANTS
LED	LOCAL ECONOMIC DEVELOPMENT
M&E	MONITORING AND EVALUATION
MEC	MEMBER OF EXECUTIVE COMMITTEE
NDP	NATIONAL DEVELOPMENT PLAN
PMS	PERFORMANCE MANAGEMENT SYSTEM
PSC	PUBLIC SERVICE COMMISSION
RDP	RECONSTRUCTION AND DEVELOPMENT PROGRAMME
UN	UNITED NATION
UNDESA	UNITED NATIONS DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS
UNDP	UNITED NATION DEVELOPMENT PROGRAMME
VDM	VHEMBE DISTRICT MUNICIPALITY

CHAPTER 1

INTRODUCTION AND BACKGROUND OF STUDY

1.1 INTRODUCTION

This study is based on good governance in the provision of municipal services at the Vhembe District Municipality. The introduction and historical context of the research is presented in this section. The year 1994 marked the beginning of South Africa's democratic regime, which brought new social, economic, demographic, cultural and political order. The transfer of power to the national government and the public's trust in it following the first free and transparent election in 1994 gave South Africa fresh reasons to be hopeful about its future progress and good governance (Thebe, 2017). Many legislative and regulatory actions were implemented after the country's Constitution was approved in 1996 to set the foundation for a morally upstanding and honest administration or government, with the *Batho Pele* tenets acting as the cornerstone. By consulting, establishing service standards, enhancing access, assuring courtesy, giving information, openness and transparency, redress, and offering value for money, *Batho Pele* aims to provide the foundation for effective and good governance (Department of Public Service Administration (DPSA), 1997). The government has been working hard to address many of the problems that affect all level of government, as well as to encourage strategic and tactical planning and the application of good governance (Mantzaris & Pillay, 2014).

Participation, a focus on consensus orientation, the rule of law, transparency, accountability, responsiveness, effectiveness and efficiency, equity and inclusion are qualities of good governance (Prinsloo, 2013). The concepts of good governance are supported by the Constitution of the Republic of South Africa, 1996 (henceforth referred to as 1996 Constitution) which also emphasizes the significance of good governance as a crucial component for effective and successful government. Sections 152(1) (a) and (b) of the 1996 Constitution makes the provision for democratic and responsible local government as well as sustainable service delivery to local communities. The commitment to accountability, responsiveness, openness and transparency, as well as principles and values, is underlined in the 1996 Constitution and are linked to the adherence of good governance.

There are three different levels of government in South Africa: the National level, the provincial level, and the local level. Through formed municipalities, local government provides services on behalf of the state. According to the 1996 Constitution, municipalities are required to provide essential municipal services such as water, sanitation, refuse

removal, electricity, municipal health services, municipal roads, and storm water drainage to local communities in their jurisdictions.

1.2 BACKGROUND OF STUDY

Governance is not a new concept. It is one of the most frequently used terms (Vyrnetal, 2007). In the past, governance was mostly understood as a result of government activities which were primarily dealt with by the political science, political philosophy or anthropological disciplines. Today, governance has become a popular and widely concept used by scholars from various field like Public Administration, Economics, Political Sciences, Management, Law and Sociology (Ysa, Albareda & Forberger, 2014). Bevir (2009) states that since 1980's, governance has become a key concept across social sciences.

According to Torfing, Peters, Pierre and Sorensen (2012), governance originated from a Greek word *kybernan* which means to steer or to pilot a ship. However, the Roman Empire also used this concept under Latin word *gubernare* which means to direct, rule and guide (Ysa *et al.*, 2014). The meaning of the concept governance has changed over centuries. Ysa *et al.*, (2014) argue that today governance can be understood as the interaction between governments, business stakeholders and non-profit organisations by which policy decisions implementations are undertaken. Vyrnetal (2007) expresses that governance is connected with any proposals that have to do with the improvement of government activities, government measures, and also encouraging and improving the performance of the economy and the society as a whole. It is Fukuyama's (2013) view that, whether a government is democratic or not, governance refers to its capacity to establish and uphold laws and provide services. Further, Fukuyama (2013) expresses that government is an entity that can fulfil its duty well or poorly, whereas governance is concerned with execution or what has historically been within the purview of public administration. Former United Nations (UN) Secretary General, Kofi Annan asserts that "good governance is possibly the single most essential component in supporting development" (Gisselquist, 2012).

1.3 PROBLEM STATEMENT

According to Leedy (2015), one of the most important aspects of any study is the identification of a problem. In addition, Leedy (2015:45) indicates that there should be a problem at the centre of each and every research project. Therefore, it can be concluded that one cannot conduct a research if there is no problem. It can be argued that when problem arises, it provides the researcher with the opportunity to do investigation and come up with findings of the researched matter. According to Vhembe District Municipality Draft Annual Report (2020), the municipal values are responsibility, accountability, development,

ownership, responsiveness, democratic, transparency, respect, economic prosperity, hospitality, caring, opportunity, pride and visionary. However, these values seem not to be well taken care of in most municipalities. According to Faranak, Kamran, Katayoun and Leila (2018), indicators of a sound public administration include responsiveness, effectiveness and efficiency to the needs of the people. However, when it comes to municipalities, responding to the demands of the local communities takes time.

To maximise the success of good governance, a municipality should integrate principles such as accountability and responsiveness and recognise that good governance is not just about meeting compliance requirements with legislations, regulation and codes of practice. Nzimakwe (2005) asserts that politicians, officials, business people and members of civil society should declare that good governance is the only viable choice or the only alternative available. For years, only few municipalities received clean audit. Only 16% of South Africa's 257 municipalities obtained clean audit by the Auditor-General for the 2020/2021 financial year (Auditor-General, 2021). Auditor-General indicated that audit outcomes were in a bad state when the previous administration took over in 2016/2017 and this state had not improved since then. This proves that there was poor governance by the management of these municipalities.

Municipalities in South Africa have continuously battled with the challenge of service delivery. Many municipalities are unable to spend money that has been given to them, which leads to unfinished projects that have been budgeted (Munzhedzi, 2013). Therefore, the ability of local government structures to deliver fundamental services that are in line with the requirements and preferences of local communities must be used to evaluate the success of good governance because effective service delivery is one key of local government. According to the Constitution, 1996, local government must provide democratic and accountable government for local communities and ensure the provision of services to communities in sustainable manner.

In the case of Vhembe District Municipality, an investigation in to the state, the relationship and challenges of good governance is particularly important due to the municipality history of governance and service delivery challenges. According to research conducted by Thusi and Selepe (2023), Municipalities in South Africa has faced numerous challenges including financial mismanagement, corruption and poor service delivery as well as maladministration. These challenges have resulted in a lack of basic services such as water, sanitation and electricity, which has had negative impact on the quality of life of residents.

Furthermore, the investigation of good governance in Vhembe District Municipality is crucial because it is a rural municipality with large population, which makes service delivery to be

more challenging. As noted by Salaam (2016); Mabizela and Matsiliza (2020) and Motsoeneng (2022), rural municipalities face unique challenges in terms of service delivery such as inadequate infrastructure, limited resources and skilled personnel. Therefore, good governance is necessary to ensure resources are managed effectively and services are delivered effectively to meet the needs of the community. The majority of the Vhembe District Municipality's jurisdictional territory is rural, and rural basic service delivery backlogs exist (Mafunisa & Xaba, 2008; Munzhedzi, 2020). It is clear that there is still a lot that needs to be done regarding the adherence of good governance practices in the Vhembe District Municipality.

1.4 AIMS OF THE STUDY

The aim of the study is to investigate good governance in the provision municipal services at the Vhembe District Municipality with the purpose of recommending mechanisms to be adopted in ensuring good governance in the provision of municipal services.

1.5 THE OBJECTIVES OF THE STUDY

The study's objectives are:

- To ascertain the state of governance in the provision of municipal service at Vhembe District Municipality.
- To determine the relationship between good governance and the provision of municipal services.
- To examine the challenges experienced by Vhembe District Municipality regarding good governance practices.
- To establish the implications of good governance in the provision municipal services at Vhembe District Municipality.
- To recommend the mechanisms to enhance good governance in the provision of municipal services at the Vhembe District Municipality.

1.6 RESEARCH QUESTIONS

In investigating the adherence of good governance in the provision of municipal services at the Vhembe District Municipality, the following questions have been raised:

- What is the state of governance in the provision of municipal services at the Vhembe District Municipality?
- What is the relationship between good governance and the provision of municipal services?

- What are the challenges experienced by Vhembe District Municipality regarding good governance practices?
- What are the implications of good governance in the provision municipal services at the Vhembe District Municipality?
- What are the mechanisms to enhance good governance in the provision municipal services at Vhembe District Municipality?

1.7 SIGNIFICANCE OF THE STUDY

The significance of the study will be to enhance the knowledge of Vhembe District Municipality's political office bearers and administrative officials regarding the understanding of good governance. The study will also benefit policy makers and committees responsible for ensuring good governance in the public sector in modifying policies with a purpose of improving good governance practices in the Vhembe District Municipality. The study is also of importance to the society at large in that it will be able to observe and understand whether there is a good governance practices at the Vhembe District Municipality. The study findings will be of benefit to the Vhembe District Municipality as the mechanism to ensure the adherence of good governance principle will be recommended and how best the political and administrative heads can manage municipalities. The study is also of great value to other researchers and students alike regarding the advancement of knowledge. It is also crucial to the University of Venda to use this study as reference in future when discussing good governance practices for municipalities.

1.8 DELIMITATIONS OF THE STUDY

With particular reference to the Vhembe District Municipality, the study has been narrowed to concentrate on the crucial concerns of good governance in the provision of municipal services. The Vhembe District Municipality, which consists of the four local municipalities of Thulamela, Collins Chabane, Makhado and Musina is where this study is centred. Vhembe District Municipality is situated in rural area and he study is delimited to Vhembe District municipality to allow and provide more detailed and nuance analysis on the governance challenges and the opportunities for service delivery. This will assist in identifying specific areas of improvement and interventions to enhance the delivery of municipal services and promote good governance in Vhembe District

1.9 DEFINITION OF OPERATIONAL CONCEPTS

In this section, the researcher will define operational concepts, namely: governance, good governance, municipal service delivery and municipality.

- **Governance**

The way in which authority is exercised in the administration of a nation's economic and social resources for the purpose of fostering development is governance (World Bank, 1994). According to Cloete (2006), governance is the process of achieving the most appropriate developmental policy objectives to sustainably develop a society. This is accomplished by mobilising, applying and co-ordinating all of the available domestic and international resources in the public, private and voluntary sectors in the manner that is the most effective, efficient and democratic. Governance is a phrase that refers to the formal and informal structures that dictate how public decisions and choices are made and how public activities are carried out with the goal of upholding the constitutional ideals of a nation (United Nations, 2007). Maserumule (2011) posits that governance is a conceptual presentiment of good governance. For the purpose of this study, governance refers to the exercise of authority in the institution (Vhembe District Municipality) and how the decisions are made and implemented.

- **Good governance**

Good governance is defined by the United Nations (2007) as the exercise of power through political and institutional systems that are open, accountable and promote public engagement. Good governance is a form of government that can clearly identify with the fundamental principles of the society, which include economic, political and sociocultural concerns, including human rights (Chopra, 1997). Smith (2007) argues that good governance is a type of government related to political values and implies government within a democratic political culture and with efficient administration plus the right policies, particularly in the economic sphere. For the purpose of this study, good governance involves doing things the right way to achieve desired goals and mission.

- **Public**

Van der Waldt (2014) defines "public" as those who reside within the boundaries of a certain place. According to Alford (2002), public refers to the nation's citizens, who are also referred to as communities or clients in the public sector. The term "public" in this study refers to those who live in the Vhembe District Municipality (VDM).

- **Service delivery**

Mfene (2009) characterises service delivery as an all-encompassing activity designed to advance the overall welfare of the society. Fox and Meyer (1995) shared the same sentiments with Mfene (2009). The providing of governmental activities or benefits to

members of the society is known as “service delivery”. Bayat and Meyer (1994) refer to service delivery as the needs of citizens, and what members of public request from government institutions. In the context of this study, service delivery includes the provision of such services as water, electricity, sanitation and municipal health services as basic needs.

- **Municipality**

A municipality is state entity that is part of local government and has legislative and executive power over a territory that is defined by the Municipal Demarcation Act, 1998 (Act 27 of 1998). A municipality is defined as consisting of its political structures, administration, and community under The Municipal Systems Act (Act 32 of 2000). Unless otherwise specified, the term “Municipality” in the context of this study refers to the Vhembe District Municipality.

1.10. SEQUENTIAL ARRANGEMENT OF CHAPTERS

The research is divided into five chapters to convey the research study in an orderly and logical manner. The study’s chapters are organised as follows:

Chapter 1: Introduction and background of the study

The problem statement, the aim of the study, the objectives of the study and the research questions are all included in Chapter One. This chapter also discusses the significance of the study, the delimitation of the study, the definition of operational concepts and the order in which the chapters should be read.

Chapter 2: Literature Review on good governance and municipal service delivery

This chapter deals with the literature review of the study. This chapter also pays attention to the concept of governance, concept of good governance, the challenges of good governance in the provision of service, policy and legislative framework that support good governance and provision of service in South Africa and mechanism for good governance in the provision of service.

Chapter 3: Research Methodology

The research design and methodology are presented in Chapter Three. This chapter also covers study area, the study population, sample technique and size, data collection and analysis and ethical issues.

Chapter 4: Data presentation, analysis and interpretation

The presentation of data, an analysis of research results and findings are discussed in Chapter Four. This chapter explains how to analyse and evaluate the information gathered through interviews and questionnaires. Both quantitative and qualitative methods are used to obtain data. The information is analysed statistically and thematically.

Chapter 5: Findings, Conclusion and Recommendations

The overview of the research findings, the study's conclusion and its recommendations are covered in Chapter Five. This chapter summarises the findings and make recommendations for good governance in the provision of municipal services in the Vhembe District Municipality. It also makes suggestions for further research.

CHAPTER 2

LITERATURE REVIEW ON GOOD GOVERNANCE AND MUNICIPAL SERVICE DELIVERY

2.1 INTRODUCTION

The preceding chapter examined the background, problem statement, aims, objectives, research questions and significance of the study. This chapter seeks to review appropriate literature on the implication of good governance in the provision of municipal services. The literature review assists the researcher to understand what other scholars have written on the said topic. The main purpose of literature review is to find a gap that no other scholar has researched on. This literature review chapter discussed the following area of focus: the theory of good governance, concept of good governance, the importance of good governance, relationship between good governance and provision of service, legislative framework supporting good governance and challenges of good governance in the provision of service.

2.2 THEORETICAL FRAMEWORK ON GOOD GOVERNANCE

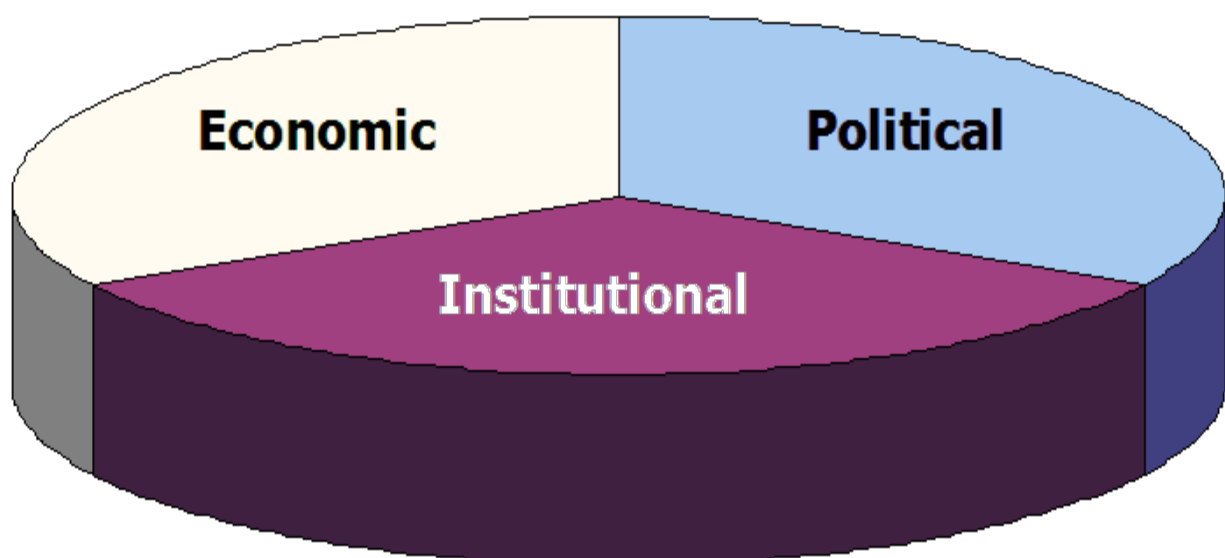
Oxford Dictionary (2018) in Mngadi (2018) defines theory as a system of ideas formulated with the intention to explain a certain phenomenon or a set of principles in which practice is based on. Longman (2003) defines theory as general principles and ideas about a subject. The Latin word *theoria* and the Greek word *theoro*, both of which indicate "contemplation, speculation, and sight" are said to be the roots of the term theory (Mafunisa & Dzengwa, 2007:766). Theory helps direct research, filter which data is relevant to the study and which data is not (Harnish, Frank & Maul, 2011: 16). This section seeks to present the theories available for good governance. Theory forms a backbone of practice. For this study, good governance theory is the most relevant theory that will be discussed. However, governance will also be discussed together with democratic theory.

2.2.1 Good Governance theory

Mathebula and Munzhedzi (2017) indicate that one must first comprehend the idea of governance as the epistemological basis for what is currently referred to as good governance. According to Chhotray and Stoker (2009:3), the goal of governance is to comprehend how collective decisions are made. Governance refers to the norms of collective decision-making in context where there are multiple players or organisations and no formal control mechanism can regulate the parameters of their relationship (Chhotray &

Stoker, 2009:4). Governance entails establishing conditions for organised rule and collaborative action (Peters & Pierre, 1998; Stoker, 2018).

United Nations Development Programme (UNDP) (2006), in Umar (2016) states that the exercise of economic, political, and administrative authority to oversee a nation's activities at all level is what is meant by governance. It consists of the structures, procedures, and mechanisms that enable individuals and organisations to express their interests, assert their legal rights, fulfil their obligations, and resolve their conflicts. Umar (2016) further states that governance is comprised of three legs, namely economic, political and administrative. Good governance encompasses all three and specifies the procedures and structures that control political and socio-economic relationships. Oluwu and Sako (2002:38) state the criteria against which one can measure the elements of governance in the political, economic, social, environmental and moral dimension of society.



Source: Einstein (2012)

According to Keping (2017), international organisation and various scholars have developed a number of concepts such as Meta governance, sound governance, effective governance and good governance in response to the issues that governance theory has faced. However, the most influential of them is good governance. In a nutshell, “good governance” refers to the public administration practices that serve the interest of public to the greatest extent possible (Keping, 2017). It is the view of Keping (2017) that one of the most important characteristics is that it involves the state and citizens working together to manage public life. It also involves a new kind of connection between the political state and civil society, as well as their ideal state.

Maserumule (2014) claims that thinkers like Plato, Aristotle, and Aquinas are where the idea of good governance first appeared. It is evident that the idea has become more widely used in the present debate in academia, government, and society. At the end of the 1980s, at a period of unparalleled political transition, the idea of good governance came into being. The Soviet Union's collapse, which followed the fall of the Berlin Wall on November 9, 1989, also caused the political and economic ties of the Eastern Bloc to break down. These political shifts paved the way for a serious discussion on the proper structure of a state for economic development, and as a result, a discussion on good governance (Mlangwa, 2016).

In the 1989 study on Sub-Saharan Africa, the concept of governance was established without specifically using the word "good". The phrase "good governance" was only used in the introduction by former World Bank president *Conable*, who defined it as "a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to its public" (Frischtak, 1994). Good governance is inherently democratic, participatory, transparent, responsive, equitable and consensus-oriented (Matshabaphala, 2014).

2.2.1.1 The relevance of good governance theory

Good governance theory is relevant in this study in that citizens are rightly concerned with a municipalities' responsiveness to their needs and protection of their rights. The ability of the municipality to create an accountable, effective and efficient public management process that is open to citizen participation and strengthens rather than undermines a democratic system of government is generally what government issues are about (United States Agency for International Development (USAID), 2009). A system of improved governance in all areas of government in South Africa can be attained via a number of governance qualities. These include deliberation and consultation, the ability to act and deliver, efficiency and effectiveness, and monitoring of government activities to ensure on-going answerability and accountability (Nzimakwe, 2005). All these are relevant and important components of good governance.

In another work, Maserumule (2011) looked at good governance and explored numerous topics, such as how good governance may be a valuable instrument for encouraging development in various African sectors. Good governance theory calls for accountability, transparency and participation and responsiveness which are critical in addressing and improving public services. There are various challenges which hinder the delivery of municipal services and to solve those issues, good governance is required. Adopting this theory is justified by the fact that good governance directly affects the provision of services.

The government effectively and efficiently control municipal resources and delivers quality public services through good governance practices (Massey & Johnston-Miller, 2016:665). Municipalities can achieve good governance whenever these procedures and guidelines are followed. Lekala (2019) asserts that good governance facilitates development.

2.2.2 Democratic theory

A democracy is a form of government in which supreme authority is given to the people and can be exercised by people either directly or indirectly through various forms of representation (The Webster New Encyclopaedic Dictionary, 1995). According to Lindell and Scott (1999), democracy is originated from the Greek word '*demokratia*' which means "rule of the people" and is coined from '*demos*' "people" and '*kratos*' "power" or "rule. One cannot talk about good governance and leave out democracy. Democracy and good governance are like two inseparable twins. According to Ogundiya (2010: 204), an inseparable connection exists between democracy and good governance since both concepts are based on almost the same principles. Both democracy and good governance should be more responsive to the demands and pressures from citizens. Democracy, according to governance theorists, is a necessary tool for good governance (Mafunisa & Dzengwa, 2007).

Nazarov and Obydenkova (2021) indicate that democracy is typically linked to greater transparency, independent and critical media, better public policy decisions, better access to education, information, and healthcare facilities, lower levels of corruption, and an overall higher standard of living. All of these elements might lead to better service delivery. The general welfare of the society and, more specifically, the provision of public services are positively impacted by democracy.

2.3 THE CONCEPT OF GOVERNANCE

Klijn and Koppenjan (2016:5) argue that in order to comprehend good governance, the notion must first be defined. According to the literature, there is no precise definition for the term governance. According to Robichan (2011:115), the lack of a shared concept of governance is due to the various words used to define governance. Networks, rules, steering, and order control are among the words used. Edwards, Halligan, Horrigan, and Nicoll (2012:9) agree that there is no such thing as a universal concept of governance. Similarly, Bevir (2011:1) posits that there is no precise definition of governance because the notion is centred on the procedures and interactions that connect the state to civil society,

which vary by country. It is claimed that the meaning of governance varies depending on whether it is studied from an institutional or individual standpoint.

For instance, the World Bank defines governance as “the use of institutional resources and the exercise of political authority to manage the issues and affairs of society” (World Bank, 1992: 1; World Bank, 1994: vii). The notion is similarly described as “the exercise of economic, political and administrative authority to manage a country’s affairs at all levels” by the United Nations Development Programme (UNDP) (1997: 1). Similarly, according to the OECD (2007), governance is “the exercise of political, economic and administrative authority necessary to manage a nation’s affairs”. Governance is further defined as “the process of decision-making and the process by which decisions are executed” by the United Nations Economic and Social Commission for Asia and the Pacific (2009: 1).

According to Peters (2012:3), governance entails directing government actions to suit popular needs. The term governance encompasses more than just government. It is the manner in which a government interacts with the society it controls (World Bank, 1994). Olowu and Sako (2002:37) define governance as a system of principles, policies and institution through which a society governs its economic, political and social affairs through interaction within and amongst the state, civil and private sector. In South Africa, governance refers to the state’s style of interaction with civil society, as well as the internal processes by which resource inputs are converted into government output. The South African government has implemented a municipal service delivery that is explicitly performance-based (Public Service Commission (PSC), 2002:10; Department of Public Service and Administration (DPSA), 2003). Poor performance in South Africa includes not only corruption but also ineffective municipal resource management by government officials and a lack of political will to penalise underperforming authorities. Inadequate municipal service delivery is directly correlated with poor management of municipal resources (Olivier, 2017).

Sing (1999:89-91) and Keping (2018) declare that the subject of governance is related to the operation of government, the interaction between politics and administration, and how power is shared and exerted. Sing (1999:91) further asserts that governance encompasses all of the functions and actions of government. Furthermore, it focuses on policy formulation as well as the efficacy with which policies are executed (Sing, 1999). The World Bank and other international organizations have enlarged the concept of governance as the primary determinant criterion in any modern state (Najem & Hetherington in Kuye, 2007:600). Kuye (2007:601) claims that in order for a state to achieve the requirements of good governance, governance characteristics such as effectiveness, efficiency, accountability, responsibility,

participation, and professional ethics must be considered. For governance to be effective, Kuye (2007:601) is of the view that it should include elements such as economic and political liberty; commitment to the rule of law; transparency and accountability; and the promotion of civil society.

2.3.1 Governance structures in South Africa

South Africa, being a democratic country, has developed a number of institutions to ensure good governance in the public sector which is inclusive of municipalities. These institutional structures and ideas are employed in the public sector to foster and encourage good governance. Furthermore, these institutions promote good governance by making government more transparent, democratic, and accountable. Chapter nine of the Constitution of the Republic of South Africa of 1996 (thereafter referred to as 1996 Constitution) established amongst others the following institutions to promote and preserve good governance: the Public Protector (PP), and the Auditor-General (AG). The Public Service Commission (PSC) is founded in the chapter 10 of the 1996 Constitution. Although Chapter 9 institutions are six in number, for the purpose of this study, only Public Protector and Auditor General will be discussed and Public Services Commission which falls under Chapter 10 of the Constitution.

2.3.1.1 Public Protector

In accordance with Chapter 9 of the 1996 Constitution, the Public Protector was founded. The Public Protector must be independent, impartial, and exercise its functions without fear, favour, or bias, according to the 1996 Constitution, and must be subject only to the 1996 Constitution and the law. The Public Protector has the authority under section 182 of the 1996 Constitution to investigate any reported or suspected misconduct in government agencies or entities, to issue reports on the conduct, and to recommend suitable remedial steps. The Public Protector makes recommendations for corrective action and submits a report to Parliament for approval. Only a court of law has the authority to evaluate and overturn the Public Protector's findings and prescribed remedies (Thornhill, 2011:82). The Public Protector's role includes promoting good governance by guaranteeing public accountability.

Section 182(1) provides the functions or powers of the PP, as outlined by the national law.

- To investigate any alleged or suspected inappropriate conduct in state affairs or public administration in any sector of government;

- To report on this conduct; and
- To take the necessary corrective action.

A real public protector is one who is appointed by parliament to protect human rights and oversee government management (Mora, 2015). The public protector encourages good governance. The public protector's duty or mandate is to defend and develop constitutional democracy, which includes promoting good governance. The recommendations made by the Public Protector should be implemented and the parliament, civil society and media should keep an eye on how suggestions made by Public Protector are being implemented ensure good governance.

2.3.1.2 Auditor-General

Auditor-General was established as one of the official institutions supporting constitutional democracy in South Africa under Chapter 9 of the 1996 Constitution. The Auditor-General's primary function, according to Section 188 of the 1996 Constitution, is to investigate and audit all accounts and the financial statements of all government departments and businesses sponsored fully or partially by the public purse. The Auditor-General gives Parliament access to the financial statements of government agencies and companies, according to Thornhill (2011:81), this is done to ensure that public monies are spent in the best interests of society and to reduce wasteful and ineffective spending.

The role of Auditor-General is defined under Section 188(1) and Auditor-General is required to review and report on the financial records, accounts, and management of the following entities:

- all national and provincial state departments and administration;
- all municipalities; and
- Any other organisation or accounting body that must be audited by the AG in accordance with the national or provincial law.

There must be regular audits of the performance of public services, including looking at the financial stability, quality and impact and that the parliament should scrutinised these assessments.

2.3.1.3 Public Service Commission

The PSC is viewed as the guardian of ethical leadership in the public sector. The Republic of South Africa is required to have a single PSC that is impartial, independent, and free from fear, favouritism, or bias, as per Section 196 of the 1996 Constitution. Section 195 and 196 of the 1996 Constitution further mandated that the PSC promotes fundamental values and guiding principles governing public administration, as stated in Chapter 10 of the 1996 Constitution. The democratic values and principles entrenched in the 1996 Constitution, such as the following ones, must guide public administration:

- *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.*
- *People's needs must be responded to, and the public must be encouraged to participate in policy-making.*
- *Public administration must be accountable.*
- *Transparency must be fostered by providing the public with timely, accessible and accurate information.*
- *Good human-resource management and career-development practices, to maximise human potential, must be cultivated.*
- *Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.*

The basic values and principles governing public administration play a vital role in that it establishes norms and standards for public service which ensure that government initiatives and service delivery systems are responsive to the public needs.

2.4 THE CONCEPT OF GOOD GOVERNANCE

Accountability, efficiency and effectiveness, responsiveness, transparency, forward vision, and the rule of law are all characteristics of good governance (Organisation for Economic Cooperation and Development (OECD), 2009:4). Similar to the OECD, the UNDP (1997:4) emphasized accountability, transparency, rule of law, effectiveness and efficiency, and

responsiveness, as well as features of consensus and participation. Good governance is defined by the African Development Bank (ADB) (2008:15) as accountability, transparency, involvement, fighting corruption, and promoting an enabling legal and judicial environment. Accountability, participation, predictability, and transparency are four concepts advocated by the Asian Development Bank (1995:8) to characterize good governance. According to the European Union (EU) (2001:8), good governance is defined by five principles: transparency, accountability, effectiveness, coherence, and participation. United Cities and Local Governments Asia-Pacific (UCLG ASPAC) (2021) shared eight principles of good governance as participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency and accountability.

According to Scholars such as Sayeed and Pillay (2012: 3), good governance refers to the degree of accountability, moral standards and responsiveness of the government to the needs of its citizens. According to Erasmus (2010:98), good governance forces the government to carry out its duties or engage in its activities with the primary goal of attaining and preserving openness, predictability, a culture of justification of government action and assurance. This concept has been raised frequently in modern public management, but it has been neglected in the municipal sector.

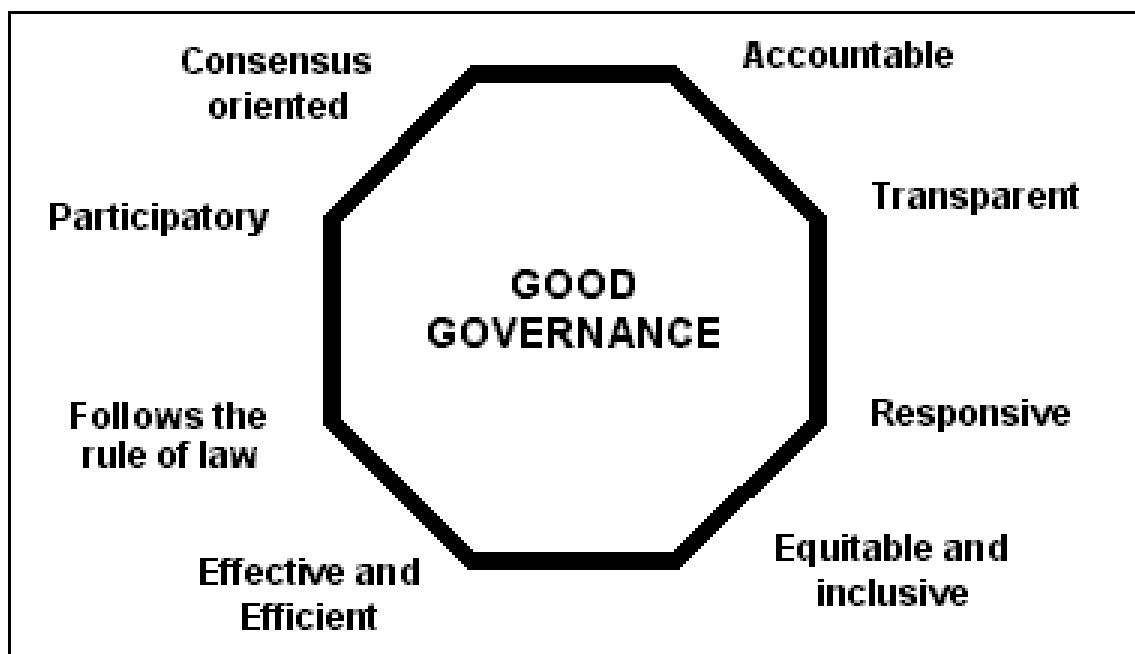
Scholars such as Juiz, Guerrero and Lera (2014:11) define good governance as a process in which the public sector is pressured to enhance performance, be transparent, and effectively combat corruption. Predictable, open, and enlightened policymaking; a bureaucracy equipped with a professional culture; an executive arm of government accountable for its actions; and a vibrant civil society participating in public affairs and all behaving under the rule of law (Kulshreshtha, 2008:557). The definition of good governance given by Qudrat-I Elahi (2009:1170) emphasized a sensitive and responsive government capable of dealing with societal concerns through suitable laws and procedures. Good governance is defined as "normative concerns about what the government should do" (Grindle, 2010:6).

The definitions demonstrated that good governance is determined by the selection of good governance characteristics. According to Pasape, Anderson and Lindi (2015:147), there is no universal definition of good governance because it depends on what the organization considers important features or attributes. According to McCall and Dunn (2012:84), the definition of good governance varies depending on who is using it. Good governance is the process of governing institution with integrity and manages public resources and affairs in a manner that promote the general welfare of the society.

2.4.1 Principles of good governance

United Nations (UN) (1997:5), Agere (2000:7), Gisselquist (2012:8), Adeosun (2012:6) and United Nations Department of Economic and Social Affairs (UNDESA) (2016: 142) agree that good governance has eight major characteristics, namely: accountability, a focus on reaching consensus, high level of effectiveness and efficiency, equity and inclusivity, participation, adherence to the rule of law, responsiveness and transparency. These characteristics are discussed in details below.

Figure 1.1 A simple model of Good Governance



SOURCE: Collier (2007).

2.4.1.1 Accountability

Accountability is the pillar of democracy and good governance. Accountability is defined similarly by the Organisation for Economic Co-operation and Development (OECD) (2009:10) and the United Nations Development Programme (UNDP) (1997:6) as making government officials accountable for their obligations. According to the World Bank Group (2011:4), accountability is one of the pillars of good governance and ensures that a municipal's activities and those of its municipal officials are subjected to oversight to ensure

that its programmes achieve their stated goals and cater to the needs of the communities they are initially intended to benefit. The concept of accountability comprises of two stages of calling to account and holding to account which can be best understood as answerability and enforcement. Calling to account is about the obligation by the municipal official to provide an explanation of what has been done, or not done and why. Then holding to account suggests that the public or oversight body has the power to penalise the offending public official or agency and/or amends for the wrongdoing decision or action and implement corrective measures if something has gone wrong (World Bank Group, 2011:4; Munzhedzi & Makwembere, 2019).

Schillemans and Busuioc (2014:3) believe that accountability entails taking responsibility for one's actions. Schillemans and Busuioc (2014:3), OECD (2009:10) and UNDP (1997:6) see accountability as being responsible for how they use the power they have been given. It is important for the municipal authorities to follow the rules and regulations that regulate their responsibilities. According to Moeti (2014), accountability is the duty to respond to a higher authority with relation to resource allocation and authorisation. According to Munzhedzi (2014:703), accountability also involves reporting on progress, performance, failures and accomplishments as well as actual versus expected results. This compels the municipality, business community and civil society to concentrate on results and track and report performance (Prinsloo, 2013:10).

2.4.1.2 Consensus-oriented

Consensus-oriented decision-making guarantees that decisions are both participative and efficient. Adeosun (2012:8) asserts that it is strongly advised that all group members who will be affected by the decision participate. The expectations of the society are taken into account when formulating a consensus decision that is beneficial for the entire society and how to implement it (United Nations, 1997:7). To develop a broad social consensus on what is in the best interest of the entire community and how this might be accomplished, good governance requires mediation of the many interests in society. Good governance mediates the conflicting interest in order to come to a broad agreement on what is best for the society and, if possible, on policies and procedures (Governance for Sustainable Human Development (GSHD), 2005).

The cornerstone of informed decision-making and good governance, according to the Inter-American Development Bank's Environmental Safeguard Unit (ESG), a US-based international financial organisation, is meaningful engagement with important players (IDB,

2017: 3). Consensus approach offers value to development and governance in at least six different ways (IDB (2017:3 in Phera, 2019:46) :

- It takes into account the perspective of those who will be affected by the proposed development;
- It also increases the quality of environmental and social impact evaluations;
- It gives people the ability to understand their own rights and responsibilities in terms of development;
- Greater ownership and involvement, as well as transparency, openness and participation promote trust and buy-in, all of which are vital for long term development outcomes;
- Usually, it is a necessity international funding and donor communities to finance large development and governance projects, as well as to assure compliance with environmental and social policy goals; and
- It is vital to the implementation agents' integrity, credibility and legitimacy (IDB, 2017: 4-5).

In a democracy, reaching consensus through consultation prior to making policy or making a decision is critical and that consultation should be meaningful and effective.

2.4.1.3 Effectiveness and Efficiency

Effectiveness and efficiency are of paramount principle as far as good governance is concerned. Achieving results is what effectiveness is all about, while efficiency is the difference between input and outputs per unit of input (Florina, 2017:314). According to Mafunisa (2004:290), efficiency refers to achieving goals and objectives while effectiveness refers to doing so with the least amount of resources possible. It is according to section 195 of the 1996 Constitution that the principle of effectiveness and efficiency must be applied whenever resources of government are utilised. According to the UN (1997:9), in order for a municipality to be effective and efficient, it must deliver services with results and make use of the resources at its disposal. It can be deduced that effectiveness is the process of producing a desired result, and efficiency is preventing or minimizing wasting materials, effort, money or time.

According to Florina (2017:317), municipalities must figure out how to make the best use of public resources because efficiency and effectiveness are essential components of good

governance. Additionally, Florina (2017:317) advises the following actions to boost productivity in the public sector:

- By reducing red tape by streamlining administrative regulations and procedures;
- By minimising red tape;
- By enhancing governmental accountability and transparency in regards to the public economic and budgetary problems;
- By expanding the use of technology and information system in the creation of procedures and public administration, in an effort to increase performance effectiveness;
- By putting in place on-going training and improvement programs that are pertinent to the requirements of local public administration;
- By directing public administration efficiency towards high levels of social need fulfilment, including by proving social security for disadvantaged groups, enhancing the standard of public goods and services, and preserving both the environmental and cultural heritage (Florina, 2017:317).

Municipal officials can promote good governance and services delivery by taking effectiveness and efficiency in consideration and as fundamental activity.

2.4.1.4 Equity and inclusiveness

One of the fundamental concepts of good governance is equity and inclusion. When it comes to designing and implementing public policy, equity and inclusiveness refer to equity and societal inclusion. Everyone should feel included in society, and they should have the chance to enhance and sustain their wellbeing (European Union 2001:11). Because human beings are born with dignity and rights, according to Gisselquist (2012:10), equity and inclusiveness ensure that all society groups or cultures, particularly the less privileged, are given an opportunity to improve. The 1996 Constitution's Section 217 sets provisions for equity and inclusivity, in that the previous disadvantages should be given more preference.

According to Munzhedzi (2021), equity aims to correct the imbalance of the past (pre-democratic South Africa), when only the minority white population was eligible to transact with the government and municipalities. Everyone, men and women, should have equal access to chances to advance or maintain their wellbeing (GSHD, 2005). Herrera (2007: 323) postulates that equity is based on fairness, impartiality and justice and inclusivity is based in a sense of belonging, feeling respected and valued for who you are (Miller & Katz,

2002: 147). In order to achieve social equity, Svana and Brunet (2020) suggested that municipal officials should be committed to:

- Prevent and lessen injustice, unfairness, and inequality based on important social features;
- Encourage greater equity in terms of social results or outcome, procedural fairness, service quality, and access to services ; and
- Encourage everyone to participate in the political process and to make wise decisions for themselves (Svana & Brunet, 2020).

The challenges or problem associated with social equity arises whenever there is exclusion and discrimination against people based on factors such as gender, race, religion and ethnicity. Therefore, the municipal officials should avoid discriminating anyone to ensure that there is equity and inclusiveness called by good governance.

2.4.1.5 Participation

One of the principles of good governance is participation by the public or local communities in the municipalities. The democratic phenomenon that encourages the inclusion of citizen participation in municipal processes gave rise to the principle of participation (Thornhill, 2012; Helalo, 2015). The European Union (EU) (2001:12) views participation as an inclusive approach in all policy decisions that provides society with trust in what the government seeks to achieve. The United Nations (1997:8) agrees with the notion of participation, defining it as including citizens in policy-making activities such as budgeting and determining service levels. According Prinsloo to (2013:9), the legalisation municipal actions and the fulfilment of community needs in general both depend on community engagement. Participation encourages transparency and accountability, which promote good government.

2.4.1.6 Responsiveness

The municipality's ability to respond to society's requirements in a timely manner is referred to as responsiveness. Good governance seeks for municipalities to try to serve all stakeholders within a reasonable timeframe. According to the UN (1997:7), good governance requires government structures and processes to respond to all stakeholders in a timely manner. OECD (2009:12) states that responsiveness is defined as the government's ability and flexibility to adapt quickly to societal changes while also taking into

account the changing requirements of society. This necessitates the municipality in adapting and re-aligning its position in response to societal change. According UNDESA (2015: 27), effective and efficient response to the public's actual requirements requires "a resolve to anchor policies, strategies, programmes, activities, actions and resources, taking into account people's expectations, with special attention devoted to local variations and ambitions".

Friedman (2009) defines responsiveness as a practice in which the citizens are regarded as a clients or customers by public officials who are helpful, responsible and polite. The commitment to interact constructively and politely with clients is the first step towards acting responsively. For example, when a client enters the municipality and requests for assistance, the front-line service provider should listen to the client and determine what need the client is expressing. The service provider should make every effort to connect the client to service or assistance they require.

2.4.1.7 Rule of law

One of the fundamental elements of good governance is rule of law. According to Munzhedzi (2021), the rule of law is a crucial component of good administration because it places an emphasis on the impartial protection of individual and collective rights. The World Bank (1989:6) defines the rule of law as "when society maintains the rules of society and their execution by the police and judiciary". Gisselquist (2012:14) agrees with the World Bank's definition and goes on to say that the rule of law is followed when the municipality enforces clear norms and regulations. The United Nations (1997:11) and Moloney (2009) concur that good governance necessitates an independent judiciary and a principled police force capable of enforcing the law proportionately. According to Woleola (2017), the rule of law principle aims to emphasise that the law, not man, is what governs. Munzhedzi (2021) concludes that no one is above the law including the leaders of the government. In South Africa, the 1996 Constitution is the supreme law of the country and it binds everyone.

2.4.1.8 Transparency

The idea of transparency is one of the cornerstones of good governance. Transparency is the essential premise of good governance, according to the OECD (2009:8) and the United Nations (1997:8), because accountability is impossible without transparency. Citizenship, public policy, and public accountability cannot exist without transparency (Bauhr & Grimes, 2012:3). Transparency is essential to good governance because the right to be informed and

access to information is important in modern society (Goede & Neuwirth, 2014:546). Munzhedzi (2021) posits that the public should be made aware of all pertinent decisions and decision-making processes, according to the transparency principle. According to the literature, there is a shared notion of transparency. According to the OECD (2009:8), transparency is defined as a condition in which municipal policy objectives are conveyed to the public in a clear, accessible, and timely manner. Similarly, the United Nations Development Programme (1997:8) asserts that transparency entails providing appropriate information to individuals who may be affected by the decision in an accessible manner.

Transparency implies that decisions have been made and implemented in accordance with all applicable procedures and laws, and that information is readily accessible to anybody who is affected by it or requires it to pursue their rights. Transparency does, in fact, imply that municipal authorities should be proactive in publicising the information that the public needs to function as an informed citizenry. This could be done through the publication of annual reports or state budget outlining the plans for spending, revenue and borrowing. Furthermore, transparency necessitates that municipal authorities respond quickly and positively to requests from members of the public for access to information and documents that have not been published (Diamandouros, 2006).

Diamandouros (2006) further states that the idea of transparency is that citizens have the right to obtain official information and documents, subjected to legally defined exceptions for the protection of various public interests such as security and prevention of crime. However, it should be noted that transparency does not mean all official information and documents should be public. The right to access of information is defined by Transparency International (2017) as a legal right to access information or data from the municipality and public agencies based on the idea that citizens have a right to obtain information held by the state. The right to access to information is essential because it allows civil society, the media, and citizens to monitor and access how public resources are managed, as well as hold their municipal to be accountable.

2.5 THE IMPORTANCE OF GOOD GOVERNANCE IN THE PUBLIC SECTOR

Good governance is essential in a democratic country like South Africa. Good governance and democracy go hand in hand with one another. Good governance has the ability to strengthen the principles of democracy. The importance of good governance includes wide public participation, greater access to democracy, and proper delivery of service and control of corruption (Schoeberlein, 2020). According to UN (2007:9), good governance encourages

public participation in municipalities, inclusion in law making and policy making, and accountability of elected and appointed officials. It enables the society to become actively involved in policymaking and leads to wide representation of societal interests in decision making. According to Erasmus (2010:98), good governance forces the municipalities to carry out its duties or engage in its activities with the primary goal of achieving and upholding transparency, predictability, a culture of justification of state action, and assurance.

In terms of supporting ethical decision making; good governance is fundamental because it facilitates ethical decision making. When elected officials and council officers make choices, good governance creates an environment in which they question themselves ‘what is the right thing to do?’ Making decisions and having to account for them in a clear and open manner encourages honest consideration and examination of the options available to individual involved in the governance process (International Federation of Accountants (IFAC), 2013).

When implemented by the municipalities, good governance offers numerous advantages. Mlangwa (2016) outlined the following advantages or benefits of good governance in the municipal level:

- Economic growth and development is one of the key benefits of good governance since it secures the following outcome in practice: corruption is reduced through competent and good governance. Because one of the pillars of good governance is battling corruption, corruption is unlikely to exist where there is good governance. Corruption is fundamentally opposed to good governance, which is why if an institution or state practices good governance, corruption is likely to be decreased or eliminated completely.
- Accountability is influence by good governance. People must accept responsibility for their acts and for what they have done in order to be held accountable. It is easier for people to fulfil duties as expected when they are held accountable for their actions or activities, which will lead to improved performance of the institution, improved governance, and beneficial consequences.
- Transparency is another benefit of good governance. Openness is inextricably linked to excellent governance, and this aids in the performance of duties significantly.

- Good governance ensures people' participation in decision making and promotes equity in society, allowing the entire society to see itself as one. This will aid in the delivery of services being deployed more quickly.

Good governance is very beneficial and important for progress in all mentioned above outcomes and good governance principles must be used in order for the public sector and municipality to be more specific be in better position.

2.6 THE CONCEPT OF MUNICIPAL SERVICE DELIVERY IN SOUTH AFRICA

According to Maseko (2018:27), service delivery refers to a municipality delivering a good or service to a group of people or community in a way that was promised to or demanded by that community. Municipal service delivery is described by Mfene (2009) as an all-encompassing activity intended to promote the overall welfare of the community. *Batho Pele* service delivery principles are outlined in the White Paper on Transforming Public Service Delivery to ensure efficient service delivery. These guidelines now serve as the benchmark for judging whether municipal service delivery is successful or unsuccessful (Nengwekhulu, 2009). Municipal service delivery is highly politicized in South Africa, according to Mc Lennan (2009), since it exemplifies some of the inconsistencies of the country's transition from apartheid to democracy. Municipal service delivery has a broader meaning because it is connected to development, righting historical wrongs, reducing poverty and fostering economic progress (Mc Lennon, 2009). According to Schedule 5 of the 1996 Constitution's part B, the provision of water, electricity, sanitation, refuse removal, housing and other services constitutes the provision of basic services (which includes education, health, roads, transport, sports and recreation, street trading, parks and community halls). An excellent reputation is built by the delivery of high quality services, which is the duty of municipal institution to their local communities.

2.7 THE RELATIONSHIP BETWEEN GOOD GOVERNANCE AND MUNICIPAL SERVICE DELIVERY

By setting a good governance baseline, good governance in the municipality seeks to promote greater municipal service delivery and accountability (Abagelan & Abasambi, 2021:180). Abagelan and Abasambi (2021:180) further state that the delivery of municipal basic services and good governance practices are strongly correlated. Effective governance can improve management, resulting in more effective implementation of interventions and

improved service delivery. According to Carlos (2014), good governance in the municipal level is defined as effective governance and the application of the principle that encourages better decision-making and efficient use of resources while also strengthening accountability for resource stewardship. Alaaraj (2014) expresses that municipal officials can be more effective and transparent in providing high-quality services by following good governance concepts such as participation, rule of law, openness, accountability, fairness, and efficiency.

In terms of the central and local governments' shared accountability for the overall performance of the municipal sector, Milevska-Kostova et al. (2010) state that good governance generally refers to the improvement of leadership and stewardship functions as well as the management support system of both. Establishing laws and processes for openness and accountability, mustering the political will to uphold them, and offering the proper incentives to guarantee that participants in the municipal sector behave honestly and ethically are all components of good governance.

2.8 CHALLENGES FACING THE GOOD GOVERNANCE IN THE DELIVERY OF MUNICIPAL SERVICES

The literature has revealed that there are various challenges that face good governance in the provision of service particularly in the local government. As stated by Purfield (2016), amongst the many challenges confronting good governance in the provision of service; public financial management remains deficient, inefficiency and corruption in public spending persist, the quality of public service delivery remains a problem, and an initially successful consultative process has gradually deteriorated. Huss, Green, Sudarshan, Karpagam, Ramani and Tomson (2011) add that mismanagement and dysfunctional legal framework are challenges of good governance in the provision of municipal services.

In terms of corruption as a threat to effective and good governance, it is a global phenomenon that affects individuals of all nations, cultures, ethnicities and socioeconomic groups in both developed and developing countries (Aderonmu, 2011:81). Corruption is a complex issue with many causes and consequences. Corruption in municipalities is characterised as a wide spectrum of immoral and criminal activities. It occurs when the goal is to advance one's personal interests while using power and authority derived from the public office. As a result, the institution's resources and influence are used to fulfil this ambition. Municipal officials use their position to divert allocated resources, affecting the implementation and improvement of good governance in the municipal sector (Abu-Shanab, Harb & Al-Zoubi, 2013:235). Furthermore, corruption is a dishonest behaviour in order to

gain a profit from the municipality. It indicates deviating from the norm and engaging in illicit activities such as disregarding rules and procedures (Imhonopi & Ugochukwu, 2013:79).

Acemoglu and Robison (2012:182) assert that institutions include laws, procedures and government agencies to guarantee that all citizens have the same rights and may cooperate effectively. The institutions impact behaviour in the form of legal frameworks, public management processes, norms and values (Acemoglu & Robison, 2012:182). Appropriate institutional frameworks must be developed to mould municipal officials and leaders conduct and expectations (Taboli, SamieebDaroonah & Ehsani, 2013: 2569). However, the law and legal framework are present but do not appear to be adequately enforced or taken into account and they also vary depending who is being prosecuted.

According to Paton (2014), South Africa's municipal administration is still poor in terms of service delivery even after so many years in democracy. Paton (2014) believes that unemployment, inequality and poverty in black communities are increasing. Paton (2014) continues by claiming that the government continues to fail to consult with citizens about their needs. As a result, municipal administration is overwhelmed by municipal officials' and leaders' evident dishonesty and incompetence. It is believed that there is management and leadership crisis or challenged faced by the good governance in the provision of municipal services. Most managers in South Africa are promoted to senior positions based on how long they have worked for the organisation rather than their abilities, and they frequently request for promotions because they come with a pay raise (Pillay, 2010:33).

2.9 THE CHALLENGES EXPERIENCED BY THE MUNICIPALITIES IN THE PROVISION OF MUNICIPAL SERVICES

Municipalities in South Africa are said to be faced with various challenges that impede the provision, progress and improvement of public services. The following are challenges experienced by the municipalities in the provision of public services and will be discussed below:

2.9.1 Prolonged waiting time for service to be delivered

Prolonged waiting time to receive service in the municipal sector is a major challenge. Almost every municipality is experiencing this challenge. Prolonged waiting time reduces the quality of the service and absence of good governance. Tana (2013) states that waiting time do not seem to be unique to the South African context. Developed and underdeveloped

countries share this inability to resolve the problems which results in service users experiencing services as lacking in quality. Tana (2013) shared some causes of long waiting time in South Africa institution or municipality including the following:

- Insufficient or unbalanced operational budget to deliver services;
- Ineffective management and incapacity to regulate workflow to the needs of the service;
- Insufficient personnel and or improper staffing schedules (Tana, 2013).

Service users may experience increased stress levels, frustration and anxiety because of these factors, with waiting for a long time being the worst for the service to be rendered. There is no proper access if a public has to without information provided with the reason why the service is delayed or not provided at all.

2.9.2 Shortage of machinery and equipment

According Mokoena (2017), a shortage of material resources, equipment and supplies causes local communities to have to wait way longer for the municipality to offer services to the local communities. According to Manyisa and Van Aswegen (2017), and from Manyisa and Van Aswegen's point of view, the lack of administrative equipment has a negative impact on the quality of the service. It is imperative that there be adequate resources available in order to ensure effective management and delivery of service to the community at large (Kwizera, Dunser & Nakibuuka, 2012).

2.9.3 Dysfunctional implementation of policy framework

Chukwuemeka (2018) asserts that the main activity of municipal administration is to implement municipal policies and programmes hence the government relies on municipal administration institutions to provide services to the people. Mgwagwa (2015) is of the view that there are various policies and strategies governing municipalities. However, the implementation of these policies and strategies are generally rated as being poor. Mgwagwa (2015) further states that the cause of the dysfunctional implementation of policy framework includes lack of policy coherent, lack of enforcement and accountability mechanism.

It has been maintained for many years that one of the primary cause of policies failing to produce the desired results is implementation failure (Tebele, 2016; Uwizeyimana &

Munzhedzi, 2022). An argument that frequently appears in South Africa is that effective policies are created but never put into practice. According to Meyer and Cloete (2006), poor implementation has been a significant barrier to advancement in developing nations. The government is adamant that the framework for the policies is clear and well defined and that what is required is their efficient implementation. Unfortunately, the implementation of policy is more difficult than how well the administration is thought to be doing. One of the main concerns is the implementation of policy, namely, how it can be done effectively and who should be in charge of it (Meyer & Cloete, 2006).

2.9.4 Poorly maintained infrastructure

Numerous municipalities struggle to run and maintain their service infrastructure in a way that is both economical and long-lasting (Appelbaum, Habashy, Malo & Shafiq, 2012). Most municipalities' technical departments' present infrastructure life cycle is a result of failing to follow health and safety regulations (Jaaskelainen & Lonnqvist, 2011). Due to the complete lack of routine preventative maintenance, the existing infrastructure life cycle situation might be characterised as "run to destruction" with the tragic result of early asset collapse. Downstream blockages, clogged pump impellers and eventual mechanical breakdowns occur as a result of failure to remove screens at sewer pump stations and at the inlets of wastewater treatment works (De Vries & Nemeč, 2013). When sewer obstructions are not addressed in a timely manner, raw sewage is released into delicate natural environments.

2.9.5. Municipal officials do not respond to queries on time

Municipal officials do not respond to queries on time. For instance, unattended water pipe breaches result in significant water losses and prolonged water supply outages. Water purification chemicals are frequently in short supply at remote water treatment plants due to supply chain bottlenecks, resulting in low quality drinking water (De Vries & Nemeč, 2013).

2.10 POLICY AND LEGISLATIVE FRAMEWORK SUPPORTING GOOD GOVERNANCE IN THE PROVISION OF MUNICIPAL SERVICES

The post-apartheid government has created and put into effect a number of laws and policies since 1994 that have an impact both directly and indirectly on the provision of municipal services. Despite having some of the strongest policies in the world, South Africa's municipalities occasionally have difficulty putting them into practice (Tebele, 2016; Uwizeyimana & Munzhedzi, 2022). When the democratic government took control in 1994,

there was evidence of a lack of essential services in many black and rural communities (Naidoo & Kuye, 2005:620). Policies and legislative framework were introduced to deal and address many challenges in the country including municipal service delivery. The legislative mandate of the municipalities is derived from the 1996 Constitution and several pieces of legislation passed by parliament which include the White Paper on Local Government of 1998, Promotion of access to information Act, 2000 (Act 02 of 2000), and White Paper on Transforming Public Service Delivery of 1997 otherwise known as *Batho Pele* White Paper. The policies and legislative framework supporting good governance in the provision of municipal services will be discussed below.

2.10.1 The Constitution of the Republic of South Africa, 1996

A fundamental law that specifies the structure of government as well as the kind and scope of governmental authority is the 1996 Constitution (Fox & Meyer, 1996). The Bill of Rights which is seen as a cornerstone of democracy in South Africa is established in Chapter 2 of the 1996 Constitution. It affirms the right of every citizen and upholds the democratic ideals of freedom, equality and human dignity. The 1996 Constitution's Section 195(1), which also contains provisions specifically related to public administration, underlines the underlying ideals and concepts that ought to guide it. In this sense, there are a number of essential ethical or normative principles that all municipal officials should take into account and uphold when providing service to society (Nzimakwe, 2005). The 1996 Constitution's Section 152(1) (a) and (b) creates provisions for democratic and responsible local government as well as sustainable service delivery to communities. The local municipality is required to achieve the following by Section 152 (1) of the 1996 Constitution:

- Ensure democratic and accountable local governance;
- Charged with ensuring the sustainable delivery of services to communities;
- Encourage and maintain societal and economic development;
- Encourage safe and healthy living conditions; and
- Ensure that communities and community organisations are involved in local government affairs.

This means that accountability, effectiveness and transparency as principles of good governance should be put in place in ensuring that municipality offers services to the local communities.

In addition, the 1996 Constitution established chapter nine institutions supporting constitutional democracy which includes Public Protector, South African Human Rights

Commission, Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities, Commission for Gender Equality, Auditor-General, Electoral Commission and Independent Authority to Regulate Broadcasting. These institutions are the key institutions that ensure excellent public governance. These institutions are independent, impartial, and exercise their functions or responsibilities without fear, favour, or bias, as provided by the section 181(2) of the 1996 Constitution. Furthermore, the 1996 Constitution, which is the supreme law of the state, governs these institutions.

2.10.2 The White Paper on Local Government, 1998

The framework for a new, evolving local government system is laid forth in the White Paper on Local Government from 1998. In order to facilitate the delivery of municipal services, the developments in local government have been backed by suitable legislative responses. The Department of Provincial and Local Government (DPLG) (1998) defined developmental local government as local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and eventually improve their quality of life. This definition is taken from the White Paper on Local Government of 1998.

The White Paper essentially sketches out a procedure where communities would be involved in governance issues, including planning, implementation, performance monitoring and review. By empowering communities to identify their needs, set performance indicators and goals, and then hold municipalities accountable to their service delivery performance. When local communities engage municipalities from a position of knowledge, this can only lead to municipalities making better, more strategic plans while also enhancing how they operate for faster service delivery (White Paper on Local Government, 1998).

2.10.3 Promotion of Access to Information Act, 2000 (Act 2 of 2000)

The promotion of Access to Information Act of 2000 provides the 1996 Constitution's incorporation of Section 33 of the Bill of Rights legal effect (Act 2 of 2000). Section 9 of this Act state that it is intended to promote openness, accountability and efficient governance in both public and private sector. It also provides access to any information held by the municipality or another individual that may be necessary for the exercise or protection of any rights. As a result, this Act highlights the right to knowledge as a fundamental right in order to foster effective public interaction. Because they force municipalities to concentrate on results with specific goals that are connected to effective systems for tracking and reporting

on performance, transparency and accountability are crucial to good governance in a democratic society (Fourie & Schoeman, 2010).

2.10.4 The White Paper on Transforming Public Service Delivery (*Batho Pele* White Paper 1997)

The ideas of *Batho Pele* form the foundation of good governance. An effort called *Batho Pele*, which is Sesotho word for “People First,” was started in 1997 with the goal of transforming the public service at all levels of government. *Batho Pele* was established because the democratic South Africa inherited a municipal service that was unwelcoming to people and lacked knowledge and attitudes necessary to address the nation’s developmental concerns (DPSA, 1997). It entails developing a framework for the provision of municipal services that consider citizens more like clients and empower them to hold accountable the relevant municipal officials for the provision and quality of services (Gildenhuys & Knipe, 2000:34). The government chose a customer focused strategy that aims to increase productivity and efficiency in the public sector by offering services that are responsive to the requirements of the people.

In order to achieve effective service delivery, the White Paper on Transforming Public Service Delivery outlines eight (8) *Batho Pele* principles, including consultation, service standards, access, courtesy, information, openness and transparency, redress and value for money (DPSA,1997:15). It primarily focuses on how municipal service should be supplied and how to increase efficiency and effectiveness of service delivery to meet people’s basic needs. The *Batho Pele* principles are briefly discussed below:

2.10.4.1 Consultation

Du Toit (2001:108) states municipal officials and citizens must consult about the scope and quality of service that the local community will get. Du Toit (2001) continued by saying that consultation also indicates that the people receiving the services must have a say in how those services are provided. There are various ways in which the Municipality can consult the users of the municipal services they offer. Sekoto and Staanten (1999:104) and DPSA (2014:3) agree that customer survey, campaigns, imbizo, workshops, interviews with individual users; and consulting the group can be used as a way of consultation with the users of the service. They further indicated that the approach or methods utilised should be selected to fit the needs of the users and communities in concern.

2.10.4.2 Service standards

According to Du Toit (2001:108), to ensure that citizens are aware of what to anticipate in terms of the level and quality of the service that will be provided to them, it is important that they are informed about these aspects. What this implies is that municipal servants are obligated to provide services of the level and quality that they have committed to providing. In the event that this is not done, citizens will be granted the right to lodge complaints and demand quality service.

2.10.4.3 Access

Citizens have a legal right to equitable access to services, which municipal servants may not deny (DPSA, 1997:7). The access principle calls for the municipal officials or servants in ensuring that all the citizens are having equal access to the service provided by the municipality which they are entitled to. The citizens should also be addressed in the language that they understand with positive attitude and a good approach by the municipal officials.

2.10.4.4 Ensuring courtesy

In the context of the DPSA (1997:7), the municipal officials should treat every citizen with respect and civility, regardless of their socioeconomic standing. DPSA (2003:164) specifies that regardless of the customer's circumstances or condition, his or her dignity must always be respected in the provision of acceptable public services. The treating of the public as clients necessitates the implementation of courtesy and that politeness should be put in place.

2.10.4.5 Providing better information

According to the concept of information, municipalities are required to give information that is complete, accurate and up to date regarding the services they offer and the individuals who are eligible to receive them. Information should be made available in a range of formats, media and languages in order to cater to the numerous distinct needs of various clients (Fox, Bayat & Ferreira, 2006:24).

2.10.4.6 Increasing openness and transparency

According to the openness and transparency principle, it is the responsibility of municipal officials to explain to the general public how national municipalities are managed. More openness can be achieved through the use of on-going activities such as meetings, seminars, stakeholder forums, annual reports, financial statements and awareness

campaigns (Swana, 2008:22). The management must be transparent and open to all staff members, for example appointment circulars (DPSA, 2014:8).

2.10.4.7 Remediating mistakes and failures (redress)

All national, provincial and local government must set up mechanism for resolving complaints and these systems must adhere to standards like accessibility, fairness, timeliness and confidentiality (DPSA, 2003:194). According to DPSA (1997:15), municipal officials are required to provide an explanation if the promised level of service is not provided. When a person complains, they should get an empathetic and helpful reaction as well as an apology, a thorough explanation, a prompt and effective resolution.

2.10.4.8 Getting the best possible value for money

Municipal services should be delivered in an economical and efficient manner to provide citizens with the best possible value for money (Arko-Cobbah, 2002:67; DPSA, 2014:10). Du Toit (2001:109) added that the value for money principle gives citizens the right to demand that the services they receive are real value for the money paid for them. He further stated that it holds municipal officials accountable for providing efficient and cost-effective services. According to DPSA (2014:10), value for money can be achieved through the use of expenditure controls, improved internal controls such as private use of phones and budget reviews and costs per unit of services delivered.

Other three (3) additional principles have been added which include encouraging innovation and rewarding excellence, customer impact as well as integrated and coordinated approach. However, the three added principles apply at Mpumalanga province only (Department of Culture, Sport & Recreation (DCSR), 2019). In terms of encouraging innovation and rewarding excellence, the DCSR (2019) states that public servant should always try and find innovative “smart” ways of improving services. As far as customer impact is concerned, customer impact is about involving the wider community in discussion about future development of public services using *Batho Pele* principles in all initiatives. Integrated and coordinated approach provides that public services should involve stakeholders within and outside government to ensure well focused, coordinated and integrated public services (DCSR, 2019).

2.11 MECHANISM TO ENHANCE GOOD GOVERNANCE IN THE PROVISION OF SERVICES

This section of the study outlines the mechanisms which are applied to enhance good governance in the provision of services. This includes amongst other; media, monitoring and

evaluation, coordination and leadership as well as stakeholder participation. These mechanisms are discussed in details below.

2.11.1 Media

A healthy democracy and good governance are shaped and ensured in large by the media. The media, as a vital source of information, has long served as the foundation of a democratic society and effective government. According to Ashraf (2014:42), one of the media's most important roles is to serve as a watchdog over the powerful, encouraging openness, accountability and public scrutiny. From governance perspectives, media are important. Media is a powerful and uncontrollable actor imposing its format on politics and administration (Schillemans & Pierre, 2019:2).

Mlambo, Zubane and Mlambo (2019:2) assert that media, a type of civil society organization, play a crucial role in increasing public debate on issues like the creation and implementation of municipal policy as well as in supporting greater transparency of municipal revenues and engaging in the promotion of the general public's human rights. Thus, media enable people to be informed about global events. The media also increases the responsiveness of municipal service to the public by disseminating information (Ashraf, 2014:42). According to Mamokhere (2020:127), the media investigates the municipalities and people associated in it; support the formulation of policies as well as decision-making process and exposes instances of bad administration, corruption and scandals in different municipalities.

Due to the media's ability to look into and reveal corruption activities, it is crucial to demand accountability and transparency from the municipalities; as a result, press freedom is a key tool in the battle against corruption. The media will be utilised to educate the people, reveal corruption and help form coalition to fight corruption (Oluwu, 1993:39). In order to promote good governance and the battle against corruption, the media's involvement is crucial.

2.11.2 Monitoring and evaluation

It has become crucial to learn from Monitoring and Evaluation (M&E) as a management tool for effective governance in order to improve planning, service delivery and the best use of resources (Abrahams, 2015). The (M&E) helps municipalities to be more transparent and strengthens awareness by focusing on outcome. According to Olum (2005), the municipality can use M&E to monitor results and progress and make informed decisions to enhance service delivery. In order to make sure that implementation is carried out as intended, Hague and Khan (2014:57) adds that M&E involves tracking the performance of projects, policies and programmes with on-going evaluations of costs, deliverables and timelines. Hence,

M&E will boost accountability and transparency which form part of good governance and ensure the delivery of service to the people.

According to OECD (2019:52), monitoring is a “continuous function that uses systematic data collection on specific indicators to provide policy makers and stakeholders with information regarding progress and achievements of an on-going public policy initiative and or the use of allocated funds” whereas evaluation is “a structured, in-depth assessment of an intended, on-going or completed policy initiative”. According to Schoeberlein (2020:12), effective monitoring is essential for providing supervision and on-going information on the development and progress of policies. In order to make decisions based on evidence, allocate resources effectively, generate learning, ensure accountability and identify the necessary next steps in any governance reform initiative, M&E complements each other and is necessary (Schoeberlein, 2020:12).

According to IFAC (2013), strong inspection is a sign of good governance and offers significant pressures for improving municipal sector performance and addressing misconduct. Additionally, it enhances management, which results in improved service delivery, better outcomes and more proficient application of the selected interventions.

2.11.3 Coordination and leadership

Coordination and leadership is of paramount as far as the mechanism to enhance good governance in the provision of municipal services is concerned. According to Schoeberlein (2020:11), implementing governance change successfully and fulfilling the promise to reduce corruption, promotion of openness and accountability, and achieve more equitable growth can be one of the largest hurdles. Thus, developing effective coordination mechanism and coherent policies is challenging but essential part of guaranteeing good governance (OECD, 2019). In establishing good governance, political leadership that is responsible and has clear vision for the results, policy coherence and coordination within the municipality, decentralisation and community inclusion in decision making and service delivery are key success factors (UNDESA, 2016).

To achieve a common objective, units, roles, responsibilities and actions must be purposefully aligned through coordination (Christensen & Laegreid, 2018). As it is for the purpose of coordinating efforts to align activities and capacities with a view to reaching a common collective goal, coordination is very vital for establishing good governance practices and ensuring the successful implementation of any development initiatives and programmes (Begum & Momen, 2019). For municipalities to run effectively and achieve their desired

results within the allotted time frames, they need the proper structures, leadership and personnel as well as the appropriate skills and mind set (IFAC, 2013:27).

2.11.4 Stakeholder participation

According to Schoeberlein (2020:12), in order to strengthen the legitimacy and acceptance of reform processes, and to ensure the responds to the needs of the citizens, stakeholder participation or engagement, particularly engagement of citizens, is of paramount. According to the OECD (2019), open municipal efforts, information access and the use of digital tools can make it easier for citizens to participate directly in the political process and increase municipal transparency. Further outlining additional stakeholders to involve, OECD (2019) listed business and industry, local authorities, academia or international and regional organisations. These stakeholders will bring particular skills and functions to governance reform process, such as mobilising resources, advocacy power, ideas and innovation as well as representation of various points of view.

IFAC (2013:17) is of the view that municipalities should be transparent about their operations and employ open, reliable channels for communication and engagement with both institutional and individual stakeholders as well as citizens and service consumers. Stakeholder participation builds strong relationships between a state and its citizens for mutual accountability, responsive municipal service delivery, and social and economic inclusion of disadvantaged groups and provides feedback by users of municipal services necessary for monitoring access to and quality of services (Arifin & Alizar, 2020:4).

2.11.5 Raising level of good governance awareness

According to the African Association for Public Administration and Management (AAPAM) (2000:52), increasing the level of good governance awareness can be utilised as a technique to improve good governance in service delivery. Public seminars, workshops, conferences as well as public education, information and communication can all be used to increase the degree of understanding of good governance. The people of the community should be made aware of their responsibility for the damage of part of the infrastructure in their communities. They must cease relying on the municipality to take care of their needs and learn how to maintain the resources at their disposal (AAPAM, 2000).

2.11.6 Improve public access to information

Municipal and elected officials often hid information from the media, civil society and oversight institution (Karrim, 2021). When there is a lack of information, when the scrutiny by oversight institutions, the media and civil society come, it is often too late and the public

resources had been already squandered (Guerin, McCrae & Shephard, 2018). When municipal representatives deliberately hide information, municipal services delivery failures cannot be fixed on time. Therefore, there should be some means to improve public access to information to ensure that good governance prevail always.

2.11.7. Enforce compliance with legislation

A pillar of accountability is for elected and public representatives to comply with laws, reporting requirements and procedures created to ensure the public money are done so prudently, responsibly and in the public interest. The National Treasury has introduced a compliance management framework to help accounting officers improve Public Finance Management Act (PFMA) compliance within entities (National Treasury, 2016). Auditor General stated that “accountability for government spending can be increased by acting consistently and purposefully against those officials who knowingly violate laws or who engage in fraud or misconduct” (Auditor-General, 2019). To improve accountability, there should be enforcement of compliance with legislations and those who do not comply with the legislations should be severely punished.

2.12 CONCLUSION

The idea of governance and good governance has been covered in this chapter. The chapter has also covered the significance or benefits and components of good governance. The literature has mostly demonstrated how strong governance may be very beneficial in the delivery of municipal services. The literature has led to the introduction of policies and legislation by South African government to enhance municipal service delivery. These laws and regulations centred on reforming the service to guarantee that everyone, regardless of the colour, race and gender has access to fundamental government services. The effectiveness and efficiency of the municipal officials determines the quality of the service that the municipality provides. Municipal officials should always make an effort to provide high quality service. The study’s research methodology is covered in the following chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The relevant and important literature study on good governance in the delivery of municipal service was covered in the preceding chapter. Information about the research methods utilised to conduct the research study is provided in this chapter. The research paradigm, research design, research approach, study area, study population, sampling and sampling method, data collection techniques, data analysis and ethical issues are also presented in this part.

3.2 RESEARCH PARADIGM

When scientists work together to solve challenges in various fields, they use a shared paradigm to express the commitments, beliefs, methodologies and perspectives that are common to all disciplines (Chilisa & Kuwilich, 2012). A research paradigm is a strategy or model for conducting research that has been used for hundreds of years and has been supported by the research community for a long period (Nirod & Dash, 2005). According to Kuhn (1970), a paradigm is a research culture made up of a group of shared views, attitudes and presumptions about the purpose and methods of research. The study adopted pragmatic paradigm. According to Feilzer (2010), pragmatism is a deconstructive paradigm that promotes the use of mixed technique in research and places the emphasis on what actually proves the validity of the research questions being examined (Teshakkori & Teddlie, 2003).

The pragmatic paradigm, which promotes the use of mixed methodologies as a practical means of understanding human behaviour is applicable to this study (a combination of qualitative and quantitative research methods). The study adopted the pragmatic paradigm because it supports a rational epistemology (according to which relationships in research are best determined by what the researcher considers suitable to specific study), non-singular reality ontology (according to which there is no single reality and individuals have their own and distinctive interpretation of reality), and value-laden axiology (according to which conducting research that benefits people is best) (Kivunja & Kuyini, 2017).

3.3 RESEARCH DESIGN

Bryman (2012) states that research design is a strategy outlining the steps that will be taken to address the research question. Kothari (2004) is of the view that research design is used

to structure the research; to demonstrate how all of the major components of the research project, samples or group work together to answer the research question. It is possible to conclude that research design provides a clear picture of the purposes, research questions and method to be used for collecting data. This study used descriptive research design.

As far as descriptive research design is concerned, Kumar (2014) posits that descriptive research is a type of study where the major objective is description rather than looking at links or associations. According to Burns and Grove (2013), the purpose of this research is to paint a picture of a situation as it would normally occur. In this study, a descriptive research was employed because it provides a clear picture of the research problem under the study and let the study present the problem statement clearly to better understand the need for this study. The other reason for using descriptive research design in the study was that it does not involve altering or changing the subject under study; rather, it examines the situation as it is.

3.4 RESEARCH APPROACH

When conducting a research or study, research methodology plays a fundamental role. Therefore, methodology should be in place in an effort to address the research problem. Using a systematic approach to solve a problem is part of research methodology (Uwa, Samuel & Akinyemi, 2013). In a similar vein, Khothari (2004) concurs that research methodology refers to a systematic approach to solving a research problem by conducting a thorough investigation. According to burns and Grove (2010), research methodology refers to the method used in a study's design, setting, sample, methodological limitations and methods for data collecting and analysis. This study used mixed method.

3.4.1 Mixed Research Method

The term "mixed research method" refers to the utilisation of both qualitative and quantitative research techniques (Maree, 2013: 263). According to Truscott et al. (2010) cited by Kuada (2012:119), the objective of mixed methods research is to take use of qualitative and quantitative research's strengths while minimising their shortcomings. According to Creswell and Plano (2011), a mixed method study combines quantitative and qualitative data in one study or a series of investigations. The mixed technique was employed because its fundamental tenet is that using both quantitative and qualitative approaches together leads to a more comprehensive knowledge of study problems than using either approach separately. Additionally, the mixed method is employed to assist in addressing research concerns that cannot be resolved using either quantitative or qualitative methods alone.

As far as connecting or combining qualitative and quantitative research methods is concerned, qualitative research method was adopted to gather information through interviews from PR councillors as they are likely to have sufficient knowledge and information required for the study. Quantitative research method was used to get information through questionnaires from the IDP officials, LED officials, PMS officials as well as administrative officials and managers.

3.4.1.1 Qualitative research method

Burns and Grove (2013) define the qualitative technique as a systematic subjective strategy used to describe settings and life experiences in order to explain the significance of those experiences. Qualitative research is a type of social research that focuses on how individuals understand and make meaning of their experiences and the environment in which they live (Halloway & Wheeler, 2010). The study employed the qualitative technique to investigate people's behaviour, viewpoints, experiences and feelings while emphasising their understanding of these components. The qualitative technique was employed because it is crucial in that it stresses stakeholder participation, reciprocal learning and experiences sharing.

3.4.1.2 Quantitative research method

A research approach known as quantitative research places an emphasis on quantification in the collection and analysis of data (Bryman, 2012). According to Edmonds and Kennedy (2010), quantitative research is a type of educational research in which the researcher selects the subject matter to investigate, formulates focused research questions, obtains data from participants that can be quantified, uses statistics to analyse the data and conducts the study impartially and objectively. Because the study involved a larger sample that was chosen, quantitative research was used because results are likely to be generalised to a whole population or a sub-population. Daniel (2016) outlined that the use of quantitative method save time and resources as the data can be calculated and conducted by a computer using statistical packages. How many, how much and to what extent were the questions that were investigated using a quantitative research method.

3.5 STUDY AREA

Any academic or professional field in which researcher is conducting investigation is a study area (Kumar, 2014). Study areas are interdisciplinary disciplines of study or research and scholarship that are specific to particular geographic location, a country, or a particular cultural or religious tradition (Du Plessis & Van Niekerk, 2014:12). In accordance with the

Local Government Municipal Structures Act 117 of 1998, the Vhembe District Municipality, a Category C Municipality, was founded in 2000. It is a municipality that operates under a mayoral executive system, which permits the exercise of executive authority through an executive mayor who has been given the ability to manage the municipality on an executive level and who receives support from a mayoral committee. It consists of four category B executive local municipalities: Collins Chabane, Thulamela, Makhado and Musina. It covers a primarily rural and semi-urban geographic area (COGTA, 2011).



(Vhembe District Municipality IDP Review, 2019/2020: 1).

3.6 POPULATION OF THE STUDY

According to Kgwefane (2014:62), a population can be defined as the entire set of people or groups from which a sample is drawn. According to Kumar (2011), the population of study is the collection of factors from which the sample is drawn. According to Babbie and Mouton (2001), a population is made up of the people a researcher plans to use for his investigation. A population study was carried out at the Vhembe District Municipality. The researcher's target group is about +-104 employees including IDP officials, LED officials, PMS officials, administrative officials and managers as well PR councillors because they are directly involved and it is thought that they possess the requisite knowledge and abilities (IDP, 2019). The reason for the chosen target group is because they are all integral in the

provision of municipal services and their roles are critical to the success of good governance within Vhembe District Municipality. IDP officials are responsible for integrating the various sectors departments within the municipality to develop a comprehensive plan for the development of area and in the provision of municipal services, IDP officials play a crucial role in ensuring that service delivery is aligned with the broader development goals of the municipality. LED officials are responsible for promoting economic development in the municipality; therefore, as the provision of municipal services is often linked to the economic success of area, LED plays a role in identifying opportunities for development. PMS officials are responsible for monitoring and evaluating the performance of municipal departments and that they are meeting the objectives of IDP. This is crucial to good governance in the provision of municipal services as it ensures that officials are held accountable for their performance and that resources are allocated efficiently. Administrative officials are responsible for day to day operation of the municipality and they play a role in ensuring that municipal services are delivered effectively, efficiently and in line with municipal policies and regulations. PR counsellors are responsible for managing municipality's public image and ensuring local communities are informed about the services and initiatives being undertaken by the municipality. It is important in the sense that transparency and accountability will be fostered when delivering municipal services.

3.7 SAMPLING

Sampling is a technique used to choose a small group in order to learn about the traits of a larger group (Brynard & Hanekom, 2006). According to Bryman (2012), sampling entails choosing a portion of the population to be surveyed and generalising the data acquired to the population chosen for the study. According to Kessio and Boit (2012), sampling is the act of choosing sample from a group or population to serve as the basis for estimating and forecasting the population's outcome as well as to find the unidentified piece of information. In this study, the sampling group consist of municipal officials and councillors.

3.7.1 Sampling method

A sampling method is a technique used in research to collect data (Hirst, 2014). According to Terre Blance et al. (2009), sampling is the process of choosing study participants from a large population and entails making choices or decision on the people, environments, activities, behaviours and social processes to be observed. A sample size of 60 was taken based on purposive and convenience sampling. This selection includes PR councillors (10), administrative officials and managers (10), IDP officials (10), PMS officials (10), LED officials (10), CDOs (10). This kind of sampling is appropriate for the study because target population is specified and defined. Purposive sampling involves selecting participants who are most

relevant to the study and convenience sampling for those municipal officials readily available to participate in the study.

The study used non-probability sampling. The respondents in this study were those who understood more about good governance in the provision of municipal services. This indicates that a variety of stakeholders including representatives from IDP officials, LED officials, PMS officials, administrative officials and managers as well as councillors are included in the study's participants. As a result, they were chosen using purposive and convenient sampling and non-probability sampling.

3.7.2 Determining the sample size

The number of individual from which researcher acquire necessary information is referred to as the sample size and that sample should represent at least 10% of the population (Kumar, 2014).

Respondents	Number of sampling size
IDP officials	10
PMS officials	10
LED officials	10
Community Development Officials	10
PR councillors	10
Administrative officials and managers	10

3.8 DATA COLLECTION METHODS

Data collection is a process of acquiring and analysing information on relevant variables in a planned, systematic way that makes it possible to respond to specific research questions, test hypotheses and assess results (Creswell, 2017). According to Polit and Beck (2004), data collection is the process of acquiring the information necessary to solve a research problem. For the researcher to evaluate the results and address the research questions, data collection is essential (Creswell & Plano, 2011). The researcher utilised an interview and a questionnaire to gather the data for this investigation.

3.8.1 Questionnaire

Fink (2012) defines a questionnaire as an unstructured document, either written or printed, with a standardised collection of questions intended to gather data from one or more respondents on a certain topic or subjects. According to Sekaran and Bougie (2016), a

research questionnaire is a document with questions created to collect the data required for evaluating the research objectives and study's questions. The study use structured questionnaire. Structured questionnaire consists of a set of standardised questions with a fixed scheme (Mathers, Fox & Hunn, 2002).

The questionnaires were distributed to the participants who filled them independently and returned them to the researcher. This was employed since it allowed the researcher to save time and effort. The researcher was available in the event that respondents had difficulties filling out the questionnaires, but researcher afterwards restricted personal involvement to that process because it could have an impact on the study's outcomes. Because participants can reply to questions with some assurance and security that their answers won't come back to be used against them, questionnaires were utilised in the study. The questionnaires were helpful because they gave respondents time to consider their responses before submitting them. IDP officials, LED officials, PMS officials and administrative officials and managers received questionnaires. After five days, the hand-delivered questionnaires were collected by the researcher.

The questionnaires were divided into two sections: section A, which contained the respondents' biographical information, and section B, which asked about the Vhembe District Municipality's good governance in the provision of municipal services. The questionnaires that were employed had closed-ended statements with simple response options and were designed to collect data for statistical descriptions, relationships and analysis. All the items were composed of closed-ended statements without any room for interpretation from the respondents. A covering letter that encouraged the respondents to complete the questionnaires was attached to each questionnaire. The appointment was made first with the respondents, and the researcher utilised a five-point Likert scale with the responses strongly agree, agree, not sure, disagree and strongly disagree.

3.8.2 Interview

According to Fink (2012), an interview is a process that involves both an interviewee and an interviewer who coordinates the conversation and poses questions. The interviewee then responds to the questions. An interview is direct contact with a respondent who is subsequently requested to answer research related questions (Bless & Higson, 2000). Open-ended interview questions were employed by the researcher. An open-ended question is one which allows the respondents the freedom to give their own answer to a question, rather than forcing them to select from a limited choice (Mathers, Fox & Hunn, 2002). The reason for an open-ended question was that it leaves the response open to the interviewee and is not bounded by alternatives provided by the interviewer or constraints on length of the

response. Another reason for open-ended questions is that the researcher liked to gather information that is relevant and provide complete explanations that lead both the interviewees and researcher become aware of the information which were omitted or not considered before. The researcher interviewed PR councillors with open-ended questions. These interviews were administered telephonically and that appointment was made first with the respondents.

3.9 DATA ANALYSIS

Data reduction and organisation through data analysis create conclusion that the researcher must interpret (Burns & Grove, 2003). Data analysis is defined as the systematic application of statistical and/or logical approaches to describe and illustrate, compress and recap, and assess data (Kantardzic, 2011). The researcher used both statistical and thematic analysis to analyse the data. Stevens (2012) defines statistical analysis as the process of establishing whether differences between groups under study are actually present or are just the results of chance. The information gathered through the questionnaire was analysed using Microsoft Excel and shown as tables, graphs, frequencies and percentages. It is important for the data to be analysed as it summarises all the data collected by the researcher. Data analysis is also of importance in order to present data accurately and reliably. Out of 50 questionnaires, the researcher was successful in gathering 40 answered questionnaires due to the reason that other respondents did not want to participate and availability of municipal officials.

Thematic analysis was used to analyse the interview data. Thematic analysis is a technique for finding, examining and reporting patterns (themes) within data (Turunen & Bondas, 2013). Ten PR Councillors were interviewed by the researcher. The following procedures from Creswell (2014)'s data analysis is used to present the information as a narrative and group it into themes:

Step 1: Prepare the data for analysis by organising it

Examples of ways to organise and prepare data for analysis include transcribing interviews, optically scanning documents, typing up field notes, classifying and sorting the data into various groups depending on the information sources.

Step 2: Examine all the information

Getting a general understanding of the data and thinking about its overall significance is a first stage. What general themes do participants seem to be expressing? What kind of attitude do they have? What is overall impression of the content, reliability and value of

information? At this phase, qualitative researchers could make marginal notes or start writing down broad concepts related to the data.

Step 3: Start a coding process to begin deeper analysis

Coding is the process of arranging information into pieces or segments of texts prior to giving them meaning. It comprises of removing text or image data that was gathered during data collection, segmenting words, sentences or images into categories and then giving those categories a name that is frequently based on participants' actual language (called an in vivo term).'

Step 4: Create a theme and a description

Information about people, places or event in a setting must be rendered in detail in a description. Researchers can code this description. Create a few themes or categories for the research study using the code. These are the key themes that emerge from qualitative research.

Step 5: Connect themes

The most common method is to utilise a narrative passage to explain the analysis conclusions, which could be chronology of events or a thorough examination of multiple themes. A lot of scholars additionally use images, figures, or tables to support their explanation.

Step 6: Looking for other explanations

The researcher should thorough examine any pattern that seem clear as they emerge in this step as they are being revealed in the data. The researcher sought for additional ideas that could account for the data and how they were related.

Step 7: Testing emergent understanding

The evaluation and exploration of the potential for understanding through data by the researcher begins.

Step 8: Interpretation

This step also entails asking what lessons were learnt, capturing the essence of the concept and deriving meaning from contrasting the results with data from the literature or theories. Findings may support or refute prior knowledge. Additionally, it might raise new questions that data and analysis pose that the researcher has not considered before.

The researcher focused on five conclusions drawn from data analysis. To gather information from the respondents, the researcher organised and prepared data for analysis. The researcher reviewed through all of the information gathered from the respondents in the second stage. In the third step, the researcher used coding procedure to start a deeper analysis. The researcher connected themes in the fifth stage to provide the analysis's findings. The data was analysed in the eighth phase to see if the literature contradicts with the findings of other researchers.

3.10 ETHICAL CONSIDERATIONS

Polit and Beck (2014) define ethics as a set of moral principles that are concerned with how closely research practices abide by their commitments to the study participants on a professional, legal and societal level. According to Fink (2014), ethical considerations are the rules or norms of behaviour that make a distinction between right and wrong. Permission to undertake the research study, informed consent, confidentiality and anonymity, no harm to respondents and voluntary participation were all taken into account in this study.

3.10.1 Permission to conduct research

As far as permission to carry out the research is concerned, the University of Venda granted the researcher permission to carry out a study in Vhembe District Municipality. The researcher asked the Vhembe District Municipality for permission to undertake the study in a letter that was sent from the University of Venda. The approval letter acquired from the Vhembe District Municipality to undertake an investigation is included in the study's annexures.

3.10.2 Informed consent

A voluntary decision to engage in the research is known as informed consent (Flick, 2014). According to Denzin and Lincoln (2009), participants must consent to engage in the study voluntarily and without being subjected to any physical or psychological pressure. Participants in research have the right to informed consent, which gives them the knowledge of what is being researched, information about the study's purpose and the freedom to stop participating in the study whenever they choose. The significance and objectives of the study were outlined to the respondents.

3.10.3 Confidentiality and anonymity

According to Amdur and Bankert (2010), confidentiality is the way information is handled once a person has disclosed it in a relationship of trust with the assumption that it won't be

shared with others without their consent or in ways that are inconsistent with the original disclosure's intent. Anonymity refers to the use of data from respondents who are completely unknown to all survey participants (Flick, 2014). The researcher made sure that the identities of study participants were kept completely private in such a way that no one other than the researcher knows who they are. The researcher informed the participants that no one will know their names in this study except the researcher, and that they should not be frightened to provide information.

3.10.4 No harm to the respondents

No harm to respondents is defined by Amdur and Bankert (2010) as the condition that researchers not put participants in situations where they might be harmed as a result of their involvement. The researcher made certain that participants are not put in a position where their participation could put them in danger.

3.10.5 Voluntary participation

Hart (2013) defines voluntary participation as the exercise of a human study subject's free will in choosing whether or not to participate in research activities. According to Hart (2013) definition of voluntary involvement in a research project, the researcher will let participants know that their participation is fully optional and that they have the ability to revoke their agreement at any moment. Participants in this study were made aware of their right to engage willingly and without pressure as well as their right to withdraw at any moment without incurring consequences by the researcher.

3.11 CONCLUSION

This chapter provided an overview of the research methods used for the study to examine good governance in the provision of municipal services with a focus on the Vhembe District Municipality. The research paradigm, research design, research approach, study area, study population, sampling and sampling method, data collection techniques, data analysis and ethical considerations were all discussed in this chapter. Both quantitative and qualitative research methods were used in the study. The study's data was gathered through interviews and questionnaires. The next chapter includes a detailed presentation of the data, as well as an interpretation and analysis of the gathered information.

CHAPTER 4

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 INTRODUCTION

Information on the research methodology utilised to conduct the research study was provided in the preceding chapter. The research paradigm, research design, research approach, study area, study population, sampling and sampling method, data collection techniques, data analysis and ethical considerations were all discussed in the previous chapter. In this chapter, data gathered through questionnaires and interviews are presented, interpreted and analysed. The information gathered focuses on good governance in the provision of municipal service with particular reference to the Vhembe District Municipality in the province of Limpopo. The researcher combined qualitative and quantitative methods for data collection. The responses of the respondents are shown graphically in tabular form, in charts and graphs with an explanation of the respondents' responses to the questionnaires, and in narrative form with an interpretation of the results for the interview questions.

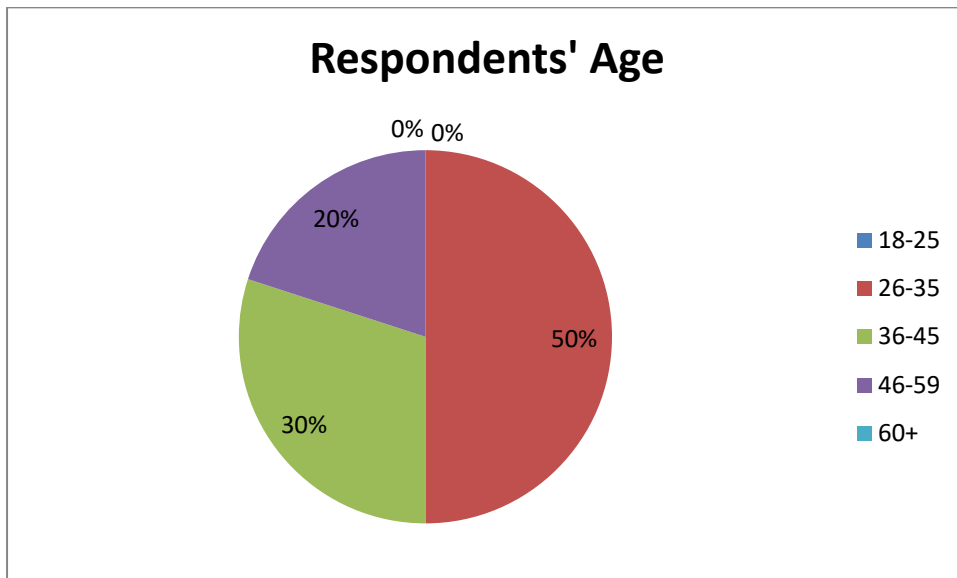
4.2 ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRES

This section's goal is to present data that was gathered through questionnaires distributed to Integrated Development Plan (IDP) officials, Performance Management System (PMS) officials, Local Economic Development (LED) officials, Community Development Officials (CDO) as well as administrative officials and managers. The data gathered through questionnaires was presented by the researcher using graphical tabular format, frequencies and percentages. Following each graph, chart and table, there is a brief discussion of the results.

4.2.1 Section A: Respondents' biographical information

The respondents' biographical information is supplied in this subsection. This section's data is presented in graphical tabular format, graphs and charts and the results are briefly explained after.

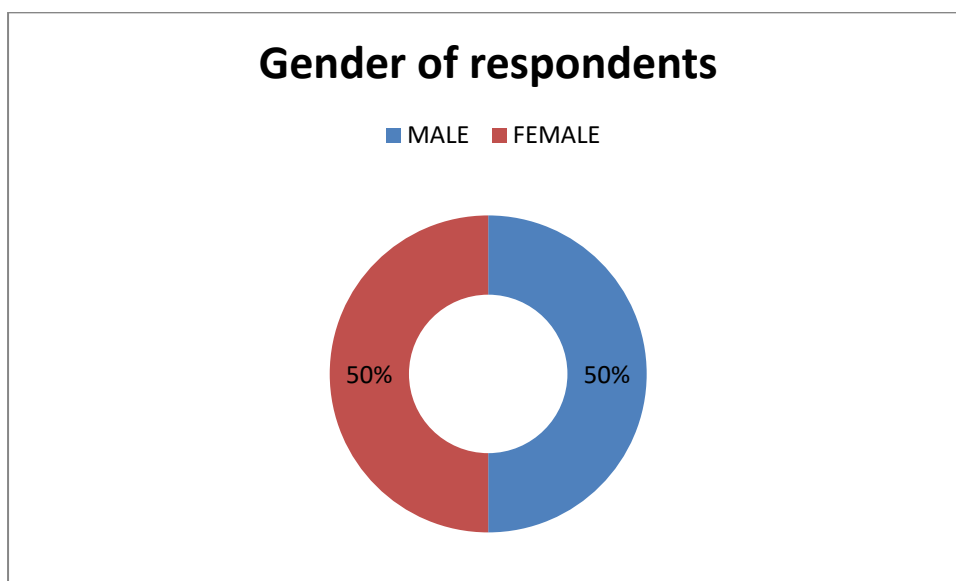
Figure 4.1 Respondents' age



(Source: Own design, 2023).

The researcher targeted respondents above the age of 18 for the study. The researcher also invited respondents aged 60 and older to take part in this study, unfortunately no one between the ages of 60 and above participated. Figure 4.1 shows that 20 (50%) of the respondents between the age of 26 and 35 participated in this study; 12 (30%) were between the ages of 36 and 45; and 8 (20%) were between the ages of 46 and 59. There were no respondents who were between the ages of 18 and 25 or over the age of 60. Based on the information above, the study was dominated by respondents between the ages of 26 and 35. This argues well for good governance in municipalities in South Africa in the long-term as younger people are actively participating in municipal programmes, and this maintains a good governance practice.

Figure 4.2: Gender of the respondents



(Source: Own design, 2023).

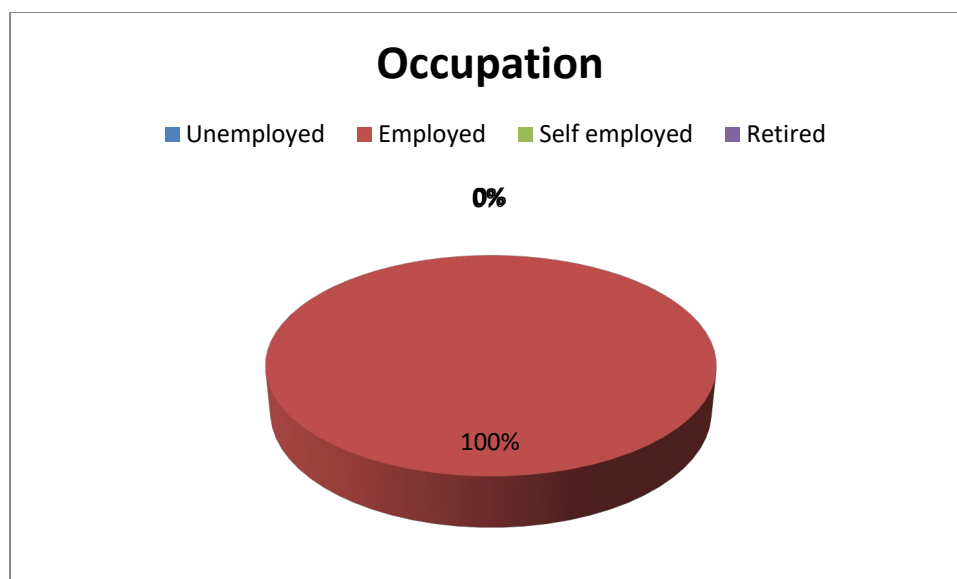
The information gathered from Figure 4.2 shows that 20 (50%) of the respondents who took part in this study were male and 20 (50%) were female. There is no difference in the number of males and female participation. They both participated equally. This shows that females who were previously disadvantaged and not allowed to participate in many democratic activities are now taking part in the issues of municipal governance. The empowerment of women is about dealing with the legacy of apartheid and the restructuring of society, notably of power relations between men, women, institutions and laws (Williams, 2019). South Africa was significantly different from what it is today 65 years ago. Daily oppression took place and women had almost no rights (Williams, 2019).

Table 4.1: Highest level of education of the respondents

Educational level	Frequency	Percentage
Grade 1-7	0	0%
Grade 8-12	02	5%
Diploma/Degree	24	60%
Postgraduate qualification	14	35%
No formal education	0	0%
Total	40	100%

Table 4.1 provides an analysis of the level of education possessed by respondents. The level of education is categorised as follows: Grade 1 to 7, Grade 8 to 12, Diploma/Degree, Postgraduate Qualification and No Formal Education. From the analysis, 24 (60%) respondents who participated in this study hold a Diploma/Degree qualification; 14 (35%) respondents who participated in this study hold postgraduate degree; and 2 (5%) respondents who participated have completed Grade 8 -12. Lastly, none of the respondents in this study reported that they had completed Grade 1 to 7 or had no formal education. Table 4.1 reveals that respondents with Diploma/Degree qualifications dominated the study, followed by respondents with postgraduate degrees. The level of education of respondents has a considerable impact on how knowledge of topics and opinions are evaluated. There is a sizable number of respondents who have diploma/ degree followed by postgraduate qualification. Therefore, it should be noted that considering the respondents level of education, the researcher can conclude that majority of respondents are literate as they have acquired tertiary education.

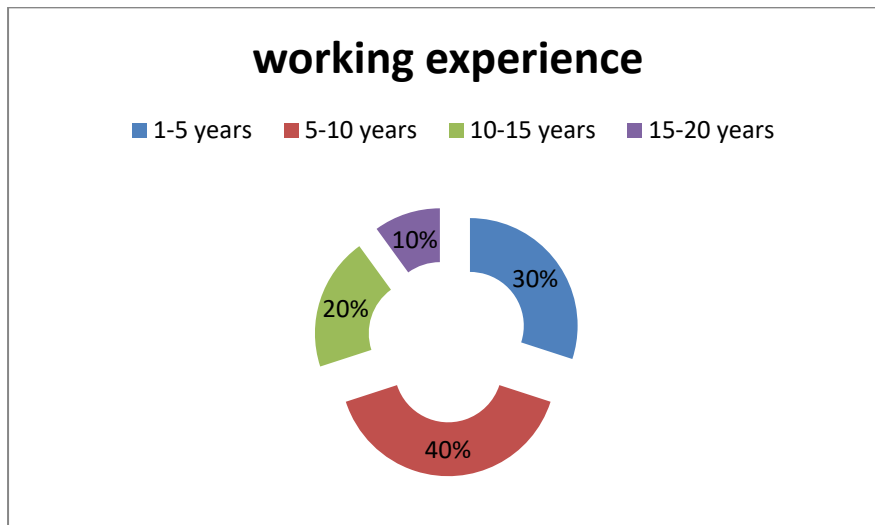
Figure 4.3: Occupation status of respondents



(Source: Own design, 2023).

Figure 4.3 shows that 40 (100%) respondents who participated in this study were employed. This is because the researcher directed the questions to the employees of Vhembe District Municipality. There were no respondents who are unemployed, self-employed and retired because the study focuses on the officials of Vhembe District Municipality.

Figure 4.4: Working experiences of respondents



(Source: Own design, 2023).

The information on the respondents' working experiences is shown in Figure 4.4. Sixteen (40%) of the respondents have 5-10 years of working experience followed by 12 (30%) of the respondents who possess 1-5 years of working experience. Eight (20%) of respondents have 10-15 years of experience and only 4 (10%) of the respondents have 15-20 years of experience working in the municipality. By using the above respondents' working experience, the researcher can conclude that the respondents can be assumed to be informed and skilled in their field since the sizable number of respondents has sufficient experience to perform their tasks and ensure the provision of municipal service to the local communities.

4.2.2 Section B: Good governance in the provision of municipal services: a case of Vhembe District Municipality

This section contains an analysis of data in tabular, graphs and chart format derived from the questionnaire items.

4.2.2.1 The state of governance in the provision of municipal services

This sub-section presents the data regarding the state of governance in the provision of municipal services at the Vhembe District Municipality. The data is presented in the form of graphs, charts and tables, followed by short interpretations.

4.2.2.1.1 The concept good governance

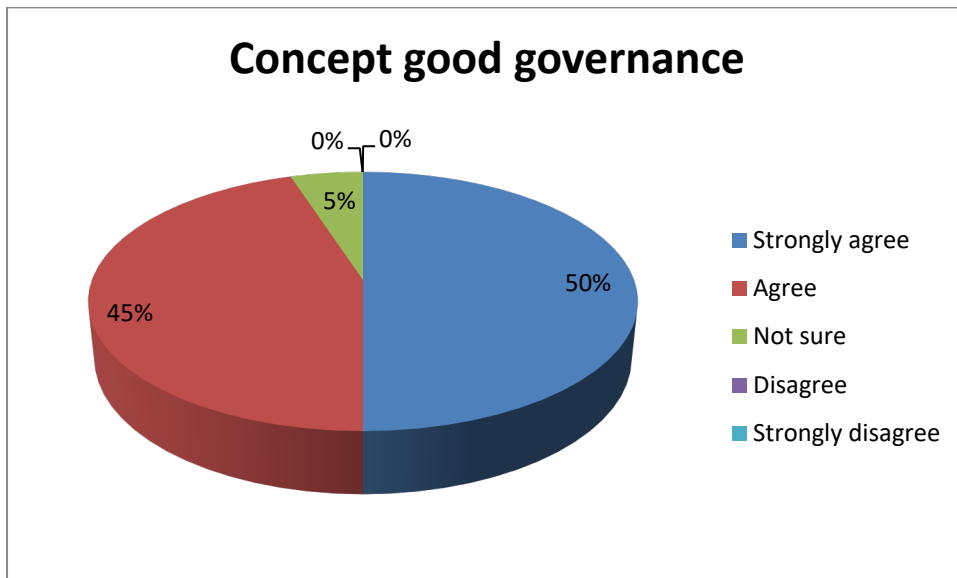


Figure 4.5: Concept good governance

(Source: Own design, 2023).

The researcher investigated from the respondents as to whether they have heard of the concept good governance. The above Figure 4.5 shows that 20 (50%) respondents strongly agreed and 18 (45%) of respondents agreed that they have heard of the concept good governance. It is only 2 (5%) of the respondents who are not sure whether they have heard of the concept good governance or not. There was no respondent who strongly disagreed and disagreed about the hearing of the concept good governance. However, most respondents strongly agreed to this question. Therefore, considering the respondents' answers, it can be concluded that IDP officials, PMS officials, LED officials community development officials and administrative officials as well as managers have heard of the concept good governance.

4.2.2.1.2 Understanding of good governance

Responses	Frequency	Percentage
Strongly agree	20	50%
Agree	18	45%
Not sure	0	0%
Disagree	02	5%
Strongly disagree	0	0%
Total	40	100%

Table 4.2: Understanding of good governance

The researcher asked the respondents whether they understand what good governance is about. Table 4.2 shows that 20 (50%) respondents strongly agreed, 18 (45%) respondents agreed that they understand what good governance is all about. It is only 2 (5%) respondents that disagreed that they understand what good governance is about. None (0%) respondents are not sure and strongly disagreed toward the understanding of good governance. The primary purpose of this question was to determine whether respondents understand what good governance is about. However, most respondents strongly agreed to this question. Therefore, it is argued that officials are aware and understand good governance. What is now needed is for all officials to follow what good governance calls for when performing their tasks. As revealed from literature review, good governance calls for the following principles: accountability, consensus-oriented, effectiveness and efficiency, equity and inclusiveness, participation, rule of law, responsiveness and transparency (United Nations Department of Economic and Social Affairs (UNDESA), 2016).

4.2.2.1.3 The implementation of good governance

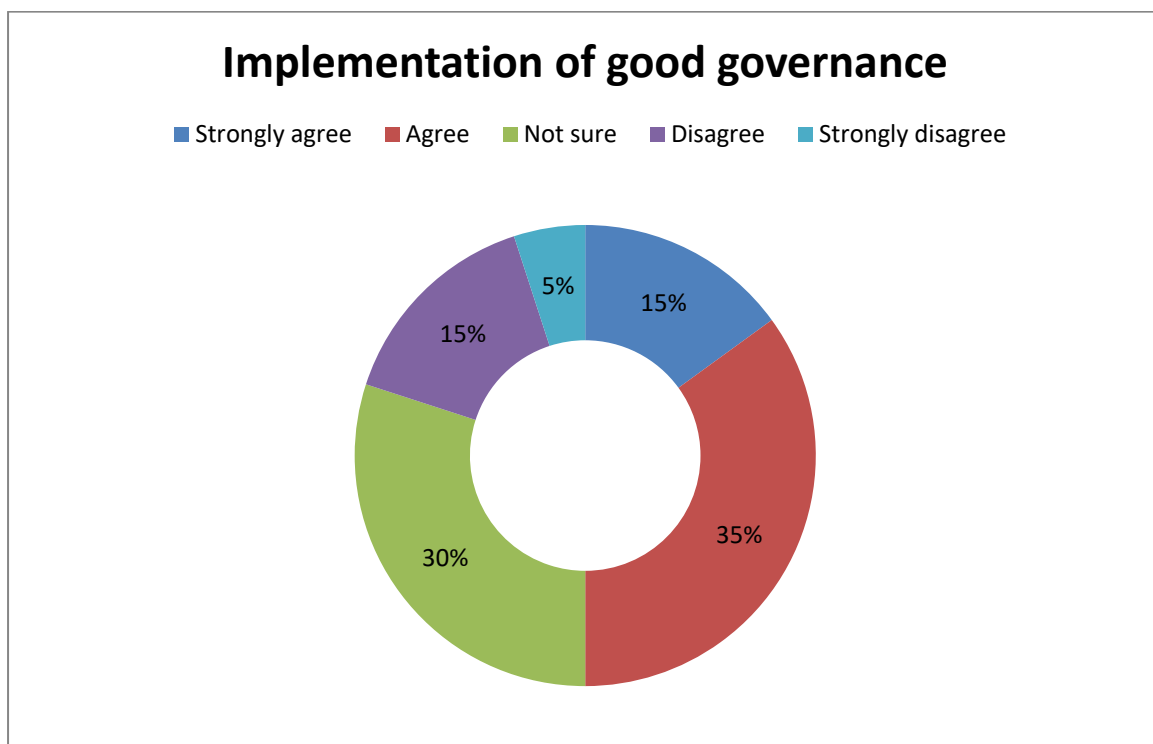


Figure 4.6: Implementation of good governance

(Source: Own design, 2023).

Figure 4.6 presents the data on the implementation of good governance in the Vhembe District Municipality. Data collected indicates that 14 (35%) respondents agreed in the implementation of good governance in the Vhembe District municipality whereas 12 (30%) are not sure whether good governance is being implemented or not. Six (15%) respondents strongly agreed on the other hand 6 (15%) disagreed on the implementation of good governance in the Vhembe district Municipality. Two (5%) strongly disagree that good governance is being implemented. From the above analysis, it is not really clear if whether there is an implementation of good governance in the said municipality or not because of 12 (30%) respondents are not sure and that constitute high number for one to agree or disagree if there is implementation of good governance.

4.2.2.1.4 Understanding of good governance by officials

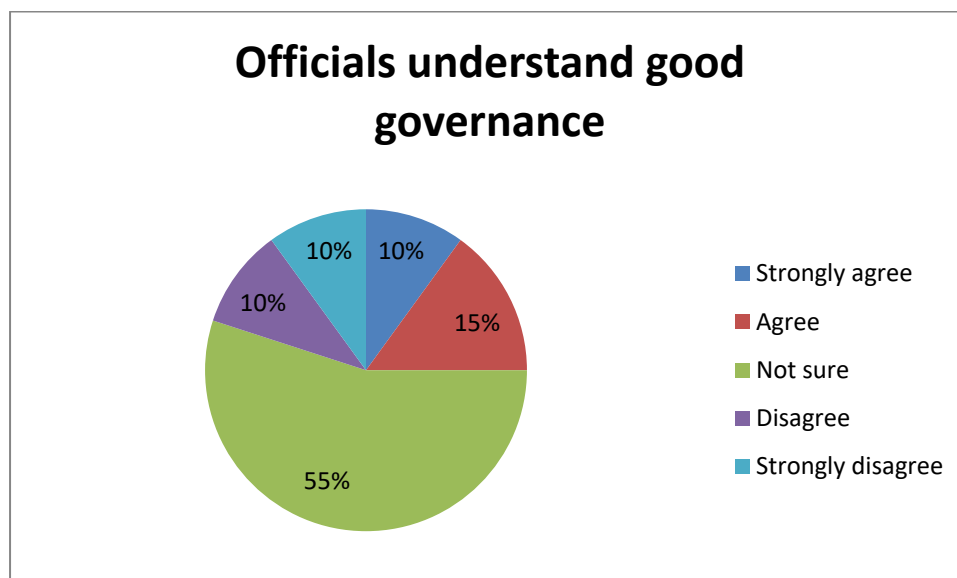


Figure 4.7: Officials understand good governance

(Source: Own design, 2023).

The researcher asked the respondents whether other municipal officials understand what good governance is about. Figure 4.7 shows that 22 (55%) respondents are not sure, 6 (15%) respondents agreed that most officials understand what good governance is all about. Four (10%) respondents strongly agreed that they understand what good governance is about. In contrast, 4 (10%) respondents disagreed and 4 (10%) respondents strongly disagreed that most municipal officials in the Vhembe District Municipality have an understanding of what good governance is about. From the above analysis, it can be argued

that if respondents who strongly agreed and agreed that most officials have an understanding of what good governance is about are put together, this means that 10 (25%) share the same sentiment that officials understand what good governance is about. On the other hand, if respondents who disagreed and strongly disagreed are to be combined together, this means that (20%) respondents share same opinion that most municipal officials in the Vhembe district do not have understanding of what good governance is all about. There is slightly difference of 2 (5%) respondents between those who are of the view that most municipal officials in the Vhembe District Municipality have understanding of what good governance is about compared with those who are of the view that most municipal officials do not have understanding of what good governance is about. As revealed by literature, good governance is the degree of accountability, moral standards and responsiveness of the government to the needs of its citizens (Sayeed & Pillay (2012: 3).

4.2.2.1.5 Participation in decision making process by stakeholders

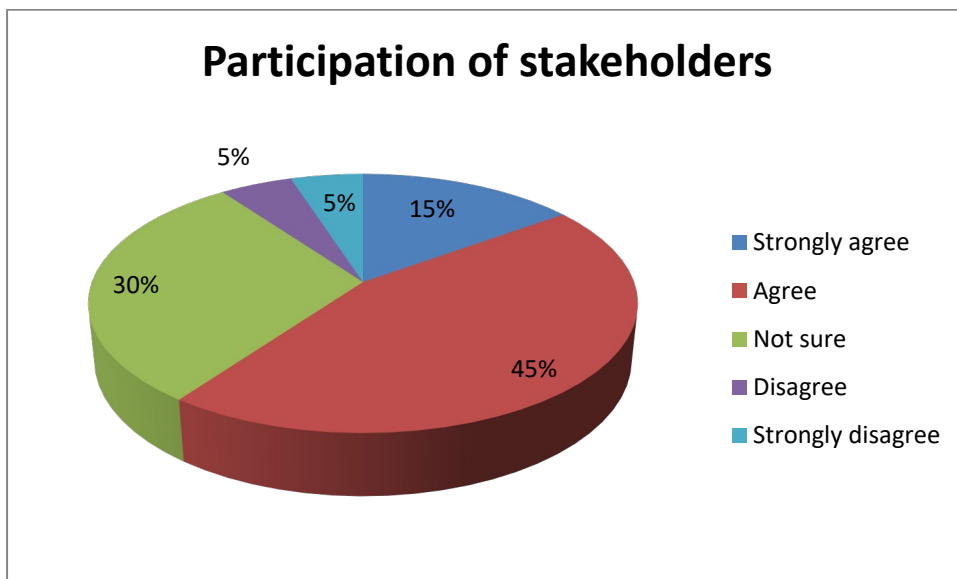


Figure 4.8: Participation of stakeholders

(Source: Own design, 2023).

It was probed from the respondents to determine whether there is participation by relevant stakeholders including traditional leaders, civic structures, community development workers and local communities in decision making processes of the Vhembe District Municipality. Figure 4.8 shows that 18 (45%) respondents agreed on the question posed. Considering the above information, 12 (30%) respondents were not sure; 6 (15%) respondents strongly agreed; 2 (5%) respondents disagreed and strongly disagreed respectively that there is

participation by relevant stakeholders in decision making processes of the Vhembe District Municipality. Stakeholders' participation is relevant and important in the Municipality's decision-making process because they live in their communities and are in better positioned to understand the needs and concerns of their local communities. It is therefore argued that participation is very important as far as good governance and municipal service is concerned and therefore should receive maximum attention. It is through participation by relevant stakeholder in decision making processes that the municipality can be able to identify the needs of the people they serve and improve their services. Masango (2009) asserts that municipal service delivery is improved when stakeholders participate in it, unlike when they are passive.

4.2.2.1.6 Transparency in municipal processes

Responses	Frequency	Percentage
Strongly agree	06	15%
Agree	10	25%
Not sure	08	20%
Disagree	12	30%
Strongly disagree	04	10%
Total	40	100%

Table 4.3: Processes are transparent

The respondents were asked whether municipal processes are transparent in terms of planning, budgeting and the delivery of municipal services. Table 4.3 revealed that 12 (30%) respondents disagreed and 10 (25%) respondents agreed that there is transparency. From the above information, 8 (20%) respondents were not sure; 6 (15%) respondents strongly agreed whereas only 4 (10%) strongly disagreed that processes are transparent at the Municipality. The main aim of this question is to assess whether there is transparency in the processes such as planning, budgeting and service delivery by the officials of the municipality as transparency is paramount in as far as good governance is concerned. Transparency is one of the principle in which good governance makes provision for. Therefore, it is important for municipal officials to be transparent in all their actions during municipal policy processes including policy implementation like municipal service delivery. Section 195 of the Constitution of the Republic of South Africa, 1996 (hereafter referred to as

1996 Constitution) stipulates that transparency must be fostered by providing the public with timely, accessible and accurate information. Transparency and access to information as good governance practice can build a better South Africa.

4.2.2.1.7 Senior and junior officials are held to account for their action



Figure 4.9: Accountability by senior and junior officials

(Source: Own design, 2023).

The respondents were asked whether both senior and junior officials are held to account for their action. Figure 4.9 revealed that 12 (30%) respondents are not sure; 10 (25%) respondents agreed and 8 (20%) respondents disagreed and strongly disagree respectively that senior and junior officials are held accountable for their conduct. It is only 2 (5%) respondents that strongly agreed to the matter of accountability by the senior and junior officials for their actions. The main aim of this question is to ascertain whether both senior and junior officials account for their action or inaction since accountability is also of importance in as far as good governance and municipal service delivery is concerned. For the maximisation of good governance and the provision of basic municipal services, accountability should be enforced and officials should receive severe punishment for their misconduct. Accountability focuses on the ability to account for action or inaction by the officials such as how the budget allocated has been spent. When the municipality fails to offer certain service to the local communities, a reason should be provided.

4.2.2.2 The relationship between good governance and provision of services

This subsection provides information regarding the connection between good governance and the provision of municipal service. The data are presented as graphs, charts and tables followed by brief explanation.

4.2.2.2.1 Better service through good governance

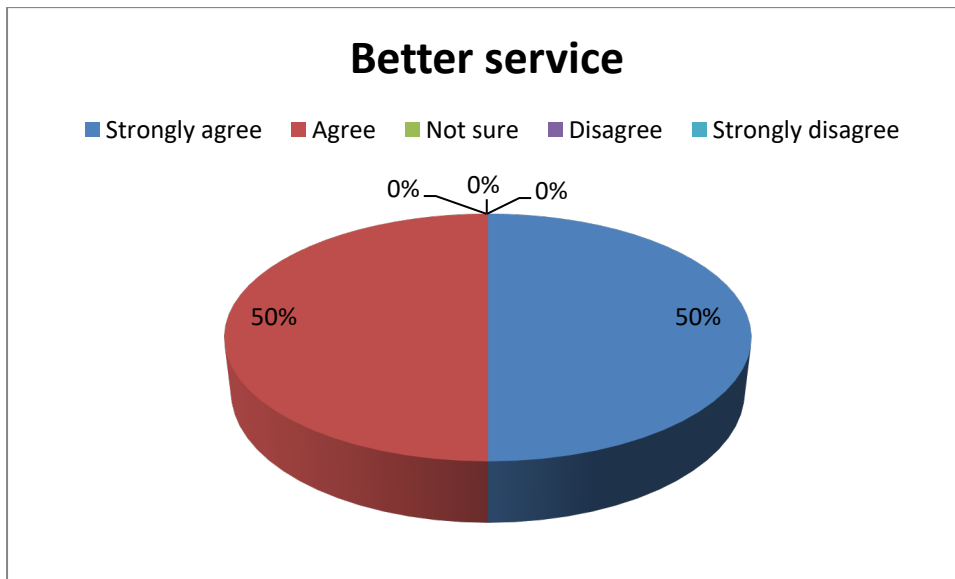


Figure 4.10: Good governance encourage better services

(Source: Own design, 2023).

The researcher enquired from the respondents whether the goal of good governance is to encourage better municipal service delivery. Figure 4.10 shows that 20 (50%) respondents strongly agreed that indeed the goal of good governance is to ensure that there is provision of service delivery to the local communities. There was no respondent who neither disagreed nor strongly disagreed on the goal of good governance to ensure effective municipal service delivery. To better the lives of the citizens, the municipality should be able to provide services. It is constitutional requirement for all municipalities to provide services to local communities, so it must be done in a sustainable way. The democratic and other administrative norms and principles that are enshrined in the 1996 Constitution must be fulfilled and promoted by municipal administration.

4.2.2.2.2 Good governance improves service management

Responses	Frequency	Percentage
Strongly agree	26	65%
Agree	12	30%
Not sure	02	5%
Disagree	0	0%
Strongly disagree	0	0%
Total	40	100%

Table 4.4: Effective governance improve management of services

Table 4.4 above indicates that effective governance can improve management of services, resulting in more effective implementation of interventions and improved municipal service delivery. Service management is vital since it deals with the optimization of service provided to local communities by the municipality. Majority of 26 (65%) respondents strongly agreed, followed by 12 (30%) respondents who agreed that service management can be improved through effective governance which can result in improved municipal service delivery. It is only 2 (5%) respondents who are not sure. None (0%) of the respondents disagreed or strongly disagreed. From the above analysis, it can be said that the managers must develop clear channel of contact with local communities regarding the management of the municipality. Municipal services should also be delivered effectively and efficiently. An effective public administration serves as a foundation for good governance, which indicates that elected officials must uphold citizen's rights and mobilise resources to provide the community with high-quality goods and services (Popa, 2017:315). According to Popa (2017:317), efficiency and effectiveness are essential elements of good governance. The public sector is in charge of determining how to make the best use of resources, including human, material and finance to guarantee that public needs are met in the best condition.

4.2.2.2.3 Good governance ensures high quality of municipal services

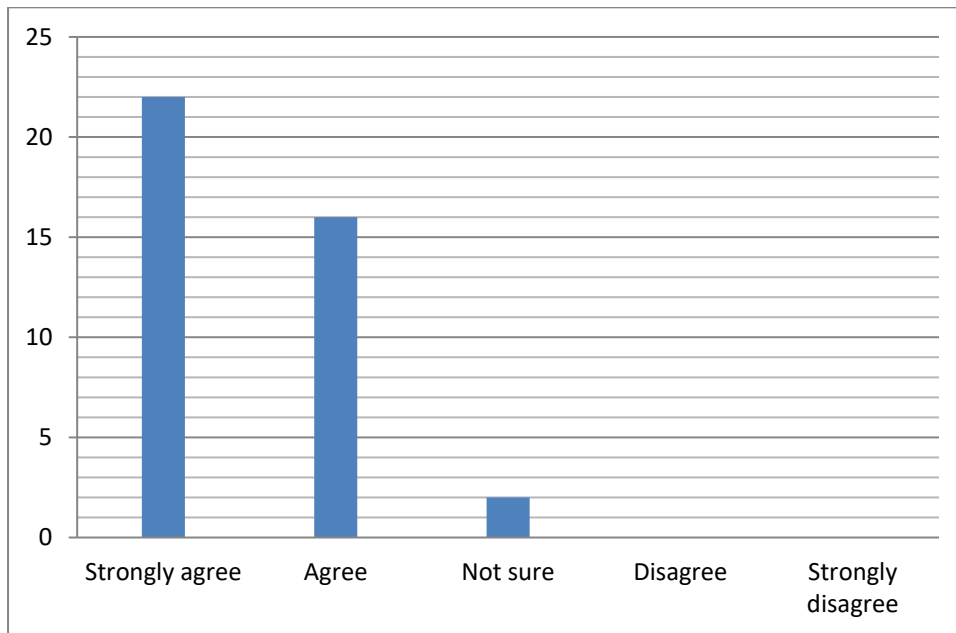


Figure 4.11: High quality municipal services

(Source: Own design, 2023).

The researcher asked the respondents whether municipal officials can be more effective in providing high quality services by following good governance principles. Figure 4.11 proves that 22 (55%) respondents strongly agreed and 16 (40%) respondents agreed that if municipal officials are to follow good governance principles, it will result in more effectiveness and provision of high quality municipal services. Only 2 (5%) respondents were not sure. None of the respondents disagreed nor strongly disagreed that municipal officials can be more effective in providing high quality service by following good governance principles. Good governance calls for participation, consensus orientation, rule of law, transparency, accountability, responsiveness, effectiveness and efficiency, equity and inclusiveness as discussed in paragraph 2.4.1 of the literature review. Every service the municipality provides must be worth the money. Local communities must be informed by the municipality about the services to which they are entitled. It should be an obligation of the municipality to deliver high quality service without a waste of scarce resources and timeously.

4.2.2.2.4 Decentralisation of municipal services

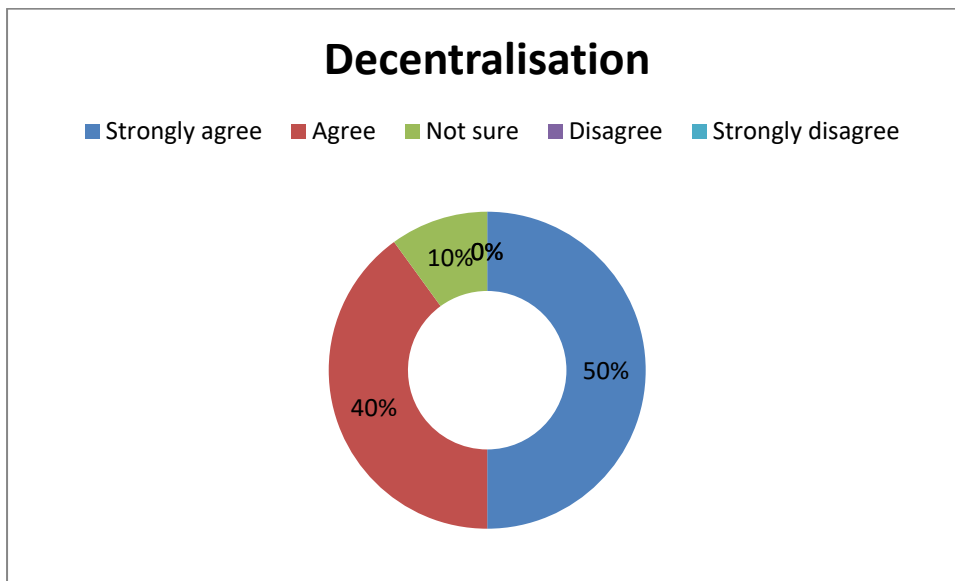


Figure 4.12: Decentralised provisions of public services

(Source: Own design, 2023).

The respondents were questioned as to whether decentralised provision of municipal services is likely to be more effective and efficient. Figure 4.12 revealed that 20 (50%) respondents strongly agreed; 16 (40%) respondents agreed; 4 (10) respondents are not sure. There were no respondents who neither disagreed nor strongly disagreed that decentralised provision of services is likely to be more effective and efficient. Decentralisation ensures better control and accountability as the junior municipal officials will have the authority to make independent decisions. The municipal officials will act under their control and be in a position to make amendments and take corrective action that will improve efficiency and improve municipal service delivery. Nzimakwe and Pillay (2014) are of the view that South Africa's service provision and good governance can be best achieved through decentralisation.

4.2.2.2.5 Holding officials accountable by the local communities



Figure 4.13: Accountability to local communities

(Source: Own design, 2023).

The respondents were probed about whether local communities have the right to hold municipality and officials to account for any dissatisfaction. Figure 4.13 shows that 20 (50%) respondents strongly agree, 18 (45%) respondents agree, 2 (5%) respondents are not sure and none of respondents neither disagree nor strongly disagreed respectively that members of the local communities have a right to hold officials and public facilities to account for any dissatisfaction. The researcher is of the view that local communities can make the municipality aware about their dissatisfaction regarding service delivery through petitions and the municipality will have to attend to that. According to the 1996 Constitution, municipalities are required to ensure that local communities have access to services that meet their fundamental needs.

4.2.2.3 The challenges experienced by the municipality regarding good governance practices

This subsection provides information on the difficulties the municipality has had in implementing good governance procedures. Short interpretations are provided after the data is given in the form of graphs, charts and tables.

4.2.2.3.1 Prolonged waiting time for service to be delivered to local communities

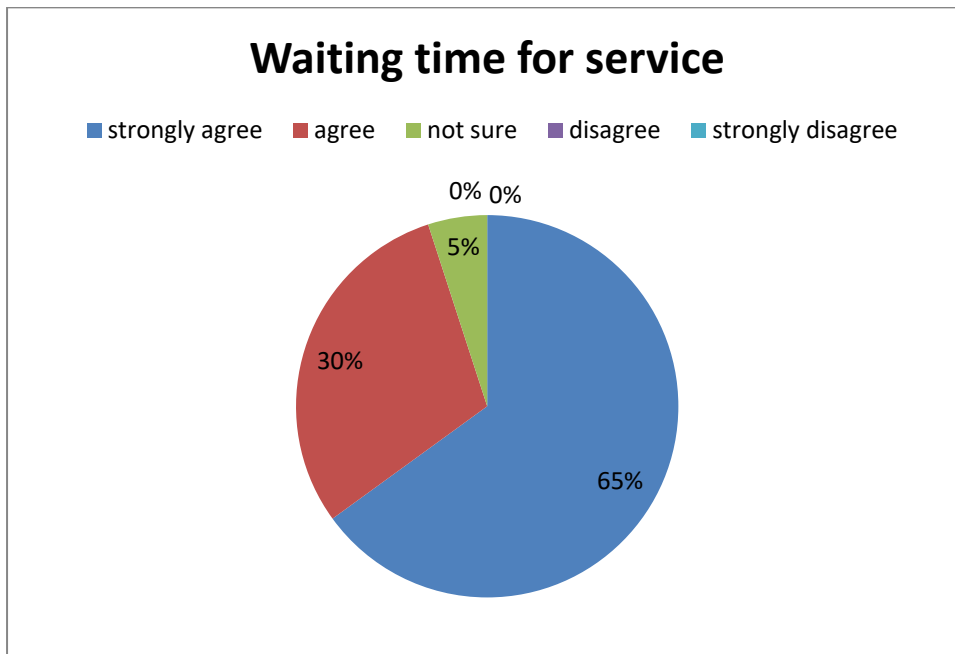


Figure 4.14: prolonged waiting time for service

(Source: Own design, 2023).

The respondents were surveyed to determine whether the municipality faces challenges related to the length of time local communities must wait for municipal services to be provided to their communities. Figure 4.14 shows that majority of 26 (65%) respondents strongly agree, 12 (30%) respondents agree, 2 (5%) respondents are not sure and none of the respondents neither disagreed nor strongly disagreed that prolonged wait time for local communities to receive services are a challenge. Lack of resources may also cause the municipality not to respond or deliver service to the local communities on time. Ekundayo (2017:156) states that in order to be responsive, institutional procedures must provide timely assistance to all affected community members. The ability of the municipality to respond as required by good governance allows it to provide services to all stakeholders in a timely manner.

4.2.2.3.2 Service delivery accountability

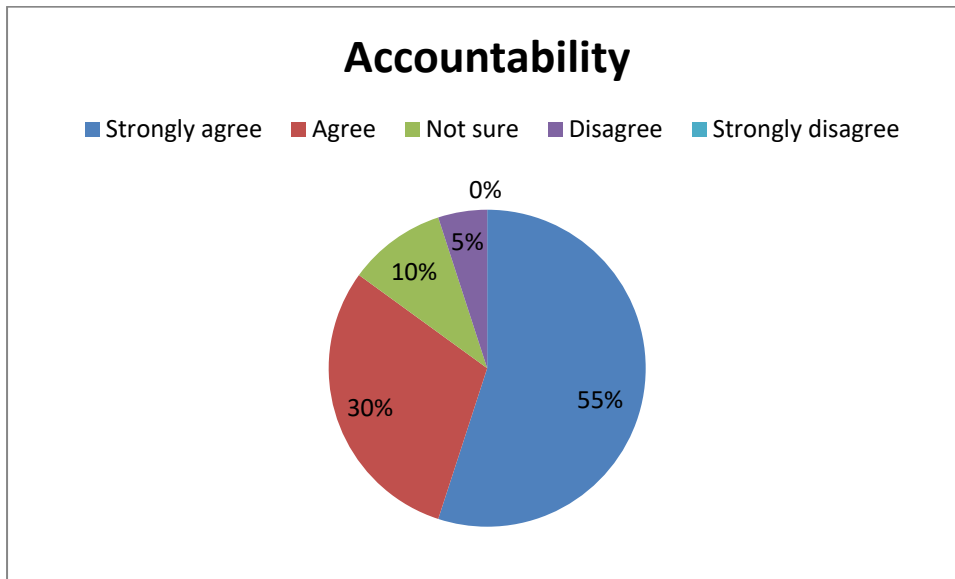


Figure 4.15: Accountability

(Source: Own design, 2023).

The respondents were asked as to whether accountability when delivering municipal service is also a challenge faced by the municipality. Figure 4.15 indicates that majority of 22 (55%) respondents strongly agree, 12 (30%) respondents agree, 4 (10%) respondents are not sure and 2 (5%) respondents disagree about challenge of accountability when delivering service to the people. There was no respondent who strongly disagreed on the question posed. Accountability focuses on the ability to account for action or in action by the officials such as how the budget allocated has been used. When the municipality fails to provide certain service to the people, a reason should be provided. The functioning of the government is about decision. The process of making decision should be open to scrutiny and transparent. Municipal officials should be accountable for their actions and inactions.

4.2.2.3.3. Availability of machinery and equipment to deliver service

Responses	Frequency	Percentage
Strongly agree	28	70%
Agree	08	20%
Not sure	02	05%

Disagree	02	05%
Strongly disagree	0	0%
Total	40	100%

Table 4.5: Shortage of machinery and equipment

Table 4.5 above indicates that shortage of machinery and equipment contributes negatively to municipal service delivery. Majority of 28 (70%) respondents strongly agreed, followed by 8 (20%) respondents who agreed that shortage of machinery and equipment contribute negatively to municipal service delivery. It is only 2 (5%) respondents who are not sure and 2 (5%) respondents disagreed. None of the respondents strongly disagree that shortage of machinery and equipment hinders effective municipal service delivery. From the above analysis, it can be said that lack of resources is one of the barriers of good governance and service delivery in local government. Without sufficient resources, it would be impossible for the municipality to operate effectively. If resources are not sufficient, the municipality will not be able to deliver expected municipal services to the people and that compromise good governance.

4.2.2.3.4 Dysfunctional implementation of policy framework

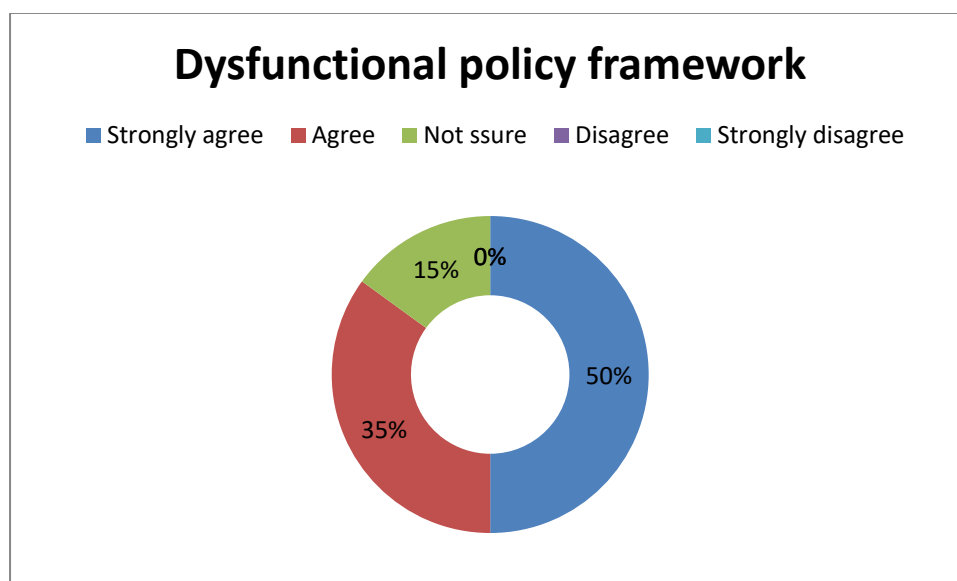


Figure 4.16: Policy framework

(Source: Own design, 2023).

Figure 4.16 presents data on the dysfunctional implementation of policy framework as a challenge faced by the municipality. Figure 4.16 shows that 20 (50%) respondents strongly agree, 14 (35%) respondents agree and 6 (15%) respondents are not sure that policy

implementation does affect delivery of service. There were no respondents who neither disagree nor strongly disagreed that dysfunctional implementation of policy framework is a challenge faced by the municipality. South Africa is one of the countries that have good policies; however, problem arises when it is time for implementation (Tebele, 2016; Uwizeyimana & Munzhedzi, 2022). Annual reviews of municipal regulations are required to make sure they are user-friendly and appropriate for their intended usage. If a programme, strategy or initiative does not address the demands and priorities set forth by the citizens, it risks failure. A good policy means nothing if it does not achieve desired results.

4.2.2.3.5 Poorly maintained infrastructure makes the local communities to complain

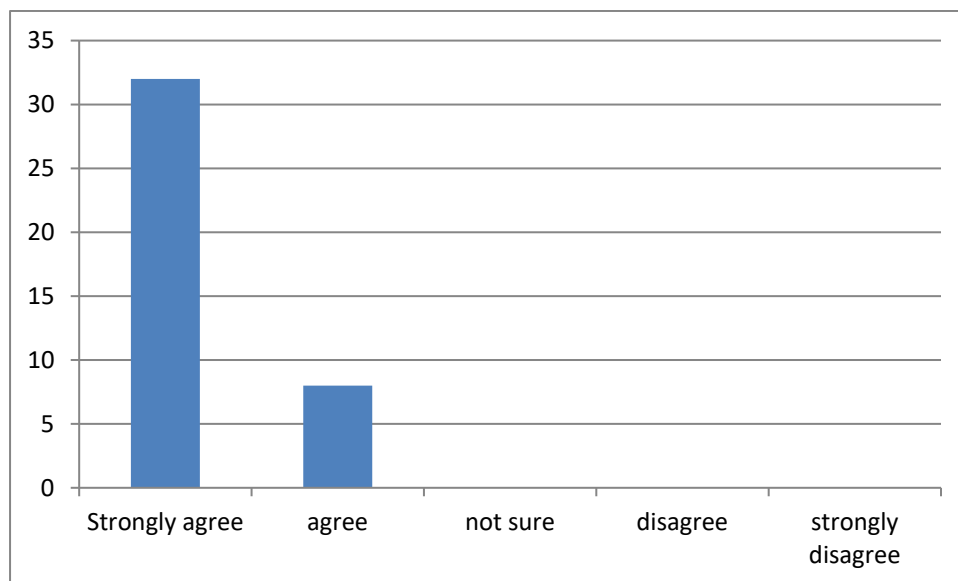


Figure 4.17: Poor infrastructure

(Source: Own design, 2023).

Figure 4.17 presents data on whether poorly maintained infrastructure makes the local communities to complain. Figure 4.17 shows that majority 32 (80%) respondents strongly agree and 8 (20%) respondents agree that poorly maintained infrastructure make the public to complain. None of the respondents are not sure, disagree and strongly disagreed respectively that poorly maintained infrastructure make the local communities to complain. Contractors struggle to finish the municipal service delivery projects on time set. It causes a backlog of infrastructure extensions and improvements. The municipality also has to deal with everyday incidents of illegal connections, like those for electricity and water. Infrastructure renovations and additions in the municipality are not completed on schedule due to shortage of staff and finance. This is supported by the statement made by Motsoeneng (2022) discussed on the problem statement that municipalities face unique

challenges in terms of service delivery such as inadequate infrastructure. Thusi and Selepe (2023) shared that financial matters is also a challenge in municipalities.

4.2.2.3.6 Response rate by the municipal officials

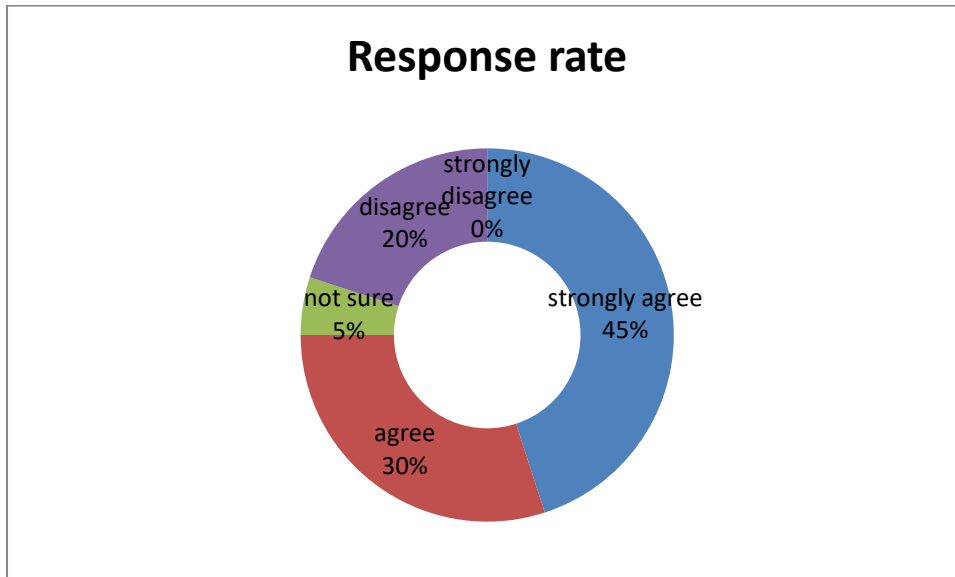


Figure 4.18: Response rate of municipal officials

(Source: Own design, 2023).

The respondents were asked as to whether municipal officials do not respond to queries on time. Figure 4.18 provides that 18 (45%) respondents strongly agree, 12 (30%) respondents agree, 8 (20%) respondents disagreed, 2 (5%) are not sure and there were no respondents who strongly disagreed that queries are not responded to by the municipal officials. The government officials are obliged to put people first. Municipal institutions exist for local communities hence they should make them a 'priority. In essence, local communities should be at the centre of municipal service delivery.

4.2.2.4 The implication of good governance in the provision of municipal services

This sub-section presents the data regarding the implication of good governance in the provision of municipal services. The data is presented in the form of graphs, charts and tables, followed by short interpretations.

4.2.2.4.1 Democratic principle always prevail

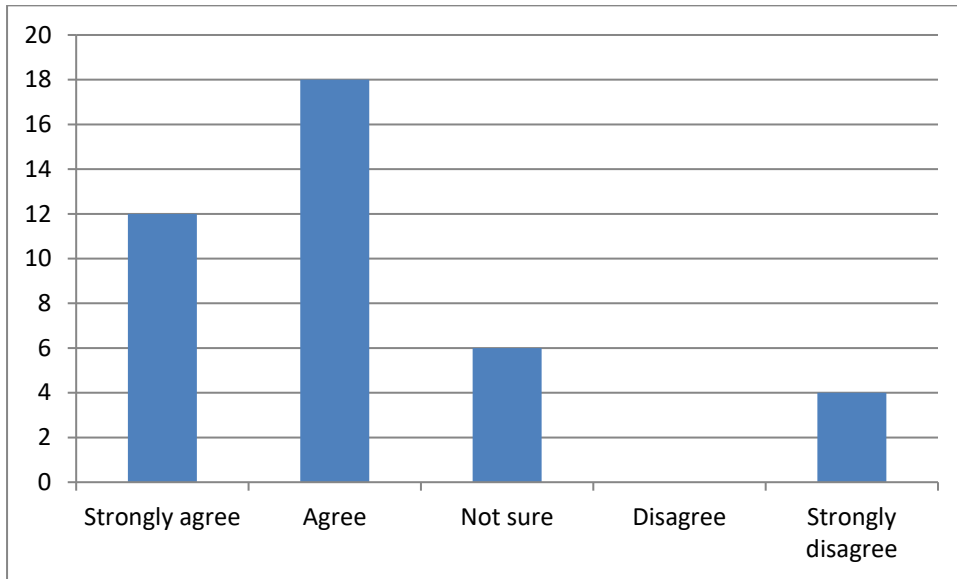


Figure 4.19: Democratic principle

(Source: Own design, 2023).

Figure 4.19 presents data on whether democratic principles always prevail in the municipality. Figure 4.19 shows that 18 (45%) respondents agree, 12 (30%) respondents strongly agree 6 (15%) respondents are not sure and 4 (10%) strongly disagree that democratic principles always prevail in the Vhembe District Municipality. None of the respondents disagreed on the question about democratic principles. It can be concluded that good governance strengthens democracy. Municipal officials must realize that good governance requires participation, rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency and accountability as those are also the foundation of democracy as discussed by Munzhedzi and Makwembere (2019). It is also a constitutional provision in section 152 of the 1996 Constitution that local communities must elect their own political leaders.

4.2.2.4.2 Maximise the interest of local communities

Responses	Frequency	Percentage
Strongly agree	02	05%
Agree	14	35%
Not sure	16	40%
Disagree	04	10%
Strongly disagree	04	10%
Total	40	100%

Table 4.6: Maximisation of interest of people

Table 4.6 above indicates whether there is always maximisation of the interest of the people that the Municipality serve. Sixteen (40%) respondents are not sure, 14 (35%) respondents agreed, 4 (10%) respondents disagree and strongly disagreed respectively and 2 (5%) respondents strongly agree that there is always maximisation of interest by the Vhembe District Municipality of the people that they serve. From the above analysis, it can be said it is very important for the municipality to improve and maximise the interest of the people they serve. Maximisation of the interest of people may mean rendering desired, expected and needs of services required by the people. The municipality that delivers service to their respective local communities, local communities view it as good municipality hence good governance.

4.2.2.4.3 Active participation by the local communities

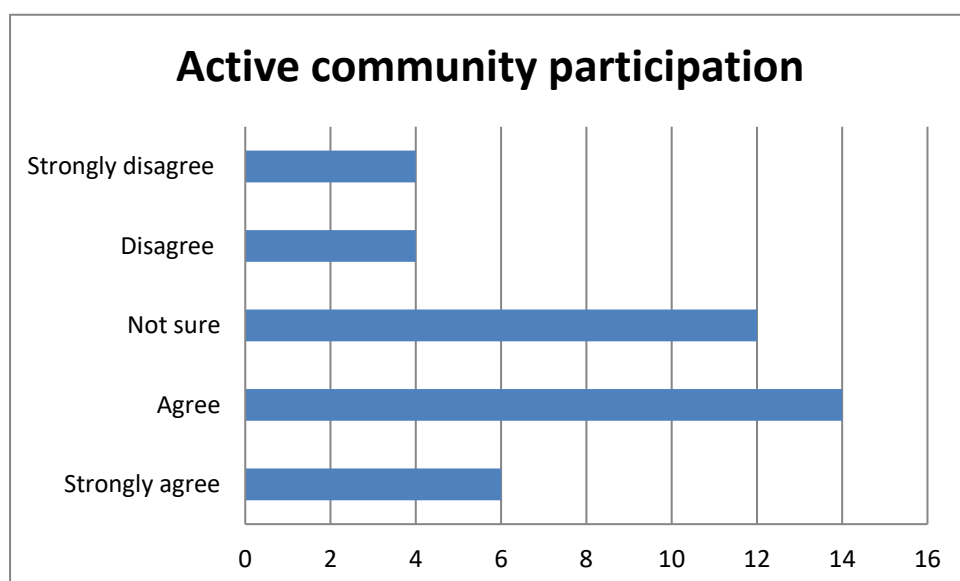


Figure 4.20: Active community participation

(Source: Own design, 2023).

Figure 4.20 above indicates whether the municipality ensures active community participation of stakeholders. From the above information, 14 (35%) respondents agreed, 12 (30%) respondents are not sure, 6 (15%) respondents strongly agreed and 4 (10%) respondents disagreed and strongly disagreed respectively that the municipality ensure active participation of different stakeholders. It is fundamental that municipality allows active community participation from different stakeholders including but not limited to traditional leaders, civic structures, local businesses and community development workers. Active community participation provides opportunity for interaction between the municipality and the local communities. Through community participation, the municipality will better able to identify the needs of the people. The municipality gets informed by the respective local communities about their expected needs. Once the municipality is informed, it will provide needs according to the expectation of the people. Community participation brings the community to be the one shaping, designing and developing their local government.

4.2.2.4.4 Management of public resources

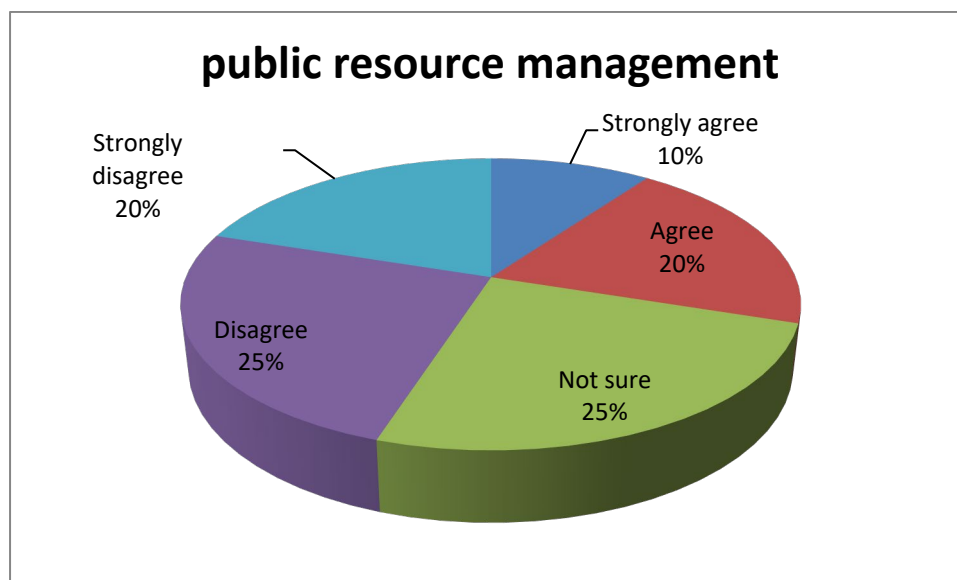


Figure 4.21: Public resources management

(Source: Own design, 2023).

The respondents were asked whether public resources are managed in a prudent manner. Figure 4.21 provides that 10 (25%) respondents are not sure, 10 (25%) respondent

disagreed, 8 (20%) respondents agreed, 8 (20%) and 4 (10%) respondents strongly agreed that resources are managed in a prudent manner. From the above analysis, it can be asserted that lack of resources can affect good governance practice and service delivery in local government. If resources are not sufficient, the municipality will not be able to deliver expected service to their respective local communities and that compromises good governance. Municipality should also not waste scarce resources by providing services that is not needed by the people.

4.2.2.4.5 Efficiency and effectiveness when providing service

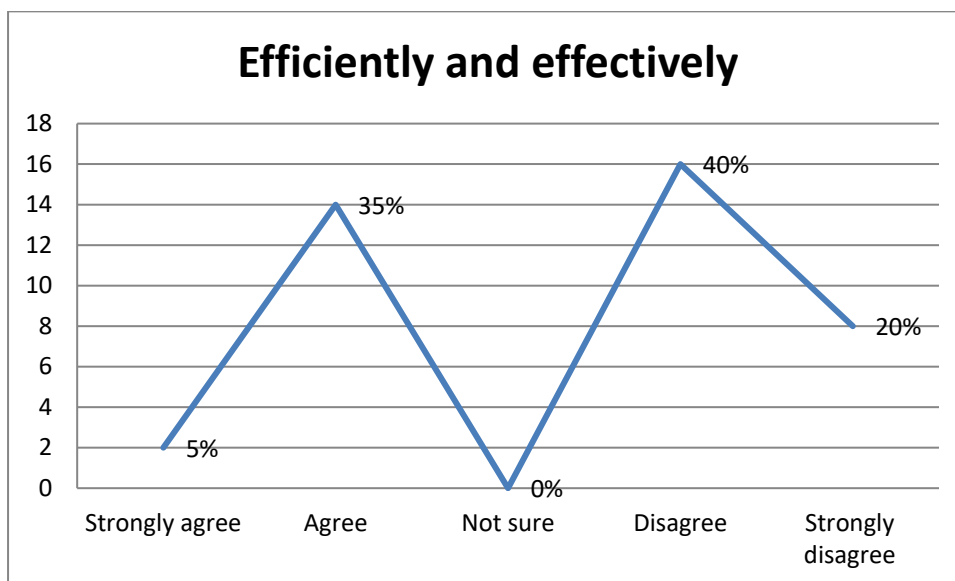


Figure 4.22: Efficiency and effectiveness

(Source: Own design, 2023).

The respondents were asked whether municipal services in the Vhembe District Municipality are provided efficiently and effectively. Figure 4.22 shows that 16 (40%) respondents disagreed, 14 (35%) respondent agreed, 8 (20%) respondents strongly disagreed, 2 (5%) respondents strongly agree and there were no respondents who are not sure about services being provided efficiently and effectively. Efficiency and effectiveness are of paramount important for good governance in the provision of municipal service. It is supported by Popa (2017:317) who further stated that good governance is characterised by efficiency and effectiveness, with the public sector accountable for maximising the use of all resources (human, material and financial) to ensure that the citizenry demands are met in optimal conditions. According to Florina (2017:317), municipalities must figure out how to make the best use of public resources because efficiency and effectiveness are essential components of good governance.

4.2.2.5 Mechanism to enhance good governance in the provision of municipal services

This sub-section presents the data regarding the mechanism to enhance good governance in the provision of municipal services. The data is presented in the form of graphs, charts and tables, followed by short interpretations.

4.2.2.5.1 Greater awareness about good governance in the Municipality

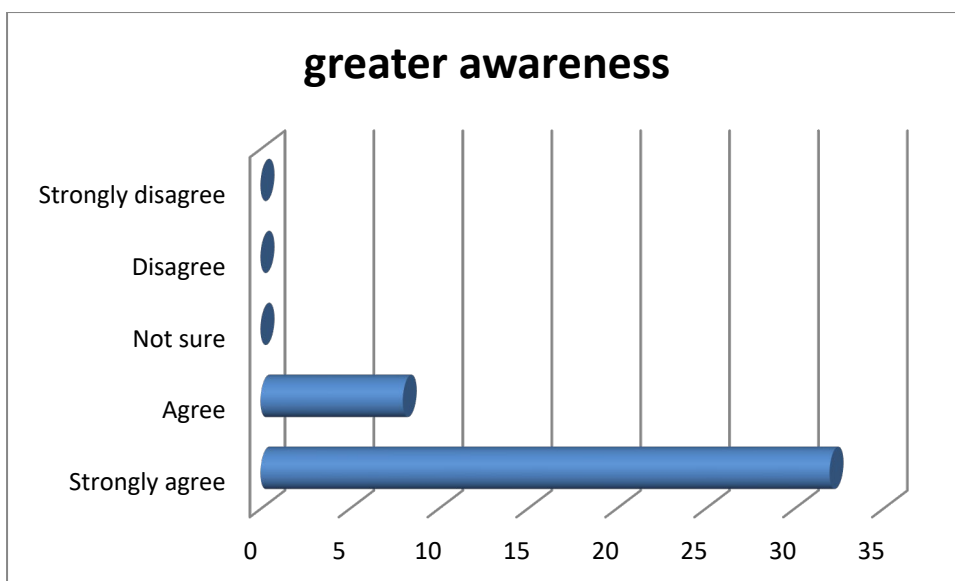


Figure 4.23: Good governance awareness

(Source: Own design, 2023).

It was enquired from respondents whether greater awareness about good governance in the municipality is necessary. Figure 4.23 shows that majority of 32 (80%) respondents strongly agreed and 8 (20%) respondents agreed that greater awareness of good governance would enhance the provision of municipal service delivery. There were no respondents who were not sure, disagreed nor strongly disagreed. This can be done through training of municipal officials about good governance and its importance in the provision of municipal services. Knowledge and information about good governance is key. Municipal officials need to have adequate knowledge and information on how best they can practice good governance principles when providing municipal services.

4.2.2.5.2 Provision of municipal official's training

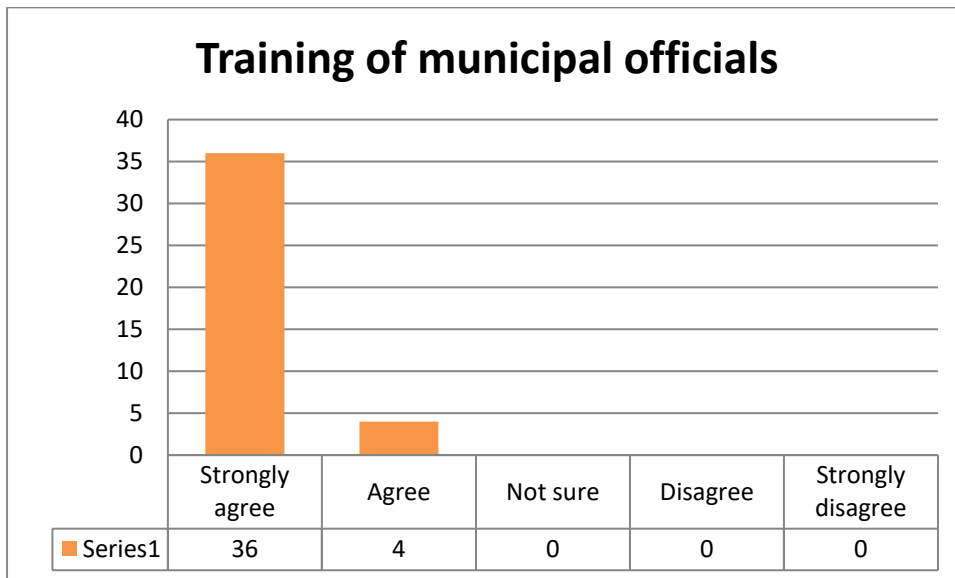


Figure 4.24: Training of municipal officials

(Source: Own design, 2023).

It was enquired from the respondents as to whether training of municipal officials on good governance will enhance good governance in the provision of municipal services at the Vhembe District Municipality. Figure 4.24 shows that majority of 36 (90%) respondents strongly agreed and 4 (10%) respondents agreed that providing good governance training will play a big part in the provision of municipal services. There were no respondents who were not sure, disagreed or strongly disagreed. Lack of appropriate skills, competencies and training is a challenge that hinders effective municipal service delivery. Municipal functionaries must therefore be capacitated for them to perform their duties effectively and efficiently. The world is changing very rapidly in as far as artificial intelligence and forth industrial revolution. For that reason, training and development of municipal officials is very important and should be taken into consideration. Lack of training and development may lead to poor governance and poor service delivery.

4.2.2.5.3 The establishment of monitoring and evaluation mechanism

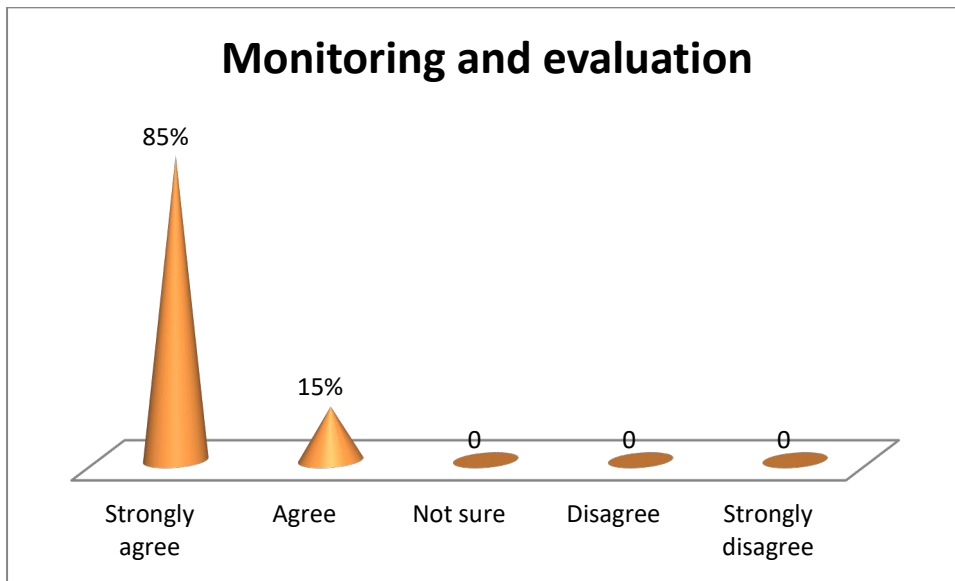


Figure 4.25: Monitoring and evaluation

(Source: Own design, 2023).

The respondents were questioned about whether putting in place monitoring and evaluation mechanism may contribute positively to the provision of municipal services. Figure 4.25 indicates that majority of 34 (85%) respondents strongly agreed; 6 (15%) respondents agreed and none (0%) respondents are not sure, disagreed nor strongly disagreed that establishing a mechanism for monitoring and evaluation may contribute positively in the provision of municipal services. However, most respondents strongly agreed. Therefore, it is important that monitoring and evaluation mechanism should be put in place so that municipal officials achieve set goals and objective. Monitoring and evaluation are critical to ensure that municipality responds to local communities' needs. Monitoring and evaluation systems are used to give information that promotes the promotion of good governance in municipalities (Engela & Ajam, 2010). Monitoring and evaluation provides the required incentive to improve the delivery of fundamental services (Schurink & Schurink, 2010). It is through monitoring and evaluation of policies and programmes where gaps and deviations are identified with the purpose of remedying them.

4.2.2.5.4 The establishment of complaint mechanism

Responses	Frequency	Percentage
Strongly agree	30	75%
Agree	10	25%
Not sure	0	0%
Disagree	0	0%
Strongly disagree	0	0%
Total	40	100%

Table 4.7: Complaint mechanism

The respondents were asked if it is necessary to establish a complain mechanism in public facilities as a way of enhancing good governance in the provision of municipal services. Table 4.7 shows that majority of 30 (75%) respondents strongly agreed and 10 (25%) respondents agreed that the establishment of complain mechanism in public facility would help improve good governance. There were no respondents who were not sure, disagreed nor strongly disagree. However, it will be a waste of time to establish complain mechanism if they will not be attended to. The views and ideas of the local communities are very crucial and should be taken into consideration. The degree and quality of services that municipal officials have promised to give must be met. Citizens have the right to complain and demand great service if this is not done.

4.2.2.5.5 Allowance of stakeholders' participation

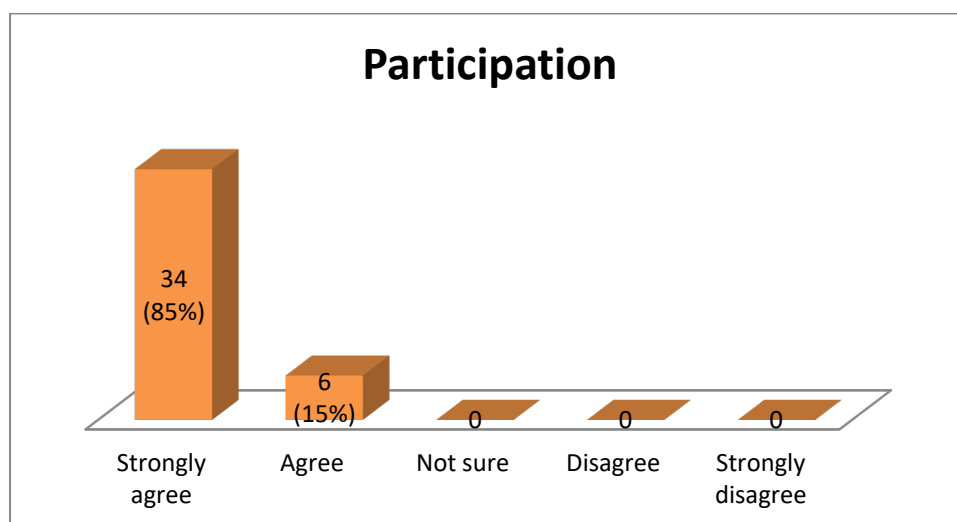


Figure 4.26: Stakeholder participation

(Source: Own design, 2023).

It was enquired from the respondents as to whether relevant stakeholders should be allowed to participate in programmes and policies as this will enhance good governance and municipal service delivery. Figure 4.26 indicates that majority of 34 (85%) respondents strongly agreed and 6 (15%) respondents agreed stakeholder participation in programmes and policies will enhance good governance and municipal service delivery. None (0%) of the respondents were not sure, disagreed nor strongly disagreed. It is therefore argued that community participation is very important in as far as good governance and service delivery is concerned and therefore should receive maximum attention from municipalities. Community participation is not even a recommendation but a constitutional provision in terms of the section 152 of the 1996 Constitution and other relevant legislative prescripts.

4.3 ANALYSIS OF DATA COLLECTED THROUGH INTERVIEW

This section includes information obtained through interviews with PR councillors. Data is collected from PR councillors because they represent the people in the municipality and corporate with other councillors in the best interest of the local communities. The information is presented in narrative form. Ten (10) participants were interviewed using open-ended questions.

4.3.1 Understanding the concept good governance

The first question was based on the understanding of the concept good governance by the participants and the following are the responses provided during the interview:

Participant A and D

As far as the first question is concerned, the participant answered by stating that “good governance is doing things the right way to achieve goals and objectives set”.

Participant B and F

In response to the first question, the participants answered by saying “is doing your job in the basis of municipal rules and policies”.

Participant C, E and G

With regard to the first question, participants C, E, and G shared the same sentiment about the understanding of good governance and stated that “good governance is a process whereby the Municipality conducts its municipal affairs and how they manage municipal resources”.

Participants H, I and J

Responding to the first question, the participants understand good governance in the same way. The participants stated that “good governance is government that is clean from corruption and maladministration”.

Considering the respondents’ answer, the researcher’s view is that they have an idea on the understanding of what good governance is. Good governance involves doing things the right way to achieve desired goals and mission. Keping (2017) asserts that good governance refers to the public administration process that serves the public interest to the greatest extent possible. Good governance calls for transparency and accountability in all the doings by the officials. The participants and the literature review shared same sentiment and revealed that good governance is a process in which the public sector is pressured to enhance performance, be transparent, and effectively combat corruption (Juiz, Guerrero & Lera, 2014:11).

4.3.2 Promotion of good governance within municipality

In relation to the second question, the researcher probed from the participants whether municipal officials are promoting good governance within the municipality.

Participant A, B, C and D

With regard to second question, participant A, B, C and D stated that “the audit outcome by the Auditor General also shows some improvements (Vhembe District Municipality Annual Report, 2020/2021. Participant A further stated that “there could not be improvement if good governance was not promoted by the officials within the municipality”

Participant E and H

In response to the second question, participant E and H agreed and advanced that “the reason that the municipality deliver municipal services and make sure that all the issues are resolved shows that municipal officials are promoting good governance within the municipality”.

Participant F

Responding to second question, participant F stated that “the processes of community consultation as one of the principle of good governance have improved and by doing so, it shows that officials are promoting good governance”.

Participant G and I

With regard to second question, Participant G and I shared same response and state that “municipal officials are able to perform their duties as expected. However, participant I further states that there are few employees who need training to uphold good governance of the municipality”

Participant J

Participant J replied to second question by saying “officials within the municipality are not promoting good governance and reason being that it is because some officials are underperforming in their duties which is the opposite of good governance hence the municipality is underperforming in terms of service delivery due to incompetent officials”.

Considering the views of the participants, the researcher is of the opinion that the Municipality should hire skilful officials to undertake project to ensure that they do not leave incomplete projects and deliver quality municipal services to the respective local communities. This is supported by statement submitted on the problem statement that rural municipalities face unique challenges in terms of service delivery such as inadequate infrastructure, limited resources and skilled personnel (Salaam, 2016; Mabizela & Matsiliza, 2020).

4.3.3. Status of good governance in the Vhembe District Municipality

The researcher asked the respondents about their opinion towards the status of good governance in the Vhembe District Municipality.

Participant A

With regard to the third question, participant A, B, C, D, E, F, G and H stated that “the status of good governance in the Vhembe District Municipality is not that bad but it needs some improvements”.

Participant I

In response to the third question, participant I asserted that “the Municipality is underperforming in terms of delivering municipal service timely, and as such the state of good governance is bad”.

Participant J

With regard to the third question, participant J is of the view that “the state of good governance in the Vhembe District Municipality is very bad as the Municipality is failing to provide basic municipal services such as water”.

The researcher is of the view that the state of the Municipality is adequate but it needs some improvements. The Municipality requires more effort to ensure the delivery of municipal services to local communities as expected. The Municipality needs to consider setting time frame on the existing municipal projects that they undertake. For example, Vondo Water Treatment Works and constructing Phiphidi Reservoir was planned to be completed in July 2020 and delays have denied basic right to local communities.

4.3.4 Satisfaction regarding state of good governance

The researcher questioned the respondents whether the implementation of good governance in Vhembe District Municipality is satisfactory.

Participant A

With regard to the fourth question, participant A stated that “there are committees in place to deal with oversight and the Municipality is trying to implement good governance practice. However, it is still not satisfactory as some of the basic needs for human survival are still outstanding or lacking. For example, the provision of water is still not satisfactory”.

Participant J

Responding to the fourth question, participant J stated that “the implementation of good governance is not satisfactory as the Municipality is still failing to provide basic municipal services such as water”.

Participant B, C, D, E and F

In response to the fourth question, participant B, C, D, E and F stated that “the implementation of good governance is satisfactory”. The participants did not elaborate further.

Participant G, H and I

With regard to the fourth question, participant G, H and I stated that “the implementation of good governance in the Municipality is not satisfactory”. The participants failed to elaborate further.

Considering the views of participants, the researcher is of view that the implementation of good governance in the Municipality is not satisfactory because the Municipality is still faced with challenges regarding the provision of municipal services. For example, challenges expressed by participant A and J, water provision. Water is such a basic need that should be accessible to all local communities.

4.3.5. Relationship between good governance and municipal services

With regard to the questions of the relationship between good governance and municipal service, the researcher asked the participants if whether there is a link between good governance and municipal service according to their understanding.

Participant A, B, C, D, E, F, G and H

In response to fifth question, participant A, B, C, D, E, F, G and H shared same sentiment and replied that “indeed there is a relationship between good governance and municipal service”. Participants are of the view that if there is good governance within the municipality. This means that there will be sufficient municipal service delivery to the local communities if the provisions of good governance are correctly implemented.

Participant I

With regards to the fifth question, participant I only stated that “good governance goes hand in hand with the provision of municipal service to the local communities”.

Participant J

Responding to the fifth question, participant J is of the view that “service delivery to the local communities is a priority by the municipality and for the municipal service delivery to be effective and efficient there must be good governance”.

All respondents shared same sentiment that if there is no good governance, service cannot be delivered to the people. Considering the views of the participants, the researcher is of the view that if good governance is practiced within the Municipality, then the Municipality would be able to deliver service to the local communities. The absence of good governance practices within the Municipality would affect the delivery of service to the local communities. Good governance practice improves the delivery of service to the local communities.

4.3.6 Challenges experienced by Vhembe District Municipality regarding good governance practice

Regarding the question of challenges experienced by the Vhembe District Municipality regarding good governance, the researcher asked the participants if there are any challenge faced by the municipality in as far as good governance and municipal service is concerned.

Participant A and E

Participant A and E replied to the sixth question by asserting that “lack of requisite resources is a challenge that also affects the good work that is being done by the officials within the Vhembe District Municipality”.

Participant B, D, F and G

Regarding to the sixth question, participant B, D, F and G stated that “there are no adequate resources to deliver services to all local communities within the Vhembe District Municipality”. Participant G further stated that, “for that reason, it often leads to service delivery backlogs or services not to be rendered at all”.

Participant C

Participant C indicated that “unqualified employees are one of the challenges that the Municipality is experiencing”.

Participant H and I

In responding to the sixth question, participant H and I shared same view and assert that “corruption is a challenge, participant I went further and stated that tenders are given to incompetent service providers”.

Participant J

Participant J shared that “poor performance appraisal among municipal employees is also a challenge. Necessary trainings are not provided to those who are found to be lacking skills and capacity in terms of the performance management system”.

From researcher point of view, this is because of the fact that most projects take time to be completed or to be undertaken. For example, Phiphidi Reservoir was planned to be completed around 2020. Even today, it is not yet completed. For that reason, the respondents feel that Municipality hires unqualified employees and tenders are given to

incompetent service providers. As indicated by the collected data from the respondents, corruption, poor planning, poor performance appraisal, lack of skills and capacity, and lack of requisite resources played a fundamental role. This is also supported by Uwizeyimana and Munzhedzi (2022). Munzhedzi (2016) concluded that in South Africa, municipal procurement and corruption are like inseparable twins. In essence, corruption takes away monies meant for the provision of municipal services to the pockets of the selected elites.

4.3.7 Relevant participation of stakeholders in municipal affairs

The researcher probed the respondents if relevant stakeholders are allowed to participate in affairs of the municipality.

Participant A, C, D and E

With regard to seventh question, participant A, C, D and E answered by stating that “the stakeholders are allowed to participate in the affairs of the Municipality. Participant A further stated that there are structures such as IDP representative forum constituting all stakeholders within the district”.

Participant B, F and G

Responding to the question, participant B, F and G indicated that “community members also take part in municipal affairs because they are beneficiary of service delivered by their respective municipality. In each of the IDP processes, members and various stakeholders do participate through different forums and consultation meetings”.

Participant H and I

Responding to seventh question, participant H and I are of the view that “the Municipality does not consult majority of the community members as part of stakeholder to take part in decision-making”.

Participant J

The participant responded to the seventh question by saying “there is a lack of public participation that is effective. Local communities are not involved in their municipality voluntarily and are not particularly active in that regard”.

Considering the views of the participants, the researcher can conclude that building strong and enduring relationships between the local government officials and the community is

facilitated by community involvement. The Municipality has to involve the local communities in the affairs of the municipality. This is the constitutional provision as stated in section 152 of the 1996 Constitution. The section states that local communities and community based organisations must be actively involved in the affairs of the municipality. It was advised by Thornhill (2012) and Helalo (2015) in the literature review that democratic phenomenon encourages the inclusion of citizen participation in the processes of the municipalities.

4.3.8 Queries and problems of the local communities

With regard to the question of queries and problems of the local communities being resolved on time, the researcher asked the respondents if the queries and problems from the people that the municipality serve are resolved on time.

Participant A, B, C, D, E, F, G, H and I

Participant A, B, C, D, E, F, G, H and I indicated that “lack of resources makes it difficult for the municipality to resolve the problems of the people timeously”. Participant C went further and stated that “there are a lot of problems that people are facing and suffering yet the problems are not solved due to unavailability of resources”.

Participant J

Participant J stated that “it takes a long time for the municipality to resolve the challenges and problems that the community is facing or experiencing. For example, the challenge of water provision to the people. However, the municipality has service delivery and monitoring unit that deals with complaints”.

4.3.9. The application of rules and policies in the municipality

The researcher asked the respondents about the rules and policies application, and whether the municipality is implementing those policies effectively and efficiently.

Participant A, B, C and D

Regarding question nine, participants A, B, C and D indicated that “all policies and rules are implemented satisfactory as can be seen by the audit outcome improvements of 2020/2021 report”.

Participant E, F and H

Participant E, F and H indicated that “some policies are not implemented accordingly and the state of service delivery can attest to that”.

Participant G, I and J

As far as question nine is concerned, participant G, I and J indicated that “policies and rules are not implemented effectively and efficiently since many municipal projects are left incomplete and others being of poor quality”.

The researcher is of the view that when it comes to rules and policies application by the municipality, it is important that the Municipality should follow the rules and policies that are set in order to arrive at set goals and objectives. If the municipal officials take policies and rules in consideration when performing their task it will make the services to be delivered effectively to the local communities. Rules and policies act to ensure that there is accountability within the Municipality when delivering services to the local communities.

4.3.10. Importance of adhering to good governance practice by the municipality

With regard to the importance of adhering to good governance, the researcher questioned the respondents if there is any importance in adhering to the good governance practices by the municipality.

Participant A, B, C, D, E, F, G, H and I

Participant A, B, C, D, E, F, G, H and I stated that good governance is very important since good governance practice improves municipal service delivery.

Participant J

With regard to tenth question on the importance of adhering to good governance, participant is of the view that adhering to good governance will results in adequate municipal service delivery to the local communities. Participant J stated that “good governance is also of importance to avoid wasteful and fruitless expenditure and unauthorised expenditure”.

Considering the opinion of the participant J, the researcher is of the view that fruitless expenditure and unauthorised expenditure harm the delivery of service if they are left unattended. Municipality should make it a point that every municipal official should follow policies currently applied when rendering service and avoid unnecessary expenditures.

4.3.11. Mechanism to resolve challenges of good governance in Vhembe District Municipality

Since there are challenges that the municipality is faced with in good governance and municipal service is concerned, the researcher asked the respondents to suggest the strategies or mechanism that can be put in place to curb the challenges associated with good governance and municipal service in the Vhembe District Municipality.

Participant A

With regard to eleventh question on the mechanisms to enhance good governance in the provision of municipal services, the participant asserts that “raising awareness on the importance of good governance, community participation and training officials on how they can implement good governance principles can be used as a mechanism”.

Participant B

Participant B is of the view that “more active participation by the local communities can help in improving good governance and municipal service provision since the local communities will share ideas and opinion with the municipality about the service that they would like to receive and the municipality will be able to give explanation to the people when they have failed to deliver service”. The local communities will feel that they are part of the municipality and the municipality is trying by all means necessary to serve them. Effective community consultation is fundamental.

Participant C and D

Responding to the eleventh question, participant C and D indicated that “the municipality must hire qualified personnel to execute municipal functions as well as putting mechanism to fight corruption within the municipality”.

Participant E

With regard to eleventh question on the mechanisms to resolve challenges in the Vhembe District Municipality as far as good governance and service delivery is concerned, participant E stated that “municipal officials must be educated about the importance of good governance”.

Participant F

Participant F posits that “the availability and ability of the municipal officials to use resources in a prudent manner is recommended so that service can be delivered to the people. The municipality should be able to use scarce resources wisely”.

Participant G

With regard to eleventh question on the mechanisms to enhance good governance in the provision of municipal services, participant stated that “radios, newspapers, public notices, and public meetings can also serve as mechanisms to inform the public about the affairs and activities of the municipality”. This will also give the local communities opportunity to complain about the service that they receive and raise their concerns.

Participant H and I

Responding to the eleventh question, participant H and I indicated that “effective performance management system must be introduced to improve employee performance in the municipality”.

Participant J

In response to the eleventh question, the participant indicated that “monitoring, inspection and supervision may serve as mechanisms to ensure good governance in the provision of municipal services at the Vhembe District Municipality”

Considering the views of the participants, the researcher is of the opinion that regarding the mechanism to enhance good governance in the provision of municipal services, raising awareness on the importance of good governance through radio broadcasting, educational task and training would play a great part in ensuring that good governance prevails within the Municipality. It is evident from the literature review that increasing the level of good governance awareness can be utilised as a technique to improve good governance in service delivery (African Association for Public Administration and Management (AAPAM), 2000:52). Monitoring and evaluating the service that is being delivered to the local communities would also help to find out if there provision of service is of quality and expected by the local communities. This should be done or conducted regularly. This is supported by Abrahams (2015) from the literature review that Monitoring and Evaluation is an essential management tool for effective governance in order to improve planning, service delivery and the best use of resources.

4.4 CONCLUSION

This chapter presented, analysed and interpreted good governance in the provision of municipal services with specific reference to Vhembe District Municipality using tabular, charts, graphical and narrative formats. Using questionnaires and interviews, the researcher gathered information from respondents. The questionnaire-collected data was presented, analysed and interpreted in tabular, chart and graphical formats. In contrast, interview-collected data were presented in narrative format. The subsequent chapter will cover the study's findings, conclusions and recommendations.

CHAPTER 5

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The presentation, interpretation and analysis of data gathered through questionnaires and interviews were covered in details in the preceding chapter. The information gathered focuses on good governance in the delivery of municipal services with reference to the Vhembe District Municipality of Limpopo province. The study is summarised in this chapter along with the findings, conclusions and recommendation which were derived from the questionnaire and interview results. The discussion is offered in response to each of the research question posed in the first chapter. This study's goal was to investigate good governance in the provision of municipal services at Vhembe District Municipality.

5.2 THE OVERVIEW OF THE STUDY

The study's first chapter discusses the crucial elements of the investigation. The context of the study, problem statement, study aim, study objectives, research questions, study significance, study delimitation and operational concept definitions are all outlined in this chapter. The first chapter is significant since it presents the core issue under investigation. In order to suggest mechanism to be employed in order to ensure the provision of municipal services, the researcher's goal is to explore good governance in the provision of municipal services at the Vhembe District Municipality.

The study's objectives are as follows:

- To ascertain the state of governance in the provision of municipal service at Vhembe District Municipality.
- To determine the relationship between good governance and provision of municipal services.
- To examine the challenges experienced by Vhembe District Municipality regarding good governance practice.
- To establish the implications of good governance in the provision of municipal services at Vhembe District Municipality.
- To recommend the mechanisms to enhance good governance in the provision of municipal services at Vhembe District Municipality.

In investigating good governance in the provision of municipal services at Vhembe District Municipality, the following questions have been raised:

- What is the state of governance in the provision of municipal services at the Vhembe District Municipality?
- What is the relationship between good governance and the provision of municipal services?
- What are the challenges experienced by Vhembe District Municipality regarding good governance practices?
- What are the implications of good governance in the provision of municipal services at Vhembe District Municipality?
- What are the mechanisms to enhance good governance in the provision of municipal services at Vhembe District Municipality?

The literature is discussed in depth in chapter two of the study. This literature review chapter discusses the theory of good governance, concept of good governance, the importance of good governance, relationship between good governance and provision of service and legislative framework supporting good governance. The challenges of good governance in the provision of municipal service includes prolonged waiting time for service to be delivered, shortage of machinery and equipment, dysfunctional implementation of policy framework, poorly maintained infrastructure and municipal officials not responding to queries on time. There are various mechanisms that can be used to enhance good governance in the provision of municipal services. This includes amongst others; media, monitoring and evaluation, coordination and leadership, stakeholder participation, good governance awareness, improved public access to information and enforce compliance with legislation.

Research methodology of the study is discussed in Chapter three. This chapter provides an overview of the procedures that were followed in order to collect data. These methods include both qualitative and quantitative research methods. In addition, this study makes the use of questionnaires for quantitative research and interviews for qualitative research.

The information presented, analysed and interpreted in chapter four comes from questionnaires and interview data. The information gathered focuses specifically on Vhembe District Municipality on good governance in the provision of municipal services. The researcher employed the questionnaire to get information from IDP officials, LED officials, PMS officials as well as administrative officials and managers. Additionally, the researcher used interviews to gather information from PR councillors.

The study is concluded in chapter five based on findings and it makes recommendations for ways to improve good governance in the provision of municipal services.

5.3 MAJOR FINDINGS OF THE STUDY

This section presents the study's key findings. The major findings were derived from the study's specific objectives. The study's specific objectives sought to ascertain the state of governance in the provision of municipal services at Vhembe District Municipality, determine the relationship between good governance and the provision of municipal services, examine the challenges experienced by Vhembe District Municipality regarding good governance practices, establish the implication of good governance in the provision of municipal services and recommend the mechanisms to enhance good governance in the provision of municipal services at the Vhembe District Municipality.

5.3.1 Major findings on the state of governance in the provision of municipal services

The first objective of the study was to ascertain the state of governance in the provision of municipal service at Vhembe District Municipality. The study found that 50% of respondents strongly agreed and 45% of respondents agreed that they have heard of the concept good governance. The study found that majority of (50%) respondents strongly agreed and (45%) respondents agreed that they understand what good governance is all about. Majority of respondents have heard about the concept of good governance and understand what it is all about. Data collected indicates that (35%) respondents agreed in the implementation of good governance in the Vhembe District municipality whereas (30%) are not sure whether good governance is being implemented or not. This means that it is by ignorance that they are not implementing good governance whereas they have heard and understand the concept of good governance and what is all about. The study also revealed that (55%) respondents are not sure that most municipal officials in the Vhembe District Municipality have an understanding of what good governance is about. The study found that (45%) respondents agreed there is participation by relevant stakeholders in decision making processes and (30%) respondents disagreed that there is transparency. The study also found that (30%) respondents are not sure whether senior and junior officials are held to account for their action. The state of good governance is adequate but still the municipality must improve from the current state to a higher level of good governance and service delivery.

Based on the interviews that were conducted to assess the level of governance in the provision of municipal service at Vhembe District Municipality, the researched showed that most participants understand the concept of good governance as doing things the right way to achieve goals and objectives set. The study also revealed that it is performing duties or task and serving people by following municipal rules and policies. The study revealed that good governance is a process of how the municipality conducts its affairs and manage

resources. It is also revealed from this study that good governance is government that is free and clean from corruption and maladministration.

In terms of promoting good governance within the Municipality, the study revealed that the municipal officials within the Municipality are promoting good governance as that can be proved by the audit outcome that shows some improvements from the Auditor-General's report (Vhembe District Municipality Annual Report, 2020/2021). There could not be improvement if good governance was not promoted by the officials within the municipality. The study found that the status of good governance in the Vhembe District Municipality is not really bad; however, it needs some improvements.

5.3.2 Major findings on the relationship between good governance and provision of municipal services

The second objective of the study was to investigate the connection between good governance and provision of municipal services. The investigation discovered that (50%) of the respondents strongly agreed and agreed respectively that indeed the goal of good governance is to ensure that there is provision of service delivery to the people. The study revealed that majority of (65%) respondents strongly agreed, followed by (30%) respondents who agreed that service management can be improved through effective governance which can result in improved municipal service delivery. Service management is of vital importance since it deals with the optimization of service provided to local communities by the Municipality. Data collected shows that (55%) respondents strongly agreed and (40%) respondents agreed that if municipal officials are to follow good governance principles, it will result in more effectiveness and provision of high quality services. The study also found that (50%) respondents strongly agreed and 16 (40%) respondents agreed that decentralised provision of services is likely to be more effective and efficient. Data collected proves that (50%) respondents strongly agree and (45%) respondents agree that local communities have a right to hold officials and Municipality to account for any dissatisfaction. This means that there is a strong relationship between good governance and provision of municipal services.

From the interview schedule which was conducted the study discovered that there is a connection between good governance and provision of municipal service and revealed that if there is good governance within the municipality, this means that there will be sufficient municipal service delivery to the local communities if the provisions of good governance are correctly implemented. The study revealed that good governance goes hand in hand with the provision of service to the people. Municipal service delivery to the people is a priority by the municipality and for service delivery to be effective and efficient there must be good

governance. The study found that if there is no good governance, and service cannot be delivered to the people.

5.3.3 Major findings on the challenges experienced by Vhembe District Municipality regarding good governance practices

The third objective of the study was to examine the challenges experienced by Vhembe District Municipality regarding good governance. The study found that (65%) respondents strongly agree that prolonged waiting time for municipal services to be delivered to local communities is a challenge faced by the municipality. Data collected shows that (55%) respondents strongly agree that there is a challenge of accountability when delivering municipal services to the people. The study found that (70%) respondents strongly agreed, followed by (20%) respondents who agreed leading to 90% that shortage of machinery and equipment contribute negatively to municipal service delivery. Fifty (50%) respondents strongly agree and (35%) respondents agree that dysfunctional implementation of policy framework is a challenge faced by the municipality. The study found that majority of (80%) respondents strongly agree and 8 (20%) respondents agree that poorly maintained infrastructure make the local communities to complain for un-rendered municipal services. Forty-five (45%) respondents strongly agree and (30%) respondents agree, municipal officials do not respond to queries on time.

From the interview schedule which was conducted to determine the challenges faced by Vhembe District Municipality on good governance and municipal service, the study revealed that lack of requisite resources is a challenge that also affects the good work that is being done by the officials within the Vhembe District Municipality. There is no adequate or enough resources to deliver services to all people within the Vhembe District Municipality. For that reason, it leads to late municipal service delivery or services not to be rendered at all. Unqualified employees are one of the challenges that the municipality is experiencing since tenders are given to incompetent service providers. Project takes time to be completed as incompetent service providers are given tenders which hinders the delivery of service to the people. The study found that poor performance appraisal among municipal employees is also a challenge. Necessary trainings are not provided to those who are found to be lacking skills and capacity in terms of the performance management system.

With regard to the question of queries and problems of local communities being resolved on time, it is a challenge that the municipality is facing. The study found that lack of resources makes it difficult for the municipality to resolve the problems of the people timeously. There are a lot of problems that people are facing yet the problems are not solved due to

unavailability of resources. For that reason, it takes long for the municipality to resolve the challenges and problems that the local communities are facing or experiencing.

5.3.4 Major finding on the implications of good governance in the provision of municipal services at Vhembe District Municipality

The fourth objective of the study was to establish the implication of good governance in the provision of municipal services at Vhembe District Municipality. The study found that good governance is very paramount since good governance practice improves municipal service delivery in the context of local government. Adhering to good governance will result to adequate municipal service delivery to the respective local communities. Good governance is also of importance in avoiding wasteful and fruitless expenditure, and unauthorised expenditure. This means that democratic principles should also be observed, there should be maximisation of the interest of the people that the municipality serves, resources should be utilised in a prudent manner and that services should be rendered effectively and efficiently.

5.3.5 Major findings on the mechanism to enhance good governance in the provision of municipal service

The fifth study's objective was to recommend mechanisms to enhance good governance in the provision of municipal services. The study found that (80%) respondents strongly agreed that greater awareness of good governance would enhance the provision of municipal service delivery. The study found that (90%) respondents strongly agreed that providing good governance training will play a big role in the provision of municipal services. The study found that (85%) respondents strongly agreed in establishing mechanisms for monitoring and evaluation, and this may contribute positively to the provision of municipal services. It is also necessary to establish a complain mechanism in public facilities as a way of enhancing good governance in the provision of municipal services and (75%) respondents strongly agreed to that. The study found that (85%) respondents strongly agreed that stakeholder participation in programmes and policies will enhance good governance and municipal service delivery.

The study found that raising awareness on the importance of good governance, public participation and training officials on how they can implement good governance principles can be used as a mechanism. The study also revealed that more active participation by the citizens can help in improving good governance and municipal service since the citizens will share ideas with the municipality about the service that they would like to receive and the municipality will be able to give explanation to the local communities when they have failed

to deliver such municipal service. The citizens will feel that they are part of the municipality and the municipality is trying by all means to serve them. Effective community consultation and active participation are fundamental. Municipality must hire qualified personnel to execute municipal functions as well as putting mechanism to fight corruption within the municipality. The study found that the Municipality should develop the ability to use resources in a prudent manner so that service can be delivered to the people. The municipality should be able to use scarce resources wisely. It is recommended from this study that radios, newspapers, public notices, and public meetings can also serve as mechanisms to inform the public about the affairs and activities of the municipality. This will also give the local communities the opportunity to complain about the service that they receive and raise their concerns. The study is of the view that effective performance management system must be introduced to improve employee performance in the municipality. Monitoring, inspection and supervision may serve as mechanisms to ensure good governance in the provision of municipal services at the Vhembe District Municipality. The findings show that strategies such as monitoring and evaluation can enhance good governance in the provision of municipal services.

5.4 RECOMMENDATIONS OF THE STUDY

The following recommendations are made based on the findings of the study for good governance in the provision of municipal services at Vhembe District Municipality:

5.4.1 Recommendation on the state of governance in the provision of municipal service at Vhembe District Municipality

Since the study revealed that the municipal officials understand the concept good governance, it is recommended by the study that there should be implementation of good governance practices within the Municipality. The study also recommends that there should be participation by relevant stakeholders in decision making processes and transparency is recommended. Accountability by junior and senior officials should be taken into consideration as it is recommended by this study. The study recommends that the state of good governance in the Municipality must improve from the current state to a higher level of good governance and municipal service delivery.

The researcher recommends that the state of good governance in Vhembe District Municipality needs to be improved. The improvements should cover the development of plans for managing their time when it comes to responding to the needs of the local communities and delivering municipal services. There is a need for a municipality to improve disciplinary measures for those who do not perform their duties well. There should be

training and interventions with the purpose of improving good governance and service delivery within municipalities.

5.4.2 Recommendation on the relationship between good governance and the provision of municipal services

The study recommends that the goal of good governance should be to ensure that there is provision of service delivery to the local communities. The study recommends that service management can be improved through effective governance which can result in improved municipal service delivery. Service management is of vital since it deals with the optimization of service provided to local communities by the Municipality. It is important for municipal officials to follow good governance principles as it will result in effective provision of high quality services. The study recommends that there should be decentralisation on the provision of services and the local community should hold officials and Municipality to account for any dissatisfaction. A strong relationship between good governance and provision of municipal services is of important.

Good governance is a pillar and source for adequate municipal service delivery. There can never be good municipal service delivery without good governance. Good governance is central to raising performance in municipal service delivery. The researcher recommends that municipality should be able to deliver services to the people to improve their conditions. There must be value for money in whatever that the municipality is delivering. Municipality should act to deliver quality service. Decentralisation can ensure that municipality arrives at decision making about the provision of municipal service to local communities quicker.

5.4.3 Recommendation on the challenges experienced by Vhembe District Municipality regarding good governance practices

The study recommends that there should be time frame set for municipal services to be delivered to local communities. The study recommends that the municipality must ensure that there is accountability when delivering municipal services to the people. There should be availability of machinery and equipment to deliver municipal service to local communities. The study recommends that municipal officials should start implementing policy framework accordingly. Infrastructure should be maintained and that municipal officials must respond to queries of local communities on time.

From the findings on the challenges experienced by Vhembe District Municipality regarding good governance practices, the study recommends that problem such as lack of requisite resources need to be dealt with. There is a need for the municipality to deliver service to the local communities timely. The study recommends that municipality should hire qualified personnel and tenders be given to competent service providers. The study further recommends that performance appraisal should be taken into consideration and necessary training be provided.

The researcher recommends that when it comes to prolonged waiting time regarding the delivery of municipal services to the local communities, it is necessary that the municipality should set a time frame of when services can be delivered and people should also be notified. If the municipality is failing to provide certain services due to reason such as budget constrain, local communities should also know in order to have smooth running of the municipality and promotion of good governance through proper communication. The municipality should account for their action when delivering service. This can also be done through radio broadcasting wherein the municipality shares the information with the local communities.

As far as shortage of machinery and equipment is concerned, the researcher recommends that the municipality should be able to use the existing machinery and equipment that they already have and able to service and maintain them so that they should not give them problems. The municipality should consider using scarce resources without wasting them.

When it comes to dysfunctional implementation of policy framework as a challenge, it is recommended by the researcher that the municipality should review policies at least annually in order to see and ensure if such policies are still deemed fit for purpose. The municipality needs to capacitate its officials with training and workshop on how to implement certain policies. Municipal officials should be equipped with relevant skills and competencies. Municipal functionaries must therefore be capacitated for them to perform their duties effectively and efficiently.

Infrastructure should always be maintained, and that regular maintenance should always be budgeted for. Municipality should also generate funds from rates and taxes so that it can be able to sustain itself as provided for by section 152 of the Constitution of the Republic of South Africa, 1996 (hereafter referred to as 1996 Constitution). Municipal officials should be rated on how fast they act to assist the queries from the local communities. Monetary incentives can also be implemented as a form of motivating those who are doing well and their actions are directed towards the promotion of good governance.

5.4.4 Recommendation on the implications of good governance in the provision municipal services at Vhembe District Municipality

Good governance is paramount and since good governance practice improves municipal service delivery in local government. The study recommends that adhering to good governance will result into adequate municipal service delivery to local communities. From the finding of the study, it is recommended that wasteful and fruitless expenditure, and unauthorised expenditure should be avoided at all cost. The study further recommends that principles of democracy should always be observed, there should be maximisation of the interest of the people that the municipality serves, resources should be utilised in a prudent manner and that services should be rendered effectively and efficiently.

The researcher is of the view that it is necessary for the municipality to support democratic principle and act to promote the general welfare of the society. Community participation is important, and that members of the community should be consulted about their needs and expectation. The study recommends that the municipality can use a simple method such as radio talk and broadcast about the expected needs of the community. It builds a relationship between the local communities and their municipality. This will also help the municipality in managing their scarce resources by providing necessary needs, and this contributes to municipal services being delivered efficiently and effectively. The democratic values and other administrative norms and principles entrenched in the 1996 Constitution must be upheld and promoted by the Municipality as part of their duties.

5.4.5 Recommendation on the mechanisms to enhance good governance in the provision of municipal services at Vhembe District Municipality

The study recommends that greater awareness of good governance would enhance the provision of municipal service delivery. The study recommends that providing good governance training will play a big role in the provision of municipal services. The establishment of monitoring and evaluation mechanism may contribute positively to the provision of municipal services, therefore. The study also find it necessary to establish a complain mechanism as a way of enhancing good governance in the provision of municipal services. There is a need for stakeholder to participate in programmes and policies as it enhances good governance and municipal service delivery.

From the findings on the mechanisms to enhance good governance in the provision of municipal services of the Municipality, the study found that the following mechanisms need to be considered: raising awareness on the importance of good governance, public

participation and training officials on how they can implement good governance principles it is recommended by this study. The study recommends that more active participation by the citizen can help in improving good governance and municipal service. Municipality must hire qualified personnel to execute municipal functions as well as putting mechanism to fight corruption within the municipality. The study recommends that the Municipality should develop its ability to use resources in a prudent manner so that service can be delivered to the people. The study makes recommendation on the effectiveness of performance management system to be introduced to improve employee performance in the municipality. Monitoring and evaluation can enhance good governance in the provision of municipal services as recommended by this study.

It would be beneficial to introduce training to help municipal officials comprehend how good governance works in the service departments. To track the progress of service delivery, each department within the municipality should be able to plan their own unique projects and carry out the corresponding monitoring and assessment. Municipality should also appoint credible service providers to undertake major projects and strengthen their monitoring and evaluation strategy.

The researcher suggests that evaluation is required to ascertain whether or not the outcome measurements for excellent service have been reached. It is crucial to continuously monitor and assess the work of municipal officials so that they are aware of their progress in providing municipal services. Inspection would help and findings should be followed up and addressed. Monitoring and evaluating municipal services serve two goals of identifying bottlenecks and flaws and then taking action to correct them. Following the results of monitoring, strategies to avoid future failures should be created and implemented. This will eventually result in good service and governance.

The *Batho Pele* principles state that it is citizen's right to complain about a service. The complaints process should be made known to the public. It is recommended that there should be suggestion box placed in every community, checked regularly. Citizens must also be assured that their complaints will be addressed and that they will receive feedback within specific time period. If there are any compliments, they should be provided as well to provide the municipality with motivation and fulfilment.

The researcher also finds it necessary for the municipality to support community participation and consult members of the community about their needs. The researcher recommends that the municipality can use a simple method such as radio talk and broadcast about the expected needs of the community. The members of the community could become more informed and take active part in the affairs of the municipality. It is the responsibility of

councillors to ensure that there is regular interaction with the individuals that they represent in council so that feedback can be provided to both the local communities and the municipality.

5.5 RECOMMENDATION FOR FUTURE STUDIES

The purpose of this study was to investigate good governance in the provision of municipal services at the Vhembe District Municipality with the intention of recommending mechanisms that should be adopted to ensure good governance in the provision of municipal services. Specifically, the research was conducted so that recommendation could be made. The investigation was carried out in the Limpopo Province's Vhembe District Municipality. According to the findings of the study, additional research should be carried out in South African municipalities that are predominately urban and fall under the category of metropolitan municipality in order to identify the issues that are associated with poor governance and inadequate service provision by municipalities. The goal of the future research should be to increase the degree of good governance practice; hence it is imperative that attention be paid to monitoring and assessing the aforementioned principles of good governance.

5.6 LIMITATION OF THE STUDY

It took time to convince the respondents to fill out questionnaires as they felt that what they are doing is wrong. Some officials refused to complete the questionnaires. As far as interview is concerned, it was agreed with the participants that it will be conducted telephonically since they could not make it for physical appointment. The challenge arises when the participants dropped the phone during the interview because they could not answer some of the questions.

5.7 CONCLUSION

The study was about good governance in the provision of municipal services in the Vhembe District Municipality. This chapter was all about the findings, recommendations, and conclusion. The findings and recommendations were made on the state of governance in the provision of municipal service at Vhembe District Municipality, the relationship between good governance and the provision of municipal services, examine the challenges experienced by Municipality regarding good governance practices, implications of good governance in the provision municipal services at the Municipality and mechanisms to enhance good governance in the provision of municipal services at the Vhembe District Municipality.

The problem statement, aims of the study, objectives of the study, critical research questions, significance of the study and delimitation of the study were all presented in the first chapter of the study. The objectives of the study were to ascertain the state of governance in the provision of municipal service at Vhembe District Municipality, determine the relationship between good governance and the provision of municipal services, examine the challenges experienced by Vhembe District Municipality regarding good governance practices, establish the implications of good governance in the provision municipal services at Vhembe District Municipality and recommend the mechanisms to enhance good governance in the provision of municipal services at the Vhembe District Municipality.

Chapter two discussed the following area of focus: the theory of good governance, concept of good governance, the importance of good governance, relationship between good governance and provision of service, legislative framework supporting good governance and challenges of good governance in the provision of service.

Chapter 3 provided information on research methodology that was used when conducting the research study. The chapter also presented the research paradigm, research design, research approach, study area, population of the study, sampling and sampling method, data collection methods, data analysis, and ethical considerations. The study used both quantitative and qualitative research method (mixed method).

Chapter four discussed data presentation, interpretation and analysis of data collected. Data was collected through questionnaire and interview. The questionnaires was distributed to IDP officials, LED officials, PMS officials as well as other administrative officials and managers, while interviews were conducted with PR councillors of the Vhembe District Municipality to gather information related to adherence of good governance in the provision of municipal services. For data analysis, the study adopted statistical and thematic analysis. Information gathered through questionnaires was analysed using Ms Excel and data collected through interview was analysed by thematic analysis. The following research ethics were considered in this study: permission to conduct the research study, informed consent, confidentiality and anonymity, no harm to respondents and voluntary participation.

The final chapter of the study presents the findings, recommendations, and conclusion. The major findings of the study arose from the research objectives of the study which are: To ascertain the state of governance in the provision of municipal service at Vhembe District Municipality, determine the relationship between good governance and the provision of municipal services, examine the challenges experienced by Vhembe District Municipality regarding good governance practices, establish the implications of good governance in the provision municipal services at Vhembe District Municipality and recommend the

mechanisms to enhance good governance in the provision of municipal services at the Vhembe District Municipality.

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ANNEXURE A: UHDC RESEARCH APPROVAL

UNIVERSITY OF VENDA

OFFICE OF THE DVC: RESEARCH AND POSTGRADUATE STUDIES

TO : MR/MS T.N MUDZUSI
FACULTY OF MANAGEMENT, COMMERCE AND LAW

FROM: PROF. N.N FEZA
DVC: RESEARCH AND POSTGRADUATE STUDIES

DATE : 22 NOVEMBER 2022

DECISIONS TAKEN BY UHDC OF 22nd NOVEMBER 2022

Application for approval of Masters Proposal Report in the Faculty of Management, Commerce and Law: T.N Mudzusi (15000831)

Topic: "Good governance in the provision of municipal services: A case of the Vhembe District Municipality."

Supervisor	UNIVEN	Dr. P.H Munzhedzi
Co-supervisor	UNIVEN	Dr. E. Mahole

UHDC approved of Masters Proposal



PROF. N.N FEZA
DVC: RESEARCH AND POSTGRADUATE STUDIES

ANNEXURE B: RESEARCH ETHICAL CERTIFICATE

ETHICAL APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Ms TN Mudzusi

STUDENT NO:
15000831

PROJECT TITLE: Good governance in the provision of municipal services: a case of Vhembe district municipality.

ETHICAL CLEARANCE NO: FMCL/22/PDN/03/0405

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr PH Muzhedzi	UNIVEN (Public Development and Administration)	Supervisor
Dr E Mahole	UNIVEN (Public Development and Administration)	Co - Supervisor
Ms TN Mudzusi	University of Venda	Investigator - Student

Type: Masters Research

Risk: Straightforward research without ethical problems (Category 1)

Approval Period: August 2022 – August 2024

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

Researcher's Obligations

When this ethical approval is subject to all declarations, and obligations and agreements incorporated and signed in the application form, please note the following:

- The project leader (supervisor and/or co-supervisor) must report in the prescribed format to the RESSC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
 - Within three (3) days of any adverse event (or any matter that impinges upon ethical principles) during the course of the project.
 - At least once a year on all aspects that may be subject to selection for or cancellation.
- The approval applies only to the project 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 to the RESSC. Where there is deviation from the project protocol without the necessary approval of such changes, the advice of the RESSC is final and non-negotiable.
- 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 RESSC and new approval needs to be obtained for the project to continue.
- In the event of ethical responsibility, the RESSC retains the right to:
 - Demand 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; they do further investigations or monitor the conduct of your research on the Internet, content records.
 - Withdraw or postpone approval.
 - Any condition, prohibition or restriction of the project may be revealed or suspended.
 - It reserves the right to request any relevant information withheld from the RESSC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately.
 - New legislative, national regulation or international conventions deem it necessary.

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: April 2022

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

Signature: 



ANNEXURE C: DATA COLLECTION LETTER



FACULTY OF MANAGEMENT, COMMERCE & LAW

Department of Public and Development Administration

Enquiries: Munzhedzi PH Tel No: 015 962 8059

Harry.Munzhedzi@univen.ac.za

The Municipal Manager

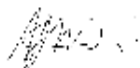
Vhembe District Municipality

Thohoyandou

APPLICATION FOR APPROVAL TO CONDUCT RESEARCH: MUDZUSI TN 15000831

1. This is an application to undertake research study at your District Municipality by Ms TN Mudzusi for the purpose of completion of a Master of Administration degree at the University of Venda.
2. Ms TN Mudzusi of student number 15000831 is a registered student at the University of Venda currently doing a master's degree in Public Administration.
3. Her topic is "GOOD GOVERNANCE IN THE PROVISION OF MUNICIPAL SERVICES: A CASE OF VHEMBE DISTRICT MUNICIPALITY".
4. The data she will collect from officials and communities within the Vhembe District Municipality through interviews and questionnaires is only for the purpose of the research study.

Regards,



Dr PH Munzhedzi

05 September 2022

Dept. of Public & Development Administration

Date

Email: Harry.Munzhedzi@univen.ac.za

ANNEXURE D: APPROVAL LETTER FROM MUNICIPALITY

VHEMBE DISTRICT MUNICIPALITY

PRIVATE BAG X5006, THOHOYANDOU, 0950
TEL: 015 960 2000, FAX: 015 962 1017
Website: www.vhembe.gov.za




Ref: 4/2/1
Enq: Tshikova N.C
Date: 14 September 2022

Attention: Mudzusi Takalani Nancy, Student No: 15000831

APPLICATION TO CONDUCT ACADEMIC RESEARCH: YOURSELF

1. Your application dated 05 September 2022 refers.
2. It is with pleasure to inform you that your application to conduct research on "Good governance in the provision of municipal services" within the Vhembe District Municipality is hereby granted to you.
3. Please contact General Manager Corporate Services Department at 015 960 2034 in order to arrange the starting date.
4. Should there be anything you need clarity on, feel free to call our office at 015 960 3558/015 960 3541.

Kind Regards



MUNICIPAL MANAGER
NDOU T.S

14/09/2022
DATE

"Of its dependent municipalities joining as a sustainable service delivery and socio-economic development to build an equal society"

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ANNEXURE E: LETTER FROM STUDENT

Enquiry: Mudzusi T.N

P O BOX 4329

Cell: 0726067326

THOHOYANDOU

Email: Mudzusinancyt@gmail.com

0950

Dear Sir or Madam

I, Mudzusi Takalani Nancy, am a student at the University of Venda, registered for the Master of Administration (MADMIN) under the Department of Public and Development Administration in the School of Management Sciences.

I humbly request you to be part of the study by participating in research in a way of providing me with information regarding on the research topic: **“good governance in the provision of municipal services: a case of Vhembe District Municipality”**. The information you shall provide shall be solely used for the purpose of this study.

In anticipation, please eaccept my sincere gratitude for your willingness to assist.

Yours sincerely

.....

Mudzusi Takalani Nancy

Student Number: 15000831

ANNEXURE F: CONSENT FORM

Ihereby agree to participate in the research study, titled “**Good Governance in the provision of municipal services: a case of Vhembe District Municipality**”. By signing this consent form you indicate that you understand the information provided to you by the researcher regarding the study.

- The study focuses on good governance in the provision of municipal services: a case of Vhembe District Municipality.
- The information that the respondents will provide will be solely used for the purpose of the study.
- Participation is voluntary and can withdraw anytime without penalty.
- All questionnaires and interview will be handled with confidentiality.

The information that will be provided by the respondents will not be used for any other purpose except to help the researcher to meet the scholastic expectations. Any questions or any further clarifications concerning the study can be directed to my supervisor Dr PH Munzhedzi at Harry.Munzhedzi@univen.ac.za

ANNEXURE G: QUESTIONNAIRE

GOOD GOVERNANCE IN THE PROVISION OF MUNICIPAL SERVICES: A CASE OF VHEMBE DISTRICT MUNICIPALITY

The aim of this study is to investigate good governance in the provision of municipal services at Vhembe District Municipality with a purpose of recommending the mechanisms that may be used by the municipal to ensure compliance to the provisions of good governance. The information obtained through selected data collection methods will be confidential, and used only for the purpose of this research study. Your responses are of high value for the purposes of this research, and may make a positive contribution in recommending mechanism to improve good governance in Vhembe District Municipality. I humbly request you to take part in this study by providing responses to the questions posed in the subsequent sections of the questionnaire. Please note that there is no right or wrong answers. Please complete by putting a cross (x) where you feel it is appropriate on the below statements:

Please email me to: Mudzusinancyt@gmail.com or contact me on +27 726067326 should you require any clarity on the questions.

SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENT

1.	Age of Respondent	Put a cross (x)
	18-25 years	1
	26-35 years	2
	36-45 years	3
	46-59 years	4
	60 years and above	5

2.	Gender of Respondent	Put a cross (x)
	Male	1
	Female	2
	Do not want to specify	3

3.	Highest level of education completed by Respondent	Put a cross (x)
	Grade 1-7	1
	Grade 8-12	2
	Diploma/Degree	3
	Postgraduate qualification	4
	No formal education	5

4.	Occupation of Respondent	Put a cross (x)
	Unemployed	1
	Employed	2
	Self employed	3
	Retired	4

5.	Working experience of Respondent	Put a cross (x)
	1-5 years	1
	5-10 years	2
	10-15 years	3
	15-20 years	4
	20 years and above	5

SECTION B: The state of governance in the provision of municipal services at Vhembe District Municipality.

Item No.	The state of governance in the provision of municipal services at Vhembe District Municipality.	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
6.	I have heard of the concept good governance	1	2	3	4	5
7.	I understand what good governance is about	1	2	3	4	5
8.	Good governance is being implemented in Vhembe District Municipality	1	2	3	4	5
9.	Most officials in the Vhembe District Municipality have an understanding of what good governance is about	1	2	3	4	5
10.	There is participation of relevant stakeholders in the decision-making processes of the Vhembe District Municipality	1	2	3	4	5
11	Processes are transparent	1	2	3	4	5
12	Both senior and junior officials are held to account for their actions	1	2	3	4	5

Item No.	The relationship between good governance and the provision of services.	Place an (X) in the box that applies to you				
		Strongly Aagree	Agree	Not Sure	Disagree	Strongly Disagree
13.	The goal of good governance in the public sector is to encourage better public service delivery	1	2	3	4	5
14.	Effective governance can improve management of services, resulting in more effective implementation of interventions and improved public service delivery.	1	2	3	4	5
15.	Public officials can be more effective in providing high-quality services by following good governance principles	1	2	3	4	5
16	Decentralised provision of services is likely to be more effective and efficient	1	2	3	4	5
17	Members of the public have a right to hold officials a public facilities to account for any dissatisfaction	1	2	3	4	5

Item No.	The challenges experienced by the municipality regarding good governance practices	Place an (X) in the box that applies to you					
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
18.	Prolonged waiting time for service to be delivered to the public is a challenge	1	2	3	4	5	
19.	Accountability when delivering service is also a challenge	1	2	3	4	5	
20.	Shortage of machinery and equipment contribute negatively to municipal service delivery	1	2	3	4	5	
21.	Dysfunctional implementation of policy framework is a challenge	1	2	3	4	5	
22.	Poorly maintained infrastructure make the public to complain	1	2	3	4	5	
23.	Municipal officials do not respond to queries on time	1	2	3	4	5	

Item No.	The implications of good governance in the provision of municipal services at Vhembe District Municipality	Place an (X) in the box that applies to you					
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
24.	Democratic principles to always prevail in the municipality	1	2	3	4	5	
25.	There is always maximization interest of the people they serve	1	2	3	4	5	
26.	The municipal ensure wide public participation of stakeholders	1	2	3	4	5	
27.	Public resources are managed in a prudent manner	1	2	3	4	5	
28.	Public services are provided efficiently and effectively	1	2	3	4	5	

Item No.	The mechanisms to enhance good governance in the provision of municipal services at Vhembe District Municipality	Place an (X) in the box that applies to you					
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
29.	Greater awareness about good governance in the municipality is necessary	1	2	3	4	5	
30.	Training of municipal officials on good governance is important	1	2	3	4	5	
31.	Establishing monitoring and evaluation may contribute positively to the provision of municipal services	1	2	3	4	5	
32.	It is necessary to establish a complaint mechanism in the public facility	1	2	3	4	5	
33.	Stakeholders should be allowed to participate programmes and policies	1	2	3	4	5	

“THANKING YOU FOR YOUR PARTICIPATION”

ANNEXURE H: INTERVIEW SCHEDULE

GOOD GOVERNANCE IN THE PROVISION OF MUNICIPAL SERVICES: A CASE OF VHEMBE DISTRICT MUNICIPALITY

The aim of this study is to investigate good governance in the provision of municipal services at Vhembe District Municipality with a purpose of recommending the mechanisms that may be used by the municipality to ensure compliance to the provisions of good governance. The information obtained through selected data collection method will be confidential, and used only for the purpose of this research study. Your responses are of high value for the research purposes and may be used in recommending mechanisms to improve good governance application in the Vhembe District Municipality. I humbly request you to take part in this study by participating in providing responses to the questions posed in the subsequent sections of the interview.

1. What do you understand by the concept good governance?

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2. Are officials within your municipal promoting good governance? Give reason for your answer

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3. What is your opinion on the state or status of good governance in the Vhembe District Municipality?

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4. Is the implementation of good governance in your institution satisfactory? Please explain.

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5. In your understanding, is there any relationship between good governance and municipal service delivery? Support your answer

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6. What are the challenges experienced by the Vhembe District Municipality regarding good governance practices?

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7. Are relevant stakeholders allowed to participate in the municipal affairs? Please explain.

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8. Are queries and problems of public resolved on time? Explain

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9. Would you say rules and policies applicable in the municipality being implemented effectively and efficiently? Elaborate

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10. What is the importance of adhering to good governance practices by the municipality?

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11. What are the mechanism do you think can resolve challenges of good governance in Vhembe District Municipality?

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“THANKING YOU FOR YOUR PARTICIPATION”

ANNEXURE I: TURNITIN REPORT

Good governance in the provision of municipal services: A case of the Vhembe District Municipality

by Takalani Nancy Mudzusi

Submission date: 12-Feb-2023 09:56PM (UTC+0200)

Submission ID: 2012234181

File name: Mudzusi_TN_FINAL_RESEARCH_DOCUMENT_12-02-2023.docx (1.34M)

Word count: 38127

Character count: 225861

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Good governance in the provision of municipal services: A case of the Vhembe District Municipality

ORIGINALITY REPORT

19% SIMILARITY INDEX	15% INTERNET SOURCES	7% PUBLICATIONS	8% STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	-----------------------------

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

3%

★ Submitted to University of KwaZulu-Natal
Student Paper

Exclude quotes Off
Exclude bibliography On

Exclude matches Off



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ANNEXURE J: EDITORIAL LETTER

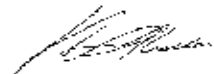
P.O BOX 663
THOLONGWE
0734
17 February 2023

Dear Sir/Madam

This is to certify that the dissertation entitled "Good Governance in the Provision of Municipal Services: A Case of Vhembe District Municipality" by Mudzusi Takalani Nancy (15000831) has been edited and proofread for grammar, spelling, punctuation, overall style and logical flow. The edits were carried out using the "Track changes" feature in MS Word, giving the author final control over whether to accept or reject effected changes prior to submission, provided the changes I recommended are effected to the text, the language is of an acceptable standard.

Please don't hesitate to contact me for any enquiry.

Kind regards



Dr. Hlavisomhlanga (BEDSPF-UL, BA Hons-UL, MA-IUP: USA, PhD-WITS, PGDiP-SUN)

Cell number: 079-721-0620/078-196-4459

Email address: hlavisomhlanga@yahoo.com