

DURBAN UNIVERSITY OF TECHNOLOGY

**ROLE OF GOOD GOVERNANCE PRACTICES IN ENHANCING SERVICE
DELIVERY: A CASE STUDY OF THE DEPARTMENT OF HUMAN
SETTLEMENTS AT UGU DISTRICT MUNICIPALITY**

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April 2025



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DELIVERY: A CASE STUDY OF THE DEPARTMENT OF HUMAN SETTLEMENTS
AT UGU DISTRICT MUNICIPALITY**

Submitted in fulfilment of the requirements of the
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Specialising in
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APPROVED FOR FINAL SUBMISSION

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ABSTRACT

Various South African municipalities are plagued by poor service delivery, which predominantly stems from poor governance. Innumerable citizens are experiencing insufficient access to essential services such as waste removal, electricity, sanitation, and clean water. Despite the growing literature on good governance and service delivery, empirical studies on these subjects still remain limited, particularly in South Africa. The majority of prior studies on good governance and service delivery in South Africa were based on desktop studies. Deliberate non-adherence to good governance processes and procedures in the provisions of legislations such as the Municipal Systems Act 32 of 2000 have been touted as the leading causes of poor service delivery. The Department of Human Settlements at Ugu District municipality in KwaZulu-Natal is not exceptional to these challenges. Hence, the current study sought to investigate the role of good governance on service delivery in the Department of Human Settlements at Ugu District municipality in KwaZulu-Natal. A mixed research approach was utilised to accomplish the study's objectives with semi-structured interviews conducted with traditional leaders and close-ended questionnaires administered to municipal officials and councillors at Ugu District Municipality in South Africa. For the quantitative part of the research, the researcher did not have a sample because the target population of 113 participants was too small to warrant a sample selection. The researcher consulted the statistician and advised to include the entire target population as the sample. Hence, a census method was utilised. For the qualitative part of the study, a purposive sampling technique under the ambit of the non-probability sampling method was used to choose the sample, and the sample of 15 was adequate.

While qualitative data was analysed manually utilising thematic analysis, quantitative data was analysed utilising various statistical tools, including inferential and descriptive statistics. The study revealed a positive correlation between good governance practices and service delivery in the Department of

Human Settlement at Ugu District Municipality. In addition, the study identified several challenges faced by the Department of Human Settlements in exercising good governance and were categorised based on their severity levels. The study provides practical implications for management, policymakers, administrators and the community. The practical implication of the study is that management must ensure that all municipality officials and councillors abide by the principles of good governance daily. Another key implication of these findings is that municipalities should invest in the training and development of municipal staff about transparency practices, which is necessary to improve service delivery. The study recommends that future studies focus on the governance-related challenges faced by municipal officials.

Key words: Good governance; service delivery; transparency; accountability; Ugu District Municipality; South Africa

DECLARATION OF ORIGINALITY

I, Ndimphiwe Mlamli Marawu hereby declare that this dissertation submitted for the degree of Master's in management sciences specialising in Public Management is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources cited or quoted are indicated and acknowledged in the comprehensive bibliography.

Signature

Date 01 NOVEMBER 2024

DEDICATION

This study is dedicated to my beloved wife, whose unwavering support and love have been the foundation of my journey. Your encouragement has fueled my passion for knowledge, and your belief in me has been an inspiration.

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LIST OF ACRONOMYS

Cooperative Governance and Traditional Affairs (COGTA)

National Development Plan (NDP)

Department of Human Settlements (DHS)

Kwa-Zulu Natal (KZN)

Sustainable Development Goals (SDGs)

Structural Functional Theory (SFT)

White Paper on Transforming Public Service (WPTPS)

Promotion of Access to Information Act (PAIA)

Integrated Development Plans (IDPs)

Party Representatives (PR)

Reconstruction and Development Programme (RDP)

Public Finance Management Act of 1999 (PFMA)

Municipal Finance Management Act of 2003 (MFMA)

Municipal Systems Act (MSA)

Local Economic Development (LED)

Statistical Package for Social Sciences (SPSS)

Monitoring and Evaluation (M&E)

CHAPTER 1: OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Good governance practices play an important role in enhancing service delivery, particularly within the context of local government. This relationship is particularly evident in the case study of the Department of Human Settlements at Ugu District Municipality. The World Bank introduced the concept of good governance in 1992 through a report called *Governance and Development* (Kyere and Ausloos, 2021:1871), which aimed to promote the implementation of sound economic policies (Nag, 2018:122). Through this initiative, the World Bank introduced the concept of creating and sustaining an environment that adopts strong and equitable development (Addink, 2019:16). Good governance is concerned more with the correlation between democracy and development. According to Chigbu (2022:17), it is also concerned with sound administration and insists on modest democratic politics. As part of this process, providing affordable and comfortable housing is a right that must be accessible to all people (Schieweck, Mazaheri and Kumar, 2023:135). Specifically, these houses should be built in areas that create physical and social well-being for the people. However, the Department of Human Settlements encounters hindrances in building houses for residents who live in precipitous areas.

Consequently, the Department of Human Settlements in South Africa faces the challenge of effectively balancing the principles of good governance with the delivery of services. In order to achieve this objective, the Department recognises that it must implement and maintain robust good governance practices. Such practices are believed to enhance service delivery, which is a primary goal of the Department. By ensuring that good governance is at the forefront of its operations, the Department aims to set an example for others in the public sector whilst also maximizing its impact on the lives of those it aims to serve. Jiang and Kim (2020:733) state that it is important to note that

good governance is necessary to provide houses to citizens effectively. Consequently, the failure to provide habitable houses to residents has recently led community members to engage in protests.

Section 26 of the Constitution was designed for the betterment of people's lives. However, the policies formulated would not benefit people if good governance is not effectively implemented. In addition, the Housing Act (Act No.107 of 1997) could be of no benefit if public officials or the department of human settlements do not promote good governance. Poor governance is usually associated with a lack of transparency, which leads to rampant corruption activities.

This situation jeopardises service delivery and benefits only a small group of people usually related to the elite group or officials. According to Baez-Camargo, Bukuluki, Sambaiga, Gatwa, Kassa and Stahl (2020:232), there is widespread dissatisfaction amongst residents regarding the quality of service provided by public institutions, which are expected to take good governance seriously to enhance service delivery (Ding, 2020:525). Good governance practices that include public participation, accountability, transparency, fairness and efficiency are believed to be critical drivers of efficient and effective service (Chaudhary, 2020:135).

1.2 BACKGROUND TO THE STUDY

Service delivery usually depends on the organisational structure and administration (Ding, 2020:525). The manner in which resources such as budgets are allocated within an organization is influenced by its structure (Lepori and Montauti, 2020:80). According to Zerfass and Link (2022:237), organisational structure and administration play a critical role in shaping how services are planned, coordinated and delivered to meet the needs of customers or stakeholders. Sari (2023:39) confirm that it is imperative that local governments recognise the crucial role of good governance in the

enhancement of service delivery. By prioritising effective governance, authorities can ensure that their constituents receive the best possible services and resources (Pomeranz and Stedman, 2020:428). Therefore, it is vital for local authorities to make governance a top priority in order to guarantee the success and prosperity of their communities. Moreover, a strong administration is required to promote public participation in decision-making. Recently, there have been debates about good governance and service delivery, but to date, some areas are still underdeveloped (Arends, 2020:559). Jiang and Kim (2020:733) postulate that the principles of good governance were rarely adhered to in recent years, which leads to incessant poor service. As a result, municipalities that were established after 1994 were centred around service delivery without monitoring the efficiency in which it is governed. South Africa is facing a critical issue in the delivery of public services, which is attributed to improper governance structures and maladministration in the public sector (Shava and Mazenda, 2021:306). This situation has resulted in numerous protests by citizens who have been dissatisfied with the quality of services being provided to them. The community has expressed its concerns through participating in protests, thereby exercising their constitutional right (Chisom, 2021:34). Good governance legislation typically focuses on promoting good governance in all three levels of government operations (Khatib and Nour, 2021:43), and includes measures to combat corruption and mechanisms to ensure the responsible use of public resources.

Good governance has gained popularity due to its proven ability to enhance standards of living (Bua and Bussu, 2021). When governments prioritise transparency, accountability and citizen participation, this fosters an environment conducive to economic growth and social development (Sari, 20239). According to Omri, A. and Mabrouk (2020:106), nations strive for progress and development, the adoption of good governance becomes instrumental. When people are informed about policies, actions and the allocation of resources, they can actively participate in the democratic process

(Androniceanu, 2021:149). Furthermore, it exposes malpractices and holds public officials accountable for their actions. This promotes a culture of responsibility and encourages leaders to prioritise the public interest over personal gains (Sorensen, Bryson and Crosby, 2021:269). Additionally, the municipality has a mandate of delivering services to the community within a stipulated time, which is in turn driven by several factors that revolve around ensuring that the community's needs are met. The primary reason for the mandate is to enhance the quality of life for residents (Kalonda and Govender, 2021:26).

Timely delivery of services directly impacts the well-being of individuals and communities' policies (Nag, 2018:122). Timely service delivery is a key factor in building and maintaining trust between the municipality and the community. When residents perceive that their needs are being addressed, it provides a positive perception of local governance. However, in pursuit of service delivery to communities, municipalities encounter several challenges, which are the objectives of this study. Ugu municipality has faced a range of challenges in the past, including political, administrative issues, corruption, mismanagement and non-compliance with financial regulations. As a result, irregularities and wasteful expenditure have occurred. To address these challenges, the Department of Cooperative Governance and Traditional Affairs (COGTA) emphasizes the importance of promoting good governance and strengthening the developmental state of municipalities as a means of advancing local government.

1.3 OVERVIEW OF SOUTH AFRICAN GOOD GOVERNANCE IN THE HUMAN SETTLEMENTS SECTOR

The government of the Republic of South Africa pledged to enhance the development of rural areas after the elections in 1994. As a result, the Housing White Paper declared that the time for planning is over and now it is time for service delivery to take place. According to Doornbos (2019:93), the

Department of Human Settlements has a mandate highlighted in the Constitution of the Republic of South Africa. This mandate revolves around ensuring access to adequate housing and promoting sustainable human settlements. Many countries have informal settlements or slums where people live in inadequate and unsafe conditions. The Department has a mandate to implement programs for upgrading these settlements, which could involve improving infrastructure. Policies and laws have been put in place to uphold constitutional housing rights, with the goal of providing sufficient housing. In addition, the National Development Plan seeks to eliminate informal settlements and streamline the process of providing housing, in line with the mandate given to the Department by Section 26 of the Bill of Rights.

1.4 PROBLEM STATEMENT

Abunyewah, Gajendran and Maund (2018:233) report that about 25% of the world's population lives in informal settlements due to poor governance. To mention a few around the world, Kibera in Nairobi has about 700 000 people who live in informal settlements (Ren, Guo, Zhang and Das, 2020:17); Dharavi in Mumbai, India, has about 1 000 000 people living in informal settlements (Golechha, 2020:796); and lastly Neza in Mexico has 1 200 000 people living in poor conditions (Roy, Bernal and Lees, 2020:789). Most fire outbreak incidents are caused by the poor type of building materials used by people living in slums. Globally, poor governance continues to be the key cause of the challenges that most people face in respect of having access to decent houses (Davis and Rhodes, 2020:74). Projects take time to get off the ground to address community housing-related problems (Mees, Hegger and Driessen, 2019:198). According to Doornbos (2019:93), worldwide poor governance is still problematic. Jaakson (2020:83) asserts that corruption is not just a matter of having corrupt individuals, considering the presence of corrupt systems, which is the cause for slow and poor development worldwide.

The Constitution of 1996 in South Africa guarantees everyone the right to obtain suitable housing through Section 26. This piece of legislation was put in place to quell many black people who are living in slums and overcrowded areas. These groups of people who live in such areas are usually citizens who are old, disabled and orphans (Sikorska, Krauze and Sikorski, 2020:144). Although the policy to deal with these problems has been there for many years, not much has been done to improve poor governance (Hudson, Hunter and Peckham, 2019:14). The literature reveals that about 4 000 000 people in Khayelitsha are living in informal settlements (Pijper, Breetzke and Edelstein, 2021:37). Moreover, elderly people are living in squalor without a decent roof over their heads. Danis (2022:121) states that people continue to construct their homes using mud, even today.

Poor governance has caused a surge in the demand for decent housing in Ugu Municipality. According to Pakkies (2022:30), it has been estimated that a total of 59 868 housing units are needed in the Ugu District Municipal area. This area includes UMdoni, which requires 17 711 units; UMzumbe, which requires 18 107 units; Ray Nkonyeni, which requires 10 793 units; and UMuziwabantu, which requires 13 257 units. Service delivery has been very poor as poor governance continues to increase at an exponential rate. The total number has increased by 4 885 in the housing backlog at Ugu District Municipality, which now stands at 64 753 units (Pakkies, 2022:30). Matallah (2020:328) reports that poor accountability and transparency remain the key issues. Most of the backlog in this district is made up of households that reside in traditional dwellings, shacks or structures made of conventional materials. This group comprises 53 132 individuals. In contrast, the smallest proportion of the backlog is made up of shacks located in the backyard, which amounts to 2 107 individuals. Pakkies (2022:39) report that Umdoni Local Municipality has the highest number of people who need housing. This study provides practical implications to the management of the Ugu District Municipality. The main mandate of the housing department of the municipality is to help community members who need houses, as that restores people's dignity. Failure to do so

results in the community members opting to strike so that their voices may be heard. However, that will result in the existing structures being vandalised. Thus, this study seeks to examine how service delivery can be improved through good governance.

1.5 MOTIVATION FOR THE STUDY

The motivation for this study is two-fold, namely the improvement of service delivery and the practice of good governance in the public sector. The Auditor-General reports that in South Africa, there are challenges of poor governance (Dzomira, 2020:85). As a result, irregularities take place in most public institutions. Additionally, service delivery is taking place at a slower pace due to the mismanagement of public resources. Although the service delivery of houses is much better than it was during the apartheid government, transformation is moving at a slower pace due to corrupt practices (Levenson, 2021:189). One of the factors which highlights that there is a problem is the standard of life that the politicians enjoy. Additionally, numerous scandals draw attention to government officials. Instead of government focusing on service delivery, the focus has shifted to improving the lives of the nominated citizens for personal gain. Surveys and polls conducted amongst the South African population provide an insight that there is dissatisfaction amongst the citizens (Mlambo, Zubane and Thusi, 2022:11).

According to Matlala and Uwizeyimana (2020:10), service delivery requires good governance practices. Moreover, Solomon (2020:343) states that good governance is the most crucial aspect that can be utilised to improve the lives of the disadvantaged. Additionally, it contributes to the socio-economic development of the country. The literature suggests that service delivery at grassroots level is done at a snail's pace (Ragolane, 2021:32). Although public institutions have established structures to promote good governance, a lack of implementation, accountability and poor financial management is still a problem (Klapper and Lusardi, 2023:59).

This study looks at good governance practices in South Africa, emphasizing the importance of accountability, transparency and low corruption. These factors promote quality service delivery and implement anti-corruption measures. Independent judiciary systems also play a significant role in eradicating corruption. Mbandlwa, Dorasamy and Fagbadebo (2020:355) state that the judicial system has been established to hold government officials accountable. Good governance serves as a catalyst to enhance service delivery. The economy also grows when there is a practice of good governance (Mont, Bradley and Zvolska, 2020:353). However, the issue of service delivery in South Africa begins with the lack of adequate infrastructure. Therefore, the contribution of the Department of Human Settlements to the National Development Plan (NDP) 2030 is essential, highlighting that South Africa is required to provide sustainable urban planning, infrastructure development and housing solutions, as well as to support economic growth and social well-being.

1.6 RATIONALE FOR THE STUDY

Although various empirical studies have been conducted on good governance (Borrás and Edler, 2020:103), few studies have been conducted on good governance through the lens of human settlement areas in South Africa. A study conducted in South Africa by Danielle and Masilela (2020:33) focused on good governance and found a correlation between good governance and economic development. A study conducted in Zimbabwe by Maibeki, Chatiza and Chisango (2021:482) found that good governance is important in reducing poverty and fostering sustainable development. A study conducted by Mohamed and Kulmie (2023:48) in Somalia found that countries with better governance structures experience higher economic growth. Moreover, Mosweu and Rakemane's (2020:103) study in South Africa found that good governance has a positive impact on eradicating corruption, which is the greatest problem for economic growth. The study suggests that corruption

hampers investment, distorts public expenditure, and undermines the efficiency of public services. It emphasizes the need for anti-corruption measures to promote sustainable economic development.

Studies conducted on good governance and service delivery include a research study by Nguyen and Thanh (2022:35) in Vietnam which focused on good governance, finding that good governance has a positive impact on people's satisfaction with public services. However, studies conducted by Mosweu and Rakemane (2020:103) failed to show the relationship explicitly and scientifically between good governance and service delivery. In addition, although some studies on good governance and service delivery have been conducted, no study has been carried out that is specifically focused on human settlements in general. Hence, this study seeks to fill the lacuna and extend knowledge of good governance and service delivery.

According to Eshiotse and Wilson (2023:26), good governance is a key contributor to service delivery as the role it plays is critical to the growth and prosperity of the country's economy. Good governance is a key facilitator of effective and sustainable development across various sectors. Mehmood (2021:14) observes that South Africa's municipal governments have struggled to provide adequate service delivery. Furthermore, it is highlighted that corruption and mismanagement in government institutions is the greatest problem (Jacob, 2020:86).

1.7 AIM OF THE STUDY

This study seeks to examine how service delivery can be improved through good governance at the Department of Human Settlements in Ugu District Municipality.

1.8 OBJECTIVES OF THE STUDY

The key objectives of this study were as follows:

- To determine the relationship between good governance and service delivery in the Department of Human Settlements at Ugu District Municipality;
- To examine the extent to which the Department of Human Settlements at Ugu District Municipality adhere to good governance practices; and
- To investigate the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance.
- To make recommendations that would improve good governance and service delivery at Ugu District Municipality.

1.9 KEY RESEARCH QUESTIONS

The study is guided by the following research questions:

- What is the relationship between good governance and service delivery in the Department of Human Settlements at Ugu district?
- To what extent does the Department of Human Settlements at Ugu District Municipality adhere to good governance practices?
- What are the challenges faced when exercising good governance in the Department of Human Settlements at Ugu District Municipality?
- What are the recommendations that can be proposed to improve good governance and service delivery at Ugu municipality?

1.10 PRELIMINARY LITERATURE REVIEW

The literature covers theoretical arguments concerning governance and service delivery. Thus, this section reviews literature that aligns to the linkage between governance and service delivery. An overview of theoretical frameworks underlining this study is also precisely explained. Structural Functional Theory, Transformational Leadership Theory, Theory of Service Quality and Efficiency Service Theory work in complimentary in explaining how service delivery in the Ugu District Municipality can be enhanced through good governance. Structural Functional Theory posits that various components of society, including institutions and organizations, work together to maintain stability and order. In the context of service delivery, this theory suggests that effective governance requires a clear understanding of roles and responsibilities within the municipality. Transformational Leadership Theory focuses on leaders who inspire and motivate their followers to exceed their own self-interests for the sake of the organization or community. This leadership style is crucial for driving change and motivating staff to embrace new practices that enhance service delivery. The Theory of Service Quality is grounded in understanding how service quality is perceived by customers. This theory underscores the need for municipalities to regularly assess service quality through feedback mechanisms and performance metrics. Efficiency Service Theory emphasizes optimising resource use to enhance service delivery without compromising quality. This theory advocates for systematic approaches to streamline operations, reduce waste, and improve responsiveness.

1.10.1 Introduction

Upon close examination of the past 29 years, South Africa still faces challenges with service delivery. While remarkable progress has been made in various areas since the transition from apartheid to democracy in 1994, the legacy of inequality from the previous era has proven difficult to overcome

(Wolfe, Long and Brown, 2020:547). Unfortunately, the prevalence of corruption within some government institutions has only made matters worse. Corruption remains one of the most pressing issues facing South Africa today, according to Chifu (2023:79). It is critical that legal measures are taken to combat this scourge. Additionally, a cultural shift towards transparency and accountability is necessary in order to promote good governance and rebuild trust in government institutions. Only by prioritizing these efforts can South Africa hope to achieve effective service delivery and move forward towards a brighter future.

According to Wanki (2021:95), good governance is vital as it improves service delivery. Good governance plays an important role in enhancing service delivery by establishing a framework that promotes transparency, accountability and responsiveness within public institutions. Furthermore, good governance requires transparency in decision-making processes and resource allocation. When government actions are open to scrutiny, this reduces the likelihood of corruption and mismanagement (Jalilvand, Raeisi and Shaarbafchizadeh, 2024:47). Ouma (2024:77) asserts that good governance involves the establishment of clear and well-defined policies and regulations. This helps to streamline service delivery processes, and also makes it easier for public institutions to implement and monitor programs effectively. Clear guidelines also reduce ambiguity and promote consistency in service provision.

1.10.2 Brief explanation of Good Governance

Pomeranz and Stedman (2020:428) define good governance as the use of organizational procedures to achieve desired results for the community or citizens. Likewise, Santa, MacDonald and Ferrer (2019:39) assert that good governance ensures the effective and efficient use of public resources. Hence, stewards must be responsible and faithful. Kosec and Wantchekon (2020:125) suggest that government structures improve service delivery. Furthermore, municipal administrative structures and governance must also improve to

enhance service delivery. Good governance is essential to enable service delivery to the community, resulting in faster service delivery. Encouraging good governance is vital to ensuring that officials are held accountable and act in the best interest of citizens.

1.10.3 Brief explanation of service delivery

Lapiente and Van de Walle (2020: 461) state that service delivery involves providing physical public goods and non-physical services within a municipality or organization's jurisdiction to meet the needs of residents and enhance their socio-economic status. The purpose of service delivery goes beyond mere transactional exchanges, as it is about fulfilling needs (Dugga, Carbery and McDonnell, 2020:114). The public sector should aim to provide services that not only meet basic needs, but ideally exceed the expectations of the citizens. This involves minimizing delays, reducing errors, and maximizing resource utilization. A satisfied citizen is more likely to be loyal and become an advocate for the institution because an institution known for reliability is likely to enjoy a strong reputation. This positive perception can lead to trust and economic growth.

1.10.4 Critiques of the impact of good governance on service delivery

Regarding good governance, Dormann (2023:772) states that it must be emphasised in order to be practised within institutions to achieve better performance. Good governance is claimed to be the key aspect to successful and satisfying service delivery. Good governance and service delivery are interconnected and therefore cannot be separated (Shen, Cheng and Yu, 2023:710). However, the effectiveness of good governance practices that are in place has a greater impact on how service delivery is executed. Steytler (2020:386) highlights that the Public Protector Office, Auditor-General Office and Anti-Corruption Commission Office are institutions that effectively support accountable governance and prevent the mismanagement of taxpayers'

money. The effectiveness of good governance practices improves service delivery, as per Chiparo and Tukuta (2022:434). Therefore, good governance is believed to be the backbone of a government's ability to deliver public services.

Maphumulo and Bhengu (2019:9) affirm that the challenge of service delivery is linked to governance because people's expectations from local government seem to go beyond municipalities. Despite the fact that municipalities encounter several difficulties in discharging their duty of service delivery, they are required by law and the community to be transparent and accountable (Scott, Jessani, Qiu and Bennett, 2018:975). Barber (2021:67) states that public participation is necessary to meet the needs and demands of the society. Moreover, adherence to government guidelines is essential for good governance and service delivery (Anderson, Buntaine, Liu and Zhang, 2019:626).

Masuku and Jili (2019:1935) stipulate that the municipality's ability to provide services, particularly housing, is severely hampered by government's inability to uphold proper governance. Although some services may be outsourced, it should be noted that the local authority is still responsible for implementing those services. This helps to ensure that taxpayers' funds are used efficiently, and that public institutions are transparent and accountable (Itu and Kenigua, 2021:23). Good governance practices such as the responsibility, openness and transparency of public institutions shape effective public service (Önder and Zengin, 2022). Concisely, in order to ensure that the benefits reach the intended beneficiaries, good governance must be adopted.

The lack of qualifications for the positions causes mismanagement in the delivery of service (Taghizadeh-Hesary and Yoshino, 2020:788). These have negative impacts on good governance practice, particularly accountability, responsiveness and transparency. It has been found that South African government institutions are struggling with poor governance (Rahman,

2021:14). Sadik-Zada, Gatto and Niftiyev (2022:17) highlight that corruption is a major issue that affects the public sector. Furthermore, service delivery seems to be inadequate and unequal across the country. Ward, Holmes and Stringer (2018:437) state that government representatives do not understand the importance of public participation. Effective public engagement is hampered by individuals who are self-centred and corrupt. Shah and Tomar (2022:27) attest that corruption and violations of human rights continue to afflict the local municipalities' service delivery.

1.10.5 Theoretical framework

The struggle for effective governance in municipalities is a widespread issue, particularly evident in South Africa, where many local government faces significant challenges. Good governance plays a vital role in enhancing service delivery, but the lack of good governance in the public sector results to poor service delivery. The Structural Functional Theory, Transformational Leadership Theory, Theory of Service Quality and Efficiency Service Theory will be reviewed more in Chapter 2. Structural Functional Theory suggests that effective governance requires a clear understanding of roles and responsibilities within the municipality. Transformational Leadership Theory focuses on leaders who inspire and motivate their followers to exceed their own self-interests for the sake of the organization or community. The Theory of Service Quality underscores the need for municipalities to regularly assess service quality through feedback mechanisms and performance metrics. Efficiency Service Theory advocates for systematic approaches to streamline operations, reduce waste, and improve responsiveness.

1.10.6 Conclusion

From the literature reviewed, it is evident that there is an existing contradiction of views. Until and unless this study is conducted, the community will remain confused, and this negatively affects citizens. To get a full understanding of

the role of good governance in enhancing service delivery, the study must be conducted holistically, rather than on a piecemeal basis. This negative scenario has left many communities in a tough situation; hence the researcher seeks to test and examine the relationship between good governance and service delivery.

1.11 SCOPE OF THE STUDY

As highlighted earlier, the study was confined to the Department of Human Settlements at Ugu District Municipality as a case study. This organisation is in the province of KwaZulu-Natal in South Africa. The study included the councilors, traditional leaders and officials who occupy lower- and middle-level positions, except independent contractors, at Ugu District Municipality.

1.12 SIGNIFICANCE OF THE STUDY

1.12.1 For the Student

This study will help the researcher to fulfil the requirements for obtaining the Master of Public Administration in Public Management and Application at the Durban University of Technology.

1.12.2 For the Management

The study will go a long way in encouraging good governance practices, which will result in improved organisational performance. Management can leverage good governance research to build and maintain a positive reputation, attracting customers and investors, and improved service delivery.

1.12.3 For the Employees

The Department of Human Settlements' staff can benefit from this study as the findings can be useful to improve good governance practices.

1.12.4 For the University

Academically, the study is expected to add to the extant corpus of literature in the field of Public Administration in general, and the role of good governance practices for enhancing service delivery. The study can also form the basis for further research.

1.12.5 For the Private Sector Organizations

Private organizations can benefit from this study to know the impact of good governance practices in enhancing service delivery, as well as to gain information with regard to service delivery, which is gained through good governance practices.

1.12.6 For other Humanitarian Organizations

The research adds value and provides innovative strategies and problem-solving skills to the management of other humanitarian organisations to select the best strategies that will enhance service delivery. The research will also raise public awareness of the role of good governance in enhancing service delivery.

1.12.7 For the Government and Public Sector

The study contributes to bridging the knowledge gap already being experienced by government in applying good governance practices to enhance service delivery. This study is particularly relevant in public administration as it can raise awareness amongst officials about the importance of adhering to good governance practices to ensure effective and efficient service delivery. Additionally, municipalities can implement the study's findings to establish rigorous measures that encourage good governance practices. Ultimately, this study adds to the growing body of academic literature on the significance of good governance in municipalities and its impact on service delivery.

1.13 ASSUMPTIONS OF THE STUDY

The research assumes that the respondents will be co-operative in giving the correct information required for the study. The study is based on good governance practices and its role in enhancing service delivery. Countries have unique and dynamic environments which vary. It also assumes that good governance practices enhance service delivery.

1.14 DELIMITATIONS OF THE STUDY

1.14.1 Conceptual delimitation

This study is based on investigating the role of good governance practices in enhancing service delivery. Any other concept that do not relate to either good governance, service delivery or both was not considered.

1.14.2 Geographical delimitation

The study is confined to the Department of Human Settlements at Ugu District Municipality situated in Kwa-Zulu Natal's South Coast at 10 Connor Street, Port Shepstone.

1.14.3 Time delimitation

Due to limited time and resources, the research adopted a cross-sectional nature of the study. For this reason, the study provides insights into the short-term influence of good governance on service delivery.

1.15 RESEARCH METHODOLOGY AND DESIGN

The process and techniques employed to conduct a study are commonly known as the research methodology (Mishra and Alok, 2022:50). Newman and Gough (2020:22) describe the research methodology as an outline for conducting research, including data collection and analysis. No studies were found in the literature review examining good governance's impact on service

delivery. Although previous research had examined each variable separately, studies needed to combine them. A mixed-method and exploratory case study design were deemed the most appropriate to address the research questions in this study. Hence, the study utilised both quantitative and qualitative approaches, a unique approach in this subject area as previous studies used either one of them but not both. The mixed-method approach was chosen because it provides sufficient data to address the research questions.

1.15.1 Rationale for a single case study

The research conducted in this study focused solely on one case study. This approach was chosen in order to gain a deep understanding of the Department of Human Settlements in the Ugu district and its challenges in delivering services in relation to housing in the area. Using the case study method, the researcher could concentrate on a small and specific set of circumstances (Urbinati, 2020:136), which allowed for a more thorough exploration. Additionally, case study research methods enable a better understanding of individual actions (Schoch, 2020:245). Two main reasons justified the decision to use an exploratory case study design. Firstly, the Department of Human Settlements is responsible for offering housing services, but the lack of good governance practices has caused it to fail to provide houses to citizens. This has caused the community to demand better service delivery from the government. Secondly, focusing on a single case study was crucial as it was a typical case. Conducting multiple case studies would have resulted in an ineffective and superficial investigation, considering the subject and people involved in this research (Farquhar, Michels and Robson, 2020:160).

1.15.2 Primary and secondary data

Santos, Stasinopoulos and Giustozzi (2021:751) explain that primary data is gathered through direct observation or personality assessments. Apanasevic (2018:1) further notes that researchers have full control over the process of collecting primary data, which is done for a specific purpose. To achieve the

objectives of this study, the researcher employed closed-ended structured questionnaires (Annexure B) and structured interviews (Annexure C) as research instruments, posing relevant questions to obtain answers on the chosen subjects (Bork and Francis, 2018:907).

Meanwhile, secondary data for this study was obtained from various sources, including journals, e-journals, media articles, government publications, dissertations, theses and reports. In this context, secondary data refers to data that has already been collected by others for various purposes (Pederson, Koval and Mann, 2020:58). Compared to primary data, secondary data is not only more time-efficient but also cost-effective, requiring only due diligence on the part of the researcher. To obtain secondary data for this study, various sources were consulted, including the internet, government publications, media articles, published texts, case studies, accredited journals, and literature reviews. It is worth mentioning that the Department of Human Settlements in South Africa was established in 1994, and the Department is a crucial source of information for this study.

1.15.3 Target population

The target population is the group of people from whom data will be collected (Fakoya, McCorry and Donnelly, 2020:14). The general population is the total number of elements in the research. In contrast, the survey population refers to the group of elements from which a sample is selected (Pandey and Pandey, 2021:55). A sampling unit is an entity on which the survey focuses. The study ensured that only relevant questions are posed to the councilors, officials and traditional leaders. For this study, the target population possesses varying characteristics that are relevant to the research objectives. Therefore, for the quantitative part of this study, the target population equated to N=113 (18 officials and 95 councillors). In respect of the qualitative part of the study, the target population was 42 traditional leaders from Ugu District Municipality. In a ward, residents can participate in local elections and select a ward councillor

to represent them in the municipal council. As noted by Kamal, Begum and Al-Hossienie (2018:11), the councillor is also responsible for chairing the Ward Committee. These representatives are elected by the people. Conversely, according to Ingrams (2020:222), traditional leaders hold their position in a particular area through ancestry and appointment based on local customs and traditions. Their main duty is to regulate and manage social behaviour and relationships within the traditional community. The information tabulated below was obtained from Ugu District Municipality. Table 1.1 shows the participants in the study.

Table 1.1: RESEARCH PARTICIPANTS

Councillors	Traditional leaders	Municipal Officials	Municipality	Ward
27	10	3	Umdoni	1-27
19	12	4	Umzumbe	1-19
21	11	4	Umuziwabantu	1-21
28	9	7	Ray Nkonyeni	1-28

Source: Ugu District DMC (2022:243). Adapted.

In this study, the target population comprised councilors, traditional leaders from Ugu District Municipality and officials who occupy lower and middle level positions, except fixed and independent contractors, at Ugu District Municipality. Top management personnel are often not directly involved in actual service delivery but have decision-making authority within an organization. Including them in the study could have introduced bias or conflicts of interest, especially if the study's findings impact the organization's strategies or public image. Furthermore, top management individuals have busy schedules and limited availability for participation, which could affect their engagement with the study.

Independent contractors work on a project-to-project basis and may not have a consistent commitment to a single organization. Their involvement in the study might be limited, making it challenging to ensure consistent participation throughout the study's duration. Independent contractors do not have the same level of attachment to the organization as regular employees, potentially affecting their willingness to participate or provide accurate insights. However, municipal officials, councilors and traditional leaders have been included because they are directly involved in overseeing service delivery in line with housing projects in Ugu District Municipality.

The following covers the inclusion and exclusion criteria:

Inclusion

- Councilors from Ugu District Municipality only will be included in this study.
- Traditional Leaders from Ugu District Municipality will be included in this study; and
- Municipal officials from Ugu District only will be included in this study.

Exclusion

- Councilors who are outside the Ugu District Municipality will be excluded from this study.
- Councilors who retired will be excluded from this study.
- Executives and independent contractors will be excluded from this study; and
- Traditional Leaders who do not fall under Ugu District Municipality will be excluded.

1.15.4 Sampling method

The act of sampling refers to the process of selecting a sub-section of a target population, as explained by Rubin and Babbie (2020:95). In this study, both probability and non-probability sampling techniques were employed in order to minimize any potential biases in participant selection and to facilitate statistical

inference from the data collected. Non-probability sampling refers to any sampling technique that does not involve random selection but relies on expert judgment, personal convenience or other appropriate selection criteria determined by the researcher (Pace, 2021:15). Examples of non-probability sampling techniques include convenience, self-selection, census, snowball, purposive and quota sampling. For the quantitative aspect of the study, the census sampling method was used, which involved the inclusion of the entire population rather than a selected sample. This differs from other sampling techniques that specifically choose a sample from the population. For the qualitative part of the study, purposive or theoretical sampling was employed. This method involves selecting elements of the population that are most likely to provide informative or knowledgeable insights into the phenomenon being investigated by the researcher (Levitt, 2021:94). The purposive sampling technique was chosen to select the respondents due to their better understanding of service delivery and good governance.

1.15.5 Measuring instrument

According to Schmidhuber and Hilgers (2019:343), measuring instruments are tools used by the researcher as aides to assess and evaluate variables. In this study, data was collected through interviews and closed-ended questionnaires. The closed-ended questionnaire was developed as shown in Annexure B, and the set of questions for the structured interview schedule for the face-to-face interviews is shown in Annexure C. A questionnaire denotes the set of questions that is prepared to be completed by the respondents concerning a particular research study in order to acquire data which may be used to address scientific protocols (Taherdoost, 2021:10). The questionnaire used in this research employed a five-point Likert scale, offering a range of choices from strongly disagree to disagree, neutral, agree and strongly agree. Interviews relate to the induction, which is verbal between the interviewer and respondents. Once the questionnaires were collected, interviews were conducted with traditional leaders only from Ugu District Municipality.

Interviews were planned properly. The respondents were given a chance to express their level of agreement or disagreement with a series of statements related to a main theme using a five-point Likert scale format.

1.15.6 Selection of the sample

A subset of individuals chosen from the larger population to participate in a study is known as a sample (Barber, Ball, Morris and Gilbert, 2022:128). Probability and non-probability are the two primary sampling methods. This research study used non-probability sampling techniques. The process of selecting the final sample for the study begins with identifying the population for the survey. For the quantitative part of the research, the researcher does not have a sample because the target population of 113 participants is too little to warrant a sample selection. Hence, a census method was utilised. The statistician was consulted by the researcher, and they advised including all of the target population as the sample. A census method relates to the inclusion of the whole population, which is different from the chosen sample utilising a sampling technique (Lampard and Pole, 2020:30). The findings obtained through the census method will be a correct reflection of the genuineness it explains. For the qualitative part of the study, a purposive sampling technique was used to choose the sample, and the sample of 15 was adequate. Hence, a minimum of 10 respondents was interviewed until the data reached saturation.

1.15.7 Validity and reliability

According to Hayashi and Abib (2019:98), validity refers to determining whether a study measured what it was set out to assess. Validity is divided into four categories, namely predictive, content, construct and criterion related validity. The findings' validity alludes to whether they are genuine about what they appear to be. To evaluate construct validity, a pilot study and a two-factor analysis were conducted. The alignment of questionnaires and interview

questions with the research problem and objectives was ensured by the researcher.

In terms of reliability, Cronbach's Alpha Coefficient was used in this research to assess the internal consistency reliability. The concept of reliability refers to the degree of consistency with which a tool measures what it is intended to measure, as noted by Hayashi and Abib (2019:98). Reliability can be classified into four types: internal consistency reliability, test-retest reliability, split-half reliability, and inter-rater reliability. For this research, the internal consistency reliability test was deemed appropriate. Internal consistency is when the number of items formulated measures a particular concept. Hence, internal consistency reliability of the tool is shown by the level of likeness of constructs. In this study, internal consistency reliability was performed by computing Cronbach's alpha coefficient. For testing reliability, Cronbach's alpha coefficient cannot be utilized for unordered and haphazard data. For this study, Cronbach's Alpha coefficient was employed to measure stability and internal consistencies of the questionnaire. Consistency of statements and questions is measured by employing Cronbach Alpha Co-efficient which entails the results of internal consistency reliability.

According to Peterson (2019:147), when conducting qualitative research, it is essential to evaluate its trustworthiness through four elements: transferability, credibility, confirmability, and dependability. Similarly, Eldh, Årestedt and Berterö (2020:21) emphasize the importance of conformity in gathering accurate and relevant data from multiple individuals. In this study on good governance and service delivery, the researcher ensured conformity by comparing responses from participants in different municipalities and examining answers that align with the study's objectives. Natow (2020:160) defines dependability as the consistency and reliability of research findings, as well as the documentation of research protocols for scrutiny and audit by other individuals. To ensure dependability, the researcher designed the interview schedule to produce consistent outcomes.

Transferability, as defined by Arifin (2018:30), refers to the relevance of research findings for others in the same setting. In order to make the research transferable, the researcher aligned the research objectives with the study, ensuring that the findings hold significance for others. Lastly, Peterson (2019:147) highlights the importance of credibility, which refers to accurately identifying and describing research participants. The credibility of the study was established by employing qualitative research methods, ensuring the accuracy of the research participants' identification and description.

1.16 LIMITATIONS AND DELIMITATION OF THE STUDY

Prior to the study being conducted, the research study area had limitations. Limited time restrict the scope of the study and the depth of the analysis. Lack of access to necessary resources, such as funding, technology, or data limit the study. The study was limited to a small number of the department as it focused to the district, which might not represent the entire department. Furthermore, the available prior research studies assisted to create a platform from which the research problem was understood better as it also laid a concrete foundation for the literature review. Prior research provides context, helping to frame the research problem within a broader scholarly conversation. By examining what has already been studied, researchers can identify gaps, inconsistencies, or areas needing further exploration. This study focused on councilors, traditional leaders and officials from Ugu District Municipality.

1.17 DEFINITIONS OF KEY CONCEPTS

For this study, the definitions of the following concepts are adhered to:

1.17.1 Good governance

According to Beshi and Kaur (2020:350), good governance entails the utilization of political and institutional frameworks to exercise power in a way that fosters transparency, accountability and public participation.

1.17.2 Service delivery

The provision of goods or services by a government or government organization to a group of individuals in line with an agreement or their anticipated outcome is referred to as service delivery (Maseko,2018:27).

1.18 STRUCTURE OF THE THESIS

Chapter One: In this chapter, an outline of the research is provided, including the problem statement, the rationale for the study, the research questions, the aims and objectives.

Chapter Two: The Literature Review section involves examining various theories, concepts and models that are relevant to the study, and concludes with a summary based on the literature reviewed.

Chapter Three: The Research Methodology section covers the overall approach taken in the research process, from the theoretical foundation to the data collection strategies employed.

Chapter Four: This chapter presents the Data Analysis, which includes the primary research findings and data analysis. The discussion in this chapter mainly focuses on linking the findings to the secondary data from Chapter Two.

Chapter Five: The Conclusions and Recommendations section summarizes the findings, conclusions and recommendations of the study.

1.19 SUMMARY

This study investigates the role of good governance in enhancing service delivery in the Department of Human Settlements at Ugu District Municipality as a case study. Poor service delivery is a result of the failure of compliance

with good governance principles or practices at Ugu District Municipality. For this study, good governance was aimed at improving service delivery. Good governance is a requirement in improving service delivery. As a result of poor service delivery citizens engage in protest as a tool of expressing their dissatisfaction. Historically there's been an existing imbalance when it comes to service delivery. An exploratory case study design with a mixed method research was utilized as it was the most suitable method that accurately responded to the research questions. For this study the mixed approach was utilized whereby both quantitative and qualitative approaches were included. For the quantitative part of the study the identified target population equated to N=113 which included 95 councillors and 18 officials from Ugu district municipality only, those who are outside the district municipality were excluded. Only permanent officials were included, not academic staff, contractors or employees under contract. In respect of the qualitative part of the study, the target population will be 42 traditional leaders. Two different methods of analysing data will be employed, namely statistical analysis and thematic analysis. The second chapter provides a review of literature that is relevant to the topic under study. The literature adds essential new knowledge that can assist to improve service delivery through the practice of good governance.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Good governance has become one of the most important concepts for stimulating service delivery. It ensures that power is used in the best interest of the people (Kyere and Ausloos, 2021:187). Msosa and Grugel (2020:16) state that good governance provides hope for effective and efficient service delivery. Moreover, public service implementation is based on good governance principles (Farida, Maryatmi and Juwita, 2020:340). Kala (2020:221) highlights that government is compelled to establish monitoring and evaluation institutions to promote good governance. Turnbull (2019:415) asserts that good governance is not an independent discipline, but an important aspect of public administration. Hence, decisions taken by the government are expected to serve the needs of the entire community. Good governance assists in providing quality service (Hartoyo and Sulistyowati, 2023:611). However, it is complex to provide quality because numerous components are involved, namely political, economic, social and administrative.

The public sector in South Africa struggles with service delivery due to inadequate governance structures and administration (Shava and Mazenda, 2021:324). Chapter One introduced the research problem. Furthermore, hindrances in service delivery were highlighted, which are predominantly caused by the absence of good governance practices. Good governance practices gain momentum due to its ability to enhance the public sector's performance, particularly in municipalities. This chapter reviews and discusses the empirical and theoretical literature that aligns with good governance and service delivery. Furthermore, the chapter reviews the empirical literature on good governance at national, provincial and local levels of government.

The South African government has been focusing on improving governance and service delivery since 1994 (Schoeberlein, 2022:56). The focus on improving governance reflects a commitment to democratic principles and the rule of law, which is a positive development compared to the apartheid era (Mangu, 2020:15). Initiatives such as the Public Finance Management Act and the Promotion of Access to Information Act are steps taken to improve governance. Many communities, especially in rural areas and townships, still lack access to basic services. Despite efforts to improve service delivery, there is still a significant gap between the rich and the poor in South Africa (De Kadt and Lieberman, 2020:185).

Local government is created to decentralize power and make government closer to the citizens (Trisakti and Djajasinga, 2021:49). The involvement of various stakeholders is vital for the government to identify key areas that needs attention (Roxas, Rivera and Gutierrez (2020:87). Furthermore, government is accountable for establishing appropriate governance systems that can promote citizens' welfare, particularly those from disadvantaged backgrounds (Bellet, 2020:476). The Sustainable Development Goals were formulated to eliminate poverty, improve economic infrastructure and transform human settlements (Mubtaker, 2020:119). A critical evaluation of governance for the Sustainable Development Goals (SDGs) involves examining the relationship and impact of good governance on the achievement of the SDGs (Omri and Mabrouk, 2020:353). Good governance is considered essential for the successful implementation, monitoring and evaluation of the SDGs. According to Jaramillo (2020:99), goal 11 of the Sustainable Development Goals (SDGs) is targeted at making cities and human settlements inclusive, safe, resilient and sustainable. The National Development Plan (NDP) resonates strongly with all the broad focus areas of the SDGs, such as leave no one behind, put sustainable development at the call of all development programmes, build peaceful and effective and open accountable institutions for all (Van Zanten and van Tulder, 2021:370).

2.2 THEORETICAL FRAMEWORK

George, Walke and Monster (2019:810) suggest that theories clarify, envision and understand a particular phenomenon, while a theoretical framework is used to present and explain the theory illuminating the problem being investigated. Boselie, Harten and Veld (2021:483) further propose that theoretical frameworks offer research directives and guide the study in line with research objectives. Structural Functional Theory, Transformational Leadership Theory, Theory of Service Quality and Efficiency Service Theory work in complimentary in explaining how service delivery in the Ugu District Municipality can be enhanced through good governance.

2.2.1 Structural Functional Theory (SFT)

According to Ormerod (2020:1873), Structural Functionalism is commonly known as the Structural Functional Theory. The society is viewed as a complex system with interrelated components, each having a specific function from a sociological perspective and theoretical framework (Dussault, 2022:52). This theory seeks to understand how different groups interact to maintain social stability and cohesion. This theory focuses on the positive and stable aspects of social institutions (Forsyth, 2021:213). Each element of society, whether a family, education system or government plays a role in maintaining stability. Grimminger and Möhwald (2020:316) explain that Structural Functionalism examines the functions that institutions and structures provide in society. The municipality provides socialisation and emotional support whilst imparting knowledge and skills to the community (Zihnioğlu and Dalkıran, 2022:316).

Elcheroth and Drury (2020:703) explain that this theory focuses on the interdependence of various parts of society. Changes or disruptions in one part of the system can affect other parts (Silver, Goff and Iceland, 2022:342). The theory shows that society is a single system created to meet the social needs of the individual in the community. Municipalities engage traditional leaders, civil society and stakeholders to ensure effective decision-making. According

to Elcheroth and Drury (2020:703), public sector structures are responsible for delivering and administering services. In addition, they can enhance transparency and accountability within the public sector. Structural Functional Theory considers a society that promotes firmness or change (Lee, Raschke and Krishen, 2022:11). The organism's structure is characterized by interactions and activities, which describe the continuity of the structure of the organism.

From a sociological perspective, SFT analyses the structure and functions of society and its institutions (Dussault, 2022:52). When applied alongside the principles of good governance, this theory can offer valuable insights into how effectively governed systems facilitate meeting society's needs. According to Elcheroth and Drury (2020:703), the theory emphasises the interconnectedness and interdependence of various societal structures and institutions. Each institution has specific functions that contribute to the overall stability and functionality of the society. Grimminger and Möhwald (2020:316) mention that the theory highlights the importance of each societal structure and institution performing its functions efficiently and effectively to maintain social equilibrium and cohesion. In the context of study, Structural Functional Theory reveals the importance of accountability and transparency in ensuring that each societal structure and institution fulfils its functions effectively and responsibly. Good governance ensures that public officials and institutions are accountable for their actions and decisions. In the context of this study, this theory is applied to analyse how different structure within the department function together to support governance norms and practices. The theory guides this study in examining the extent to which the Department of Human Settlements at Ugu District Municipality adheres to good governance practices.

2.2.2 Transformational Leadership Theory

Transformational Leadership theory is a leadership strategy that emphasises leaders' role in shaping and transforming followers (Lim and Moon, 2021:485). This theory was initially developed by James MacGregor Burns in the late 1920s and was expanded by Bernard Bass (Schwarz, Eva and Newman, 2020:543). According to Bak, Jin and McDonald (2022:80), Transformational Leadership theory encourages followers by articulating an unambiguous future vision. Furthermore, it encourages commitment to shared goals and values. This theory utilises strong communication to generate enthusiasm and a sense of purpose amongst the team (Saad Alessa, 2021:68).

Transformational leaders who serve as role-models are admired by supporters (Grøn, Bro and Andersen, 2020:169). Transformational leaders demonstrate genuine concern for the individual and professional development of followers. According to Kotamena, Senjaya and Prasetya (2020:36), the success of an organisation depends on its leaders. Therefore, leaders motivate members to work together to achieve goals. Preko (2022:105) states that leaders should be able to succeed in an organisation. Additionally, leaders encourage employees to utilise the established management structures to achieve organisational objectives as that increase the productivity. Moreover, transformational leaders encourage staff to go beyond the norm. The theory is applicable in this study as municipalities require administrative structures that will prioritise the needs of the people.

According to Lin, Yip and Sambasivan (2020:61), leadership is vital in promoting good governance, although leadership comes with various challenges. Leaders must work together to establish and maintain systems that promote transparency (Ainscow, 2020:17). A lack of accountability mechanisms can lead to a culture of misuse of resources as individuals act as if there are no consequences for misusing the state's resources. Furthermore, Igiebor (2019:493) states that political instability in leadership disrupts the

continuity of good governance. By (2021:44) highlights that sustainable improvements require consistent leadership. Therefore, leader must prioritise and allocate resources wisely to address service delivery challenges.

According to Chao, Peng and Viedma (2021:293), leaders must involve community members to avoid causing social inequalities. It is also essential to communicate effectively to the public. Therefore, leaders must overcome communication issues, including misinformation, to establish trust. Weak institutions cannot implement and sustain good governance practices (Jiang and Kim, 2020:70). Hence, leaders must be prepared to deal with crises while focuses on sound governance principles. Leadership that is committed to the principles of good governance easily overcome challenges. Ojogiwa (2021:83) suggests that to achieve organisational goals, leadership is to influence others effectively and efficiently. This calls for a leader to articulate the vision and motivate people to follow (Harb and Sidani, 2019:205). Hence, good leadership requires a person to have the ability to control, direct and make sound decisions (Schwarz, Eva and Newman, 2020:543). In addition, to avoid corrupt practices in the public sector, an effective leader must influence good practices with vision and promote adherence to procedures.

Grossi, Meijer and Sargiacomo (2020:633) stipulate that leaders should take decisive action against corruption. To ensure that citizens cooperate effectively, institutions need to implement proper procedures. Institutions impact the behaviour of their leaders through rules and procedures (Boselie, Van Harten and Veld, 2021:483). Thus, appropriate institutional frameworks must be established to ensure that public leaders behave in a manner that fulfils the expectations of the government and society. Most importantly, the abuse of power and corruption are factors that institutions need to prevent (Tawiah, 2023:103). According to Adam and Fazekas (2021:40), institutional corruption can be reduced using strategies such as monitoring and evaluation.

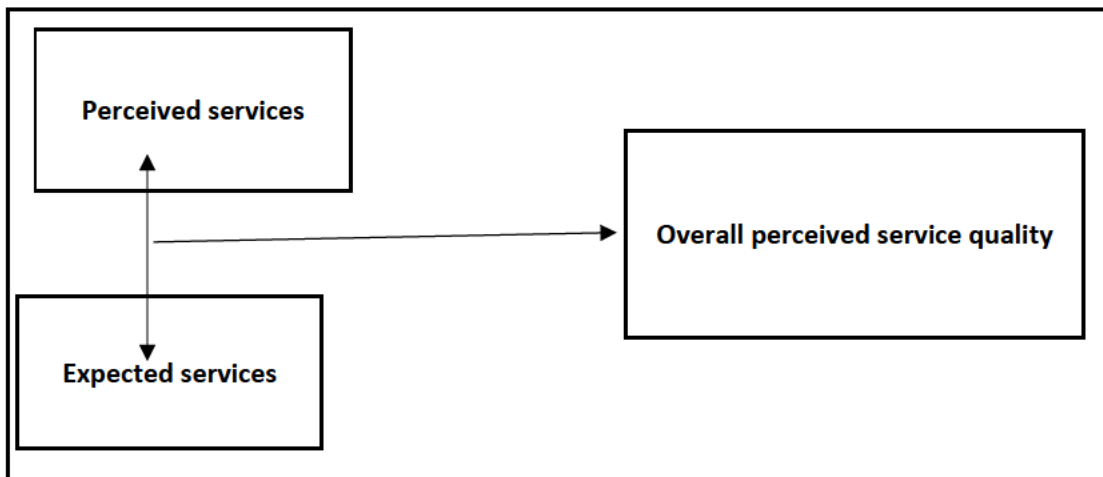
Transformational leaders articulate a clear and compelling vision for the future, inspire and motivate followers to embrace and work towards the vision, and provide strategic direction and guidance to achieve organizational goals and objectives (Lasrado and Kassem, 2021:169). In the context of the study, transformational leaders empower followers and stakeholders by promoting participation in decision-making and problem-solving. Transformational leaders also demonstrate integrity by upholding high standards of accountability, transparency and responsibility in decision-making. Moreover, transformational leaders promote continuous learning, growth and development amongst followers. This theory emphasises how leaders can inspire and motivate employees to improve service delivery, which directly relates to governance practice that enhance service outcomes. The theory guides the current study in determining the relationship between good governance and service delivery at Ugu District Municipality.

2.2.3 Theory of Service Quality

The Theory of Service Quality is founded on information regarding both the quality of the product and the satisfaction of the customer (Brady and Cronin, 2020:253). It serves as a pivotal tool for organisations, facilitating a comprehensive understanding of consumer preferences and desires (Ghotbabadi, 2020:56). The shift in market dominance from products to services since the 1980s has prompted a re-direction of marketing strategies towards customer-centric approaches and relationship cultivation, which are fundamental in contemporary service-oriented industries (Ghotbabadi, 2019:20). As the service sector continues to assert its dominance in the market and diversify its offerings, the importance of service quality in achieving customer satisfaction within the framework of relationship-based marketing becomes increasingly imperative (Ghotbabadi, 2019:25). Service quality assessment not only enables service providers to identify their strengths and weaknesses, but also aligns their offerings with the evolving needs and preferences of customers (Ghotbabadi, 2019:25). The Theory of Service

Quality is presented in Figure 2.1, which emphasises the difference between the expected level of service and the level of service experienced by the customer. The figure illustrates the gap between the anticipated service level and the actual service level perceived by the consumer.

Figure 2.1: The Service Quality Theory



Source: Makudza (2021:18). Adapted.

In line with Figure 2.1, to evaluate service quality perceptually, it is possible to compare the perceived quality of service with the pre-determined standards. Makudza (2021:18) asserts that service quality is attained when perceived service excellence surpasses predetermined expectations. Similarly, if anticipated service standards exceed the actual service delivery, customer dissatisfaction ensues. This conceptual framework operates within the confirmation paradigm, wherein consumer perceptions serve as the yardstick for evaluating overall perceived service quality. The foundation of service quality literature is based on the realm of product quality (Brady and Cronin, 2020:256). Scholars have introduced numerous models tailored to the service industry. Although consensus regarding a singular model for service quality measurement remains elusive, various frameworks prove beneficial for industries and enterprises within the services sector (Ghotbabad, 2019:30). Consequently, the provision of services by urban councils primarily hinges on

the quality of the services extended. This theory focuses on the dimensions of service quality that influence customer satisfaction and perceptions, making it relevant for understanding how governance impacts service delivery effectiveness. Hence, Theory of Service Quality guides the current study in determining the relationship between good governance and service delivery at Ugu District Municipality.

2.2.4 Efficiency Service Theory

According to the Efficiency Services Theory, the local government's main objective is to efficiently deliver services to the residents (Arends, 2020:579). Advocates of this theory contend that the successful delivery of services is important to attain local government goals (Acharya and Scott, 2022:64). This theory contends that a smaller inhabitant facilitates the streamlined delivery of fundamental social services (Acharya and Scott, 2022:64). The provision of increased flexibility in decision-making and implementation processes has been observed. Moreover, the Efficiency Service Theory posits that local governments are tasked with articulating and consolidating the interests and aspirations of the community to enhance service delivery efficiency (Acharya and Scott, 2022:64). Central to this theory is the notion that understanding and addressing the problems confronting the populace is paramount, with an emphasis on finding appropriate solutions (Farazmand, 2023:53). Local government officials, due to their close familiarity with their respective areas, have a greater ability to know the needs of the community and provide effective services for the betterment of the people. This argument suggests that local government officials are better equipped to deliver efficient services that promote the well-being of the populace, owing to their intimate knowledge of the area they govern (Sasmita and Fitrananda, 2020:50).

Local government bodies are uniquely positioned to provide certain functions more effectively and at a lower cost compared to higher-level governments due to their proximity to grassroots communities (Brimoh and Onuoha,

2022:74). The Efficiency Service Theory states that the responsibility of offering efficient services to residents lies with local government (Fernandez and Madumo, 2024:147). In the context of this study, Hence, local governments should be given the responsibility to execute these tasks effectively. For this to happen, they should be equipped with the required authority, resources and autonomy. This proposition distinguishes the Efficiency Service Theory from mere decentralisation, as it advocates for a degree of independence that fosters efficient service delivery without necessitating routine supervision by higher-tier governments. In the context of this study, this theory is relevant as it evaluates how effectively resources are used within governance frameworks. Furthermore, the theory assists in assessing state of governance focusing on operational efficiency within the department. Thus, Efficiency Service Theory guides the current study in investigating the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance.

2.2. EMERGENCE AND HISTORICAL BACKGROUND OF GOOD GOVERNANCE

Although the good governance concept is as old as the term 'government' and has already been advocated previously, the idea of good governance was re-introduced and emphasised through the World Bank report in 1992 (Ballesteros and Bisogno, 2021:107; Doornbos, 2019:93). However, the meaning of this term is closely related to the actions or behaviour of the government. In the 18th century, the term acquired a meaning of governing authority and became popular.

According to Lessing (2021:854), governance was typically associated with politics for a long time. It referred to the agency and governing processes, which were often seen as outdated (Gong, Yang and Shi, 2020:101). However, in the 1980s, the term gained popularity, particularly in the context of economic reforms such as globalization (Castañeda and Shemesh, 2020:61). The focus

was on the manner and processes of governing as they related to sustainable development. The World Bank and international media quickly picked up the term and used it in various ways. Since then, the concept has become popular in the space of administration, especially in developing countries. Furthermore, the term governance became synonymous with sound development management.

2.3 THE CONCEPT OF GOOD GOVERNANCE FROM THE PERSPECTIVE OF HUMAN SETTLEMENTS

Pariso and Marino (2020:314) state that the concept of good governance remains a significant factor in service delivery. The implementation of decisions is an essential component of good governance (Beshi and Kaur, 2020:337). However, good governance implies that institutions produce the results that satisfy the needs of the community. According to Lapuente and Van de Walle (2020:461), good governance is closely linked to service delivery. For this reason, good governance must be applied to all three levels of government, namely national, provincial and local.

Good governance assists institutions in successfully performing and achieving their goals as its primary goal is to improve people's lives (Castro-Arce and Vanclay, 2020:150; Marawu, Utete and Zhou, 2023:71). Moreover, good governance includes formulating proper policies and organisational structures to promote the quality of services provided (Puni and Anlesinya, 2020:147). South Africa has implemented numerous policies and strategies to promote good governance in the Department of Human Settlement (Fourie and Mala, 2020:92). The Department of Human Settlements is required by the Housing Act of 1997, Section 3, to create and manage a sustainable national housing development process.

Without the practice of good governance, service delivery can be compromised. Hence, different institutions have been established for good

governance, namely the National Development Plan, whistle-blower protection and National Anti-Corruption Strategy. Therefore, ignoring these institutions can lead to poor service delivery. Good governance faces numerous challenges and can vary depending on the specific context of the municipality. Numerous issues such as corruption, lack of accountability, political instability, rule of law and inequality affect government systems globally. Good governance indicates that the rule of law is observed (Sawmar and Mohammed, 2021:136). Observing the rule of law highlights the safeguarding of human rights (Greenstein, 2022:291). Therefore, good governance guarantees the responsive and accurate delivery of services.

2.4 IMPORTANCE OF GOOD GOVERNANCE IN PUBLIC SERVICE DELIVERY

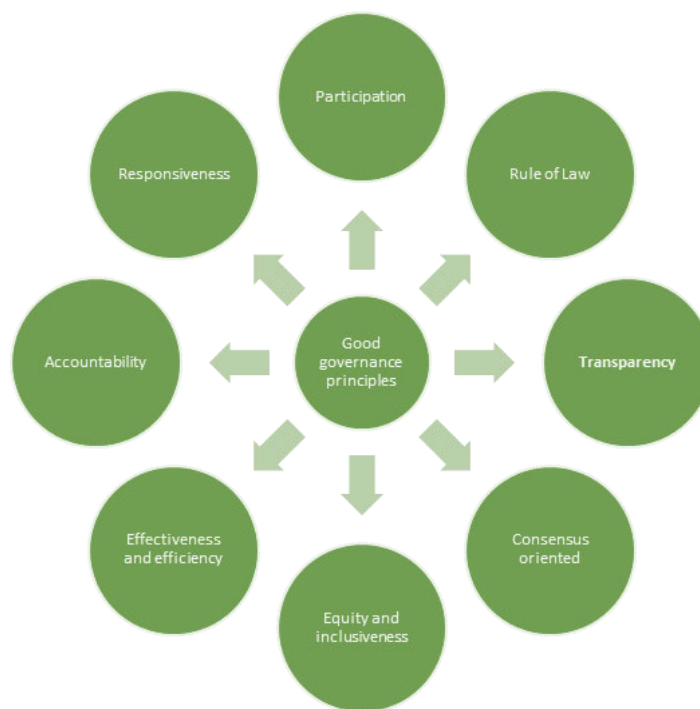
Good governance is founded on inclusivity and the participation of various stakeholders, with accountability and transparency as important components. The act of governance refers to making and implementing decisions using the power to manage a nation's financial and societal resources for growth (Utama, 2020:190). Good governance aims to establish a benchmark that enhances the provision of public sector services and responsibility (Lashitew, 2021:184). According to Nurman, Zainal and Rajasa (2021:11), good governance encourages better decision-making and more effective management of resources, leading to greater responsibility in the public sector. Local governance should have a role in expanding services and eliminating disparities. The principles of democratic governance enable individuals to view themselves as sovereign citizens with comprehensive rights.

2.5 PRINCIPLES OF GOOD GOVERNANCE

According to Tatar, Papzar and Ahmadvand (2019:1393), in order to enhance service delivery in South Africa, it is imperative to consider the principles of good governance. This assertion underscores the significance of good governance in the public sector, particularly regarding the effective and

efficient delivery of services. Notably, the authors' proposition is consistent with the view that good governance is crucial in promoting sustainable development, as it fosters transparency, accountability and citizen participation in decision-making. To establish quality service delivery in the Department of Human Settlement and other departments in South Africa, it is important to promote good governance. Public participation in decision-making processes is important to hold public administrators accountable (Meth, 2020:34). Sound governance and partnerships between public and private entities is necessary for effective service delivery. The Auditor-General, Public Protector and Anti-Corruption Commission play a crucial role in promoting accountability and good governance to prevent the mismanagement of public funds.

Figure 2.6: Principles of good governance



Source: Makudza (2021:18). Adapted.

2.5.1 The principle of Participation

According to Majekodunmi (2018:253), public participation involves citizens in decision-making processes. Budlender and Lund (2020:582) suggest that

public participation can empower people, while Campbell (2020:20) stresses the need for encouraging public participation in all levels of government in South Africa. Quick and Bryson (2022:168) echo this sentiment by emphasising the importance of public participation across all government spheres. Nantulya (2019:342) states that public participation assists to provide alternative sources of information. Community consultations, focus groups and meetings are among the ways in which public participation can be utilised. Through such participation, public officials gain insight into community needs and concerns. Despite this, public participation can have positive impacts on municipalities (Gruzd, 2020:300; Khumalo and Utete, 2023:1572). However, engaging community members in public participation is not always easy.

2.5.2 The principle of Rule of Law

Simonis (2019:47) emphasises that one of the critical aspects of good governance is the rule of law, which requires an independent judiciary, free from external influence or political interference, to ensure the fair application of laws. Good governance relies on steadfast adherence to the rule of law. The rule of law is fundamental to good governance (Du and Kong, 2020:885). According to Drinóczi and Bień-Kacała (2019:1140), the principle ensures that laws are applied fairly and consistently. Practicing the rule of law guarantees that every citizen is entitled to the same legal rights and protections regardless of background. This principle also serves as a mechanism to prevent the abuse of power and uninformed decision-making (Alemany, Val and Fornes, 2022:32). It establishes a framework within which government institutions and citizens operate. Usman (2020:11) states that the law is a tool through which the government exercises its authority. The law has a positive impact on municipal administrations in South Africa (Zalnieriute, Moses and Williams, 2019:425).

The law mandates municipalities to be accountable and transparent in their operations. Municipalities are required to adhere to procurement requirements which help in preventing corruption, mismanagement and the misuse of public

funds. The law outlines the responsibilities of municipalities in providing basic services such as housing to their communities. Municipalities are legally required to ensure equitable and efficient service delivery to all residents. legal principles bind government actions, fostering a stable environment for economic development and social progress. Usman (2020:11) states that rule of law promotes accountability by subjecting all individuals and government officials to the same legal standards. It also protects fundamental rights and freedoms. Implementing democratic principles ensures that citizens can challenge government actions through legal means. The rule of law is not merely a legal concept but a crucial component of good governance (Zalnieriute, Moses and Williams, 2019:425).

2.5.3 The principle of Transparency

Androniceanu (2021:149) highlights that the unrestricted exchange of information is the foundation of transparency. Kiwanuka (2022:52) highlights that making information accessible to all citizens is valuable because it empowers them to make informed decisions. Transparency is important to establish trust between government institutions and citizens as transparent communication demonstrates a commitment to accountability and integrity (Sofyani, Pratolo and Saleh, 2022:489). When governments openly disclose information, it fosters a culture of honesty and reduces suspicions. According to Zafarullah and Siddiquee (2021:157), when citizens are well-informed about issues affecting the community, they are more likely to engage in activities such as voting and attending public meetings (Lapuente and Van de Walle, 2020:461).

Roelofs (2019:580) highlights that transparency can prevent corruption, but municipalities often use unqualified service providers and bids are sometimes awarded to the wrong people. Corruption can result in the awarding of contracts to ineligible suppliers (Fan, Chen and Tang, 2021:1220). Sharing information is encouraged to hold government officials accountable for their

actions and decisions. According to Hay and Cordery (2021:304), providing information about government spending helps citizens gain the ability to assess whether public funds are being used efficiently and effectively. Transparent reporting mechanisms also enable citizens to identify instances of mismanagement (Vian, 2020:169).

2.5.4 The principle of Consensus-Oriented

According to Kluth, Jensen and Lynggaard (2022:271), good governance requires involving different stakeholders in the decision-making process. Wyatt and Trevena (2021:782) state that the idea behind consensus-based decision-making is that no single authority should make decisions, but rather, decisions should be made collectively to address the community's needs. Communities are composed of several stakeholders who bring different viewpoints to the table. Good governance requires the involvement of various stakeholders to reach a consensus on what is in the community's best interest (Lapiente and Van de Walle, 2020:475). According to Wyatt and Trevena (2021:782), bringing together different interests and perspectives is necessary to reach a broad consensus on the best public interests. This ensures that national policies are based on the interests and needs of citizens (Roelofs, 2019:580).

2.5.5 Equity and Inclusiveness

The Constitution of the Republic of South Africa (1996) is the guiding force behind the people's behaviour. According to Portillo, Humphrey and Bearfield (2022:594), the Constitution's fundamental element is providing basic services, which should be equally accessible. Mazzucato and Collins (2022:360) state that equity is crucial in addressing power imbalances, which can be achieved by ensuring citizens' representation in governance structures. Furthermore, fair and inclusive governance systems can increase trust in government institutions. Sallah (2020:200) states that institutions that ensure non-discrimination and equality can reduce tragedies' impact on vulnerable

groups (Dentlinger, 2019:24). Corruption leads to the rich getting richer and the poor getting poorer, especially when resources are lacking. Balkaran (2019:30) suggests that more strategies are required to address inequality in South Africa.

2.5.6 The principle of accountability

Accountability is a vital component of good governance. According to Sallah (2020:250), accountability is the ability to demand explanations from another person about their behaviour. Fatoni (2020:103) states that the principle of accountability positively impacts local governance and reduces corruption. It requires transparency in decision-making in both public and private sectors. It is fundamental for authorities to be accountable to citizens, particularly concerning the use of public funds. Moreover, preventing corrupt practices such as bribery is possible when authorities are accountable to citizens. Effective accountability mechanisms such as audits and whistle-blower protection prevent corruption (Okafor, Opara and Adebisi, 2020:115). According to Rijal (2023:84), holding authorities accountable empowers citizens to participate in democratic processes and advocate for public interests actively. Furthermore, Busuioc (2021:825) states that government decision-makers are accountable to the authorities and the public. However, the type of responsibility depends on the organization. Christensen, Yamamoto and Aoyagi (2020:126) assert that civil servants are responsible for caring for the people.

The primary instrument of accountability is the existing laws as established laws regulate public officials' conduct (Overman and Schillemans, 2022:12). According to Androniceanu (2021:149), laws provide citizens with legal remedies and channels to seek redress in cases of misconduct and the abuse of power by public officials. Citizens can file lawsuits, petitions or complaints with administrative bodies or courts to challenge unlawful actions (Steccolini, Saliterer and Guthrie, 2020:13). These legal remedies reinforce accountability and ensure that government actors are held accountable for their actions

under the rule of law. Public servants must therefore adhere to the established procedure to achieve positive outcomes (Nani and Ali, 2020:35). Schmidt and Wood (2019:727) also consider accountability as the most critical aspect of good governance.

2.5.7 The principle of Responsiveness

According to Grossman and Slough (2022:131), municipalities are obligated to provide the community with goods and services on time. The government needs to be responsive and readily available to meet the needs of the public (Wagner,2019:56). The timely provision of infrastructure plays a crucial role in supporting economic development and growth within the municipality (Grossman and Slough, 2022:131). Reliable access to infrastructure is vital for businesses to function efficiently and attract investment. The public administration and the promotion of democracy are central to the behaviour of South Africans, guided by the Constitution of the Republic of South Africa (1996).

2.5.8 The principle of Effectiveness and Efficiency

According to Waheduzzaman (2019:30), effective and efficient service delivery involves providing timely, accurate, high-quality services that meet or exceed customer expectations. Unfortunately, most municipalities face challenges in meeting the basic needs of the citizens (Matyana and Mthethwa, 2022:4). The South African Local Government Association (2019:25) emphasises that municipalities must transform the services provided to underdeveloped communities, ensuring equal treatment for all citizens. Public officials organise and plan according to the needs of the community.

2.6 LEGAL FRAMEWORK THAT PROMOTES GOOD GOVERNANCE

Chaudhary (2020:135) states that it is imperative for the public sector to have a framework in place that ensures a smooth flow of goods and services. Bryson and George (2020:10) state that the supreme law governs all activities, according to the Constitution of the Republic of South Africa. The municipality can follow various principles and regulations, such as the Municipal Structures Act, White Paper on Public Service (1995), Promotion of Access to Information Act and Municipal Systems Act to ensure good governance and efficient and effective service delivery. The goal is to improve standards of living. To achieve this objective, the municipality is expected to build a conducive environment which focuses on public welfare and progress.

2.6.1 The Constitution of the Republic of South Africa, 1996

Municipalities are empowered to exercise control and manage local government affairs as outlined in Part B of Schedule 4 and Part B of Schedule 5, as per section 156(1) of the Constitution of the Republic of South Africa (1996:156.1). Part B of Schedule 5 encompasses water and sanitation provision, refuse collection, electricity supplies and housing. Sections 152 and 153 stipulate that municipalities must provide fundamental necessities to the communities within their areas of jurisdiction, such as houses. According to Chapter 10 of the Constitution of the Republic of South Africa, nine principles have been suggested to encourage good governance within the public sector (Constitution of the Republic of South Africa, 1996). These principles focus on democratic values that enhance service delivery and aim to satisfy the public. Public officers are expected to adhere to these principles to ensure good governance within their respective municipalities.

Elected officials need to prioritize delivering effective and efficient services, as well as creating an environment that promotes good governance within their municipality (Constitution of the Republic of South Africa, 1996). This is

essential for maintaining the trust of the public and ensuring that the public sector is accountable for its actions. By following these principles, elected officials can create a culture of good governance and improve the quality of services provided to the public.

2.6.2 The White Paper on the Transformation of the Public Service 1995

In 1995, the White Paper was introduced to improve the management and effectiveness of municipal services (Osborne, 2020:232). The main goal of this initiative was to encourage honesty and citizen involvement within the public domain (Bauer and Becker, 2020:19). Furthermore, it aims to ensure that goods and services are distributed efficiently to cater to the needs of the public. In the Ugu District Municipality, service delivery of houses is a persistent challenge that has resulted in several service delivery protests and demonstrations. According to Tan, Mahula and Cromptoets (2022:101), continuous poor housing provision adversely affects public health, a significant hurdle for the municipality of the Ugu district. Furthermore, the officials are responsible for executing their duties and following the code of ethics, leading to good governance and improved service delivery (Osborne, Nasi and Powell, 2021:641).

2.6.3 Promotion of Access to Information Act, 2000

Osawe (2022:476) states that the promotion of Access to Information Act, 2000, (PAIA) is a piece of crucial legislation in South Africa that promotes accountability and transparency. Its primary objective is to grant individuals and organisations the right to access information (Rani, Saha, Pandey and Jha, 2021:677). Anyone can submit a written request with specific details to request access. However, PAIA also recognises that some information cannot be disclosed due to certain exemptions, such as personal information and data that could jeopardise national security. Additionally, citizens can access information necessary for effective governance participation. The government

is encouraged to be open by Section 32 (1) (1996) of the Constitution, and the Access to Information Act allows citizens to offer suggestions on how the government provides services.

2.6.4 Municipal Systems Act (32 of 2000)

From 1995 to 2000, South African municipalities underwent a significant democratic transformation, merging racially segregated local authorities into unified municipalities (Bradlow, 2024:173). Various strategies and legislative reforms were implemented because of this change. Petunia and Selepe (2020:10) state that the Municipal Systems Act of 2000 was introduced to prompt municipalities to engage with the public in decision-making processes within their jurisdiction. Citizens are engaged through consultation forum meetings and government websites to obtain feedback on projects. Municipalities are obligated to prepare an Integrated Development Plan (IDP) as per the Municipal Structures Act (Act 117 of 1998) and the Municipal Systems Act (Act 32 of 2000). Moreover, public officials are expected to uphold a code of conduct that emphasizes honesty and good faith in the performance of their duties, whilst also safeguarding the reputation of their municipality. The success of the Integrated Development Plan (IDP) hinges on the collaboration and active involvement of individuals from different wards throughout the municipality.

According to Mukwarami, Mukwarami and Tengeh (2022:489), insufficient planning in municipalities can hinder human and economic development. As a result, the reputation of the municipality is damaged. To tackle this issue, the IDP was designed. Municipalities are responsible for ensuring that local citizens are effectively engaged in decision-making processes and project implementation that affect their lives. The process of Integrated Development Planning, as per the Municipal Systems Act (Act 32 of 2000), requires the creation of community-based arrangements and participation forums. These arrangements and forums are considered crucial components of the process.

To develop a strategy that responds to the unique needs and requests of the local community, it is important to apply sustainability principles and participatory methods.

2.7 CHALLENGES OF GOOD GOVERNANCE IN SOUTH AFRICAN LOCAL GOVERNMENT

2.7.1 Lack of skills in the local government sphere

Municipalities' lack of political and administrative abilities can negatively impact governance and service delivery (Masuku and Jili, 2019:20). Hough (2020:260) found that inadequate management and political conflicts significantly contribute to local government protests. Ineffective leadership and human resource issues are the primary causes of municipal service failures (Naidoo, 2019:256). Municipalities often encounter challenges such as irregular or inappropriate appointments, low capacity, insufficient skill development programmes, and inadequate institutional management. According to the South African Auditor General's 2022 report, municipalities repeatedly rely on consultants without ensuring that the skills are transferred to municipal staff. According to Nzewi (2020:152), financial governance is negatively impacted by municipal officials' lack of ability and skills. Local government management is affected by a need for more capacity or talent. More expertise and abilities are needed in key personnel to produce reliable financial statements and performance reports. Neglecting to manage and maintain infrastructure leads to a rise in service delivery protests and declining conditions. Local government's poor performance is linked to corruption, cadre deployment, skill shortages and maladministration (Ndevu and Muller, 2019:20).

2.7.2 Corruption is rampant in the local government sphere

Protests are now a common occurrence in South Africa, with poor service delivery and corrupt administrators being the primary issues. The inability of councillors and administrators to listen to people's concerns is also a significant problem. Corruption is a clear indication of a lack of ethical leadership that poses a significant threat to democracy and the rule of law (Skenjana, 2019:33). To save enough money from theft and provide quality services to the public, South African municipalities need to take aggressive measures to combat corruption in all its forms. Corruption is the antithesis of good governance, and any government department that experiences corruption requires assistance in achieving good governance (Hlongwane, 2019:30). The need for preventive measures against corruption is highlighted by the consistent allegations of corruption in all three spheres of the South African government. Although significant progress has been made in several areas, the issue of corruption continues to be a significant obstacle to growth, and more work is needed to improve people's standard of living.

The Municipal Finance Management Act 56 of 2003 provides the legislative basis for procurement in South African municipalities and municipal organizations. Corruption is more likely to occur during the procurement process and is often manipulated by local government. Corruption is often the result of collusion between buyers and sellers who break the law to benefit themselves. Minor and major corruption occurs during public procurement (Xolani, 2022:20), making it critical to implement measures to prevent corruption, especially during procurement. Such measures improve municipalities' governance and financial management, leading to better service delivery. According to Obicci (2023:21), an individual's corrupt practices to advance their personal life often led to diverse unethical and irregular institutional practices. Resources belonging to the institution are misused to satisfy personal desires, resulting in reduced service delivery in the public sector (Yusubboevich, 2022:849). Corruption practices imply that legal

practices, such as complying with the rule of law, are ignored. The absence of monitoring and evaluation when power is given to people creates an environment where corruption can thrive (Villanueva, 2020:552). Corruption involves acting dishonestly to benefit from government resources. Mantzaris and Pillay (2019:40) point out that corruption has significantly impacted the South African economy and development. When decision-making processes and financial transactions are not transparent, there is less prevention of corrupt practices (Epps, 2021:74). Corruption also undermines the principles of transparency and accountability in the public sector (Modise, 2023:573). Weak law enforcement allows individuals to engage in corrupt activities without fear of consequences. However, the South African government has established a constitution to combat corruption.

According to Al-Faryan and Shil (2023:65), corruption is the greatest tragedy of good governance. Combating corruption requires a comprehensive approach (Karimova, 2022:272). Public officials are often bribed by fellow public officials or the general public to benefit from illegal services (Kamile and Polat, 2022:1128). It is almost impossible to conduct any public transactions without paying bribes. As Ike (2023:550) affirms, privileged politicians who happen to be in office often steal money, compromising community services. Corruption has become a major problem, and the lack of accountability or transparency has resulted in poor service delivery. Corruption enriches only a few individuals, hampering economic development and limiting the government's ability to deal with poverty effectively.

2.7.3 Cadre Deployment approach: awarding political party loyalists with strategic positions without necessary skills and expertise

The political deployment strategy has resulted in various corrupt practices such as fraud, nepotism, favouritism, money laundering and tenderpreneurs. Corrupt practices are also prevalent in local government. The cadre deployment approach has negatively impacted governance and service

delivery, leading to complex governance issues that affect local government parastatals in South Africa. Many communities require skilled professionals to ensure their ability to plan, budget and manage projects effectively. Hence, district and local municipalities need help with the problem of employing unskilled workers due to cadre deployment. The absence of qualified personnel can make it challenging for organizations and municipalities to plan, organize, coordinate and manage budgeting procedures and reporting, which can hinder them from completing their jobs and fulfilling their mandates (Magagula, 2022:20). The use of cadre deployment has also resulted in poor service delivery, as people in key positions are appointed based on political influence rather than their qualifications. In South Africa, the use of cadres has contributed to an increase in corruption. Political prisoners are not selected based on their qualifications, backgrounds, or intellectual achievements but to maintain their political alliance.

2.7.4 Unstable Collations (“Marriages of inconvenience”) in the local government sphere

There has been much discussion in South Africa regarding coalition governance at the local level. Some people believe that it diminishes the electorate's voice and leads to issues with service delivery due to unstable governance in municipalities. According to Beukes and De Visser (2021:331), party politics is the primary reason behind compromised service delivery and unstable municipalities resulting from coalition governance. Coalitions have become a permanent part of South African politics, as demonstrated by the local government elections in South Africa in 2011, 2016 and 2021. Political parties, citizens and law-makers need to recognize that coalition governance is an ongoing aspect of South African politics. Experience worldwide has demonstrated that parties with differing ideologies can collaborate successfully. However, the success of such collaborations is dependent on the preparation and attitude of the participants involved. To ensure that coalition governance is successful in South Africa, parties and leaders must be

accountable and support alliances that foster stable and constructive governance.

Coalitions necessitate sacrifices, for instance, changing a party's fundamental beliefs to meet coalition demands, and there may be conflicts due to the party representation system, making the notion of stable municipalities challenging to accomplish (Habane and Malinzi, 2019:222). As a result, the quality-of-service delivery, strong leadership and effective governance in South Africa are in jeopardy as party politics often takes precedence over the voters' mandate to those elected. The hurdles and opportunities presented by the coalition parties that comprise municipal governance can lead to sustainable or collapsed service delivery. Even though multi-party governance is frequently commended for adding to effective democracy, power sharing and consolidation of numerous policies, it also presents significant challenges to the country's overall governance (Masipa, 2019:20).

2.8 THE CONCEPT OF SERVICE DELIVERY FROM THE PERSPECTIVE OF HUMAN SETTLEMENT

Public administration is predominantly associated with service delivery (Peters, Pierre and Torfing, 2022:962). Initially, service delivery meant establishing essential communal services such as housing. According to Leijten and De Bel (2020:114), human settlement focusses on providing adequate housing and shelter, which are fundamental human rights. Effective service delivery in this context involves ensuring access to affordable housing, basic amenities and infrastructure for communities (Ebekoziem, 2020:918). According to Kasim, Wahab and Olayide (2020:13), service delivery in human settlements promote social equity and community development. Furthermore, it addresses the needs of vulnerable populations such as the poor, women, children and people with disabilities to ensure that everyone has access to basic services.

According to Chen, Gu and Liang (2021:101), service delivery is essential worldwide. In South Africa, municipalities are responsible for a wide range of services, including sanitation, municipal roads, transportation and houses (Mazele and Amoah, 2022:192). Mamokhere and Meyer (2022:448) explain that the South African Constitution emphasises that all spheres of government are responsible for providing basic services to all citizens. The municipality must ensure that community expectations are respected and fulfilled. As a result, protests are increasing and intensifying due to dissatisfaction with service delivery (Yende, 2022:302).

Chipkin, Vidojevic and Saksenberg (2022:25) indicate that between 2017 and 2018, the KwaZulu-Natal province experienced more than 530 public protests. Furthermore, organisations such as Abahlali Basemjondolo were protesting for shack dwellers' well-being and rights (Al-Bulushi, 2024:77). From 2017 to 2018, approximately seven different memoranda were accepted from various community protests from different wards (Chipkin, Vidojevic and Saksenberg, 2022:25). The common issue in all the protests was human settlement.

2.9 EMERGENCE AND HISTORICAL BACKGROUND OF SERVICE DELIVERY IN HUMAN SETTLEMENTS

The origin of the concept can be traced to the field of public administration. Service delivery in South Africa has its roots in the country's history of apartheid, which eventually led to the establishment of democracy (Powell and Brubacher, 2020:645). Manyaka and Maserumule (2022:7) state that during the apartheid era, services were distributed unequally. Consequently, with the conclusion of apartheid in the early 1990s, a democratic government was established that was committed to redressing the historical injustice and improving service delivery for all citizens. According to Munzhedzi (2021:213), the Municipal Systems Act and Municipal Finance Management Act are the sources of service delivery in South Africa. Therefore, the highlighted act is a guideline for enhancing the lives of the citizens.

According to Sahin, Cabuk and Cetin (2022:151), the Human Settlement Department's primary objective is to transform poor human settlement into a decent one. The Department has established a commitment to performance integrity and accountability. Most of the district's primary issue is the slow pace of the eradication of the backlog (Zerihun and Mashigo, 2022:512). The challenge for the Department is the high level of ageing infrastructure. The provision of essential services such as housing is important for the local communities. However, service delivery and maintenance of these fundamental services have been inconsistent. Consequently, over the last decade there has been protests or demonstrations demanding service delivery (Mthiyane, Wissink and Chiwawa, 2022:9).

2.9.1 Service Concept in Municipal Authorities

Municipal authorities focus on service design to connect customer needs with organisational goals. This service concept acts as a bridge between customer requirements and strategic objectives (McMullin, 2021:5). Rao (2005) identifies services as intangible activities executed by either machines or individuals, or a combination of both, aimed at generating value perceptions amongst customers. According to Tan, Mahula and Cromptoets (2022:101), services are specialized skills and knowledge provided in exchange for monetary compensation in economic transactions. Darmawan and Grenier (2021:75) provide a detailed explanation of the service concept that encompasses all the necessary actions to be taken for the customer and the ways to achieve these objectives. According to Tan, Mahula and Cromptoets (2022:101), the service concept refers to an organization's value proposition.

In 2010, The Organisation for Economic Co-operation and Development (OECD) classified services into private, public, and collective or joint services categories. The primary objective of this study is to investigate public services. As defined by Dick-Sagoe (2020:180), public services refer to services that are predominantly or entirely financed through taxes. Tomasz and Krzysztof's

(2021:128) work elaborates on the range of public services offered, including access to water, sewage treatment facilities, waste management and public transportation. In the case of Municipal authorities, taxes include rates that apply to commercial and industrial properties, as well as medium and low-density residential properties, along with supplementary charges for high-density residential homes (Saha and Goyal, 2021:286). It should be noted that municipal authorities do not operate with profit motives when it comes to service delivery for public services. However, this does not mean that they should operate at a loss (Osborne, 2020:253). Local governments can generate extra funds, but their primary goal is to offer services to their citizens and mainly recover their costs (Osborne, 2020:253). Given that services are intangible, the perceived value and assessment of service quality by customers play a critical role (Deslatte and Stokan, 2020:1034). In 2010, the OECD proposed that private organisations or voluntary community participation can be utilised for outsourcing municipal services, emphasising the significance of community involvement in municipal service provision. Osborne (2020:253) contends that in situations where private firms are responsible for delivering public services, the local government is responsible for providing funding and/or regulating the actions of service providers.

2.9.2 Service Delivery, Service Quality, and Consumer or Stakeholder Satisfaction in Municipal Authorities

The following examines the theories of service delivery, quality of services and the satisfaction of customers or stakeholders. These ideas are crucial in laying the foundation for empirical research.

2.9.3 Service Delivery and Service Quality in Municipal Authorities

It is impossible to discuss service delivery without considering the quality of service. Customers assess service quality by making a comparison between the service being provided and the expected level of service (Wirtz and Lovelock, 2021:23). Customers evaluate the quality of service by comparing

it. This evaluation process is called service quality. The definition mentioned above is similar to the one given by Shittu (2020:23) concerning service delivery. Shittu (2020:23) explains that the level of satisfaction or exceeding of expectations of the general public, who typically receive different sector services, is referred to as service delivery. Despite slight differences in emphasis, these concepts share similar meanings, with service delivery often being associated more with the public sector and service quality with the private sector, although they are applicable to both (Lapuente and Van de Walle, 2020:461).

Scholars in service marketing agree that evaluating the quality of service offered is a reliable method of assessing customers' contentment (Zouari and Abdelhedi, 2021:18). It is also possible to expand the argument to cover service delivery. This implies that in order for customers to be pleased with services, many factors must be considered by both service quality management and service delivery. These factors involve, but are not restricted to, employees and the decisions made by management. Maintaining a strong emphasis on well-trained personnel, valuable program offerings and customer engagement is crucial for ensuring high-quality administration. These factors are all essential components of the quality dimensions that contribute to effective management (Zouar and Abdelhedi, 2021:18). Top management acknowledges the importance of maintaining a customer-centric approach amongst staff and understands the need to invest time, energy and resources to achieve this goal (Al-Shammari, 2021:16).

Al-Shammari (2021:16) states that quality service delivery is crucial for success and survival in many countries' economies, wherein the service industry has a critical role to play in today's global competitive environment. Ensuring that the delivery of services is efficient and effective is crucial when it comes to improving service delivery to citizens. The introduction of new and improved service delivery systems is necessary for cities to tackle the various urgent challenges. Incorporating public values, institutions and service markets in contracting can enhance service delivery. Priority values can also

be determined based on stakeholder preferences and democratic processes (Lebodi, 2021:35). The options for balancing values in contracts are decided by both public law and organizational structure. To accomplish stakeholder objectives, the choice of contracting tools and vendors is influenced by service markets (Masiya, Davids and Mangai, 2019:115).

Governments, which play a pivotal role in local development, are primarily responsible for providing sufficient, affordable and quality basic services to citizens (Coote, 2021:32). Challenges related to coordination, governance, finance and capacity often impede delivery in developing countries. These challenges are further intensified by the accelerated urbanization in these areas. Governments at all levels regulate, facilitate and collaborate with other stakeholders and institutions in service delivery (Nel and Masilela, 2020:33). Many developing countries are facing challenges in service delivery due to difficulties in coordination, governance, finance and capacity. These difficulties are further complicated by rapid urbanization (Imasiku, 2021:20).

Collaborative efforts between governments and stakeholders are involved in the establishment, provision and administration of basic services, which falls under the umbrella of urban governance (Salim and Hudalah, 2020:163). Governments heavily influence local development as they play a crucial role in providing citizens with adequate, reasonably priced and high-quality basic services (Thusi and Selepe, 2023:688). Citizen-centric service delivery means that policymakers better understand citizens' needs and drivers of satisfaction, involving public service users in designing and delivering services (OECD, 2019). Service delivery quality is thus crucial in municipal authorities, reflecting the government's responsiveness to service recipients

2.10 BATHO PELE IN CONTEXT OF SERVICE DELIVERY

The South African White Paper on the Transformation of the Public Service (1997:9) outlines the government's priorities for transformation, which involve improving service delivery to meet basic needs and address past inequalities.

The paper emphasises the importance of government-community partnerships to ensure that public funds and community resources are used effectively. It also calls for close consultation with service users during developing, implementing and monitoring service delivery plans. The Ministry for Public Service and Administration stresses the importance of conducting effective consultations with the public service and South African society. Communities ought to be given the chance to express their opinions on decisions that affect their well-being and should be encouraged to get involved in service provision through community-based initiatives (South Africa, 1997:23).

The vision and mission of Batho Pele emerged from the realisation that government services needed transformation (Ntlatleng, 2022:25). The pursuit of greater efficiency and the minimization of waste in the public sector are crucial and depend on the fundamental principle of Batho Pele. Ntlatleng (2022:25) states that any money wasted as a result of complex, ineffective procedures, tardiness and replication could have been utilized to enhance services. The objective of Batho Pele is to gradually improve the quality of services, especially for those who have limited access to public services and whose needs are most urgent. An approach to service delivery called Batho Pele prioritizes the people first, and it serves as an instrument to introduce this new methodology. A system must therefore be created to streamline the delivery of public services. Citizens must be treated as customers and given the power to hold public officials accountable for the services they receive. The focus of this approach is on the customer and involves re-orienting systems, procedures, attitudes and behaviour within the public service to serve better. Public servants can concentrate on customer-focused methods of working with the aid of this framework, freeing up their energy and commitment.

The Batho Pele principle is made up of eight service delivery principles, namely consultation, service standards, access, courtesy, information, openness, transparency, and redress. These principles are outlined in the White Paper on Transforming Public Service (WPTPS) of South Africa (1997:15). The KZN Citizen has also included three additional Batho Pele principles. These

principles aim to promote innovation and recognize exceptional performance, as well as emphasize the impact of service delivery and the importance of leadership and strategic direction.

2.10.1 Perspectives on the implementation of Batho Pele

Most public sector employees, including general administrators, are reluctant to implement Batho Pele principles as they do not align with their style of operation (Kaizer, 2022:21). According to Levin (2020:35), implementing Batho Pele is a major difficulty because numerous managers are still operating under a traditional approach that emphasizes rule adherence whilst disregarding the principles of Batho Pele. Another challenge, as pointed out by Sultana (2020:1407), is that citizens often face difficulties in accessing services and end up relying on class and patronage rather than citizenship, with unintended consequences.

Kaushik and Guleria (2020:10) believe that simply going to work every day in an organization may mean something other than that one is making effective and efficient contributions toward achieving the department's strategic plan objectives. They argue that a common issue in government is that strategic planning is often seen as the responsibility of management alone. Moreover, they suggest that it is unrealistic to expect someone to contribute positively towards something they have no knowledge of or have never contributed to. Kaushik and Guleria (2020:10) state that the strategic plan should be treated as an organizational tool rather than attached to individuals, as this has led to government failures in delivering expected results.

2.11 CONSUMER OR STAKEHOLDER SATISFACTION IN MUNICIPAL AUTHORITIES

Customers typically evaluate the performance of a service they have used, and then compare it to their previous expectations. This evaluation process ultimately leads to the formation of a judgment regarding their level of

satisfaction with the service. The Expectancy-Disconfirmation model is frequently used to investigate customer satisfaction (Wirtz and Lovelock, 2021:590). In this model, satisfaction hinges on whether the service confirms or disconfirms pre-consumption expectations. Measures of customer satisfaction encompass various elements, including expectations, performance and loyalty (Hohenberg and Taylor, 2021:909).

Gunawan (2022:35) explored four viewpoints on satisfaction, which are related to the consumer, the organization, the industry and society. Based on this, he recommended a stakeholder-focused strategy for enhancing service delivery and satisfaction. The viewpoint presented here coincides with the suggestions made regarding the importance of engaging stakeholders in the (re)design of service processes by Wirtz and Lovelock (2021:590). This involvement is critical to improve the quality and efficiency of services. Wirtz and Lovelock (2021:590) suggest that involving stakeholders like customers, support staff, frontline employees and IT teams in the service blueprint examination process can enhance services during service process design.

Municipalities are public organizations that involve multiple stakeholder groups (Mukucha and Chari, 2022:280). Engdaw (2020:200) argues that service consumption by consumers leads to either satisfaction or dissatisfaction, which is influenced by prior expectations. The research in public management has incorporated concepts of satisfaction and dissatisfaction in decision-making (Srebalová and Peráček, 2022:67).

He and Ma (2021:471) state that when citizens are not involved in decision-making processes, satisfaction with the government is likely to decrease. Furthermore, when citizens are being treated fairly, they are more inclined to support the government's responsibility in providing public services. On the other hand, being treated unfairly may not be as supportive of the government's role in providing public services (He and Ma, 2021:471).

The public service industry classifies customers as either internal or external. Internal customers are the workers within the organization who rely on one another in the internal public service system. On the other hand, external customers are individuals or entities that receive services from the organisation (Mergel, Ganapati and Whitford, 2021:161). Multi-service organizations are what public service providers are, and they offer various services to citizens, which makes it more challenging to assess the overall satisfaction of citizens with public services (Engdaw, 2020:10). Consequently, citizens may employ various assessment methods, including feelings, opinions and judgment evaluations, to gauge their experience with public services (Kekezi and Munta, 2022:703).

2.12 LOCAL GOVERNMENT IN SOUTH AFRICA

According to Masuku and Jili (2019:20), the level of government closest to the people is the local government, which has a vital role to provide services to the community. After the inaugural democratic elections in South Africa, people's expectations for service delivery were elevated and these expectations are still present today. Therefore, local municipalities are responsible for ensuring that development occurs in the community (Uddin, 2019:40). Local government is tasked with closing the existing gap in service delivery (Bolger and Doyon, 2019:2184). Section 40 of the Constitution states that the government consists of three spheres: national, provincial and local. These spheres are distinct, interdependent and interrelated (Govender and Ramodula, 2020:50).

In 2009, the government implemented a local government turnaround strategy to enhance service delivery. Section 19(2) of the Local Government Municipal Structures Act No. 117 of 1998 highlights that municipal councillors are required to conduct an annual review of the community's needs. The identified needs must then be prioritised, and community participation must be included in the prioritisation process. The South African government proposes two categories of councillors: ward councillors and party representatives (PR).

Party representatives are elected through the party list and are accountable to the party (Gerbaudo, 2021:730). In contrast, ward councillors are elected through a voting process and are responsible for ensuring that the needs of the wards are met. Ward councils report to residents and explain how resources are utilised. Ward councillors are responsible for determining if projects are being executed following the IDP and conveying information from the council to residents. They serve as the people's voice and convey the community's needs to the Council. Councillors also serve as ward chairpersons and raise community needs to the Council on behalf of ward members. The Municipal Structures Act (117 of 1998) highlights that councillors are to make recommendations to municipalities to improve policies and programs within the broad framework of developmental local government.

2.13 THE ROLE OF TRADITIONAL LEADERS (INDUNA) IN SERVICE DELIVERY

Most people in South Africa reside in rural areas where traditional leadership is present (Melore and Nel, 2020:9). Approximately 14 million people are estimated to live in these rural areas (Morales and Barksdale, 2020:463). However, the legacy of colonialism has resulted in a lack of access to basic services (Archibong, 2019:123). As a result, the government adopted the Reconstruction and Development Programme (RDP) when the new democratic dispensation came into power in 1994. This programme is key to transforming the lives of citizens who were excluded from the apartheid government. To uplift the economy, traditional leaders, officials and ward councillors need to collaborate. Traditional leaders possess the most knowledge about the community's situation and should be included in the decision-making process. Traditional leaders in rural areas remain critical in South Africa and are regarded as custodians of traditional African culture. The legislation and laws passed during the new dispensation have significantly impacted traditional leaders' roles. Although traditional leaders are perceived as essential leaders in South Africa, they are often undermined. Chapter 12 of

the Constitution of the Republic of South Africa Act 108 of 1996 acknowledges the significance of traditional leadership. As per Section 212(1), national legislation provides for traditional leadership.

2.14 THE STATE OF SERVICE DELIVERY IN SOUTH AFRICA

South Africa is categorised as a middle-income nation that faces many challenges. These challenges are not limited to poverty, inequality and insufficient service delivery. The reasons for migration from rural to urban areas are multifactorial. However, evidence suggests that poverty, caused by various inadequacies in rural areas, is a significant factor that compels people to seek better living standards and economic opportunities in urban areas (Lipton, 2023:66). Migration impacts all aspects of governance, although it is challenging to provide a comprehensive list of challenges and limitations. Various concerns related to migration must be acknowledged since it affects South African municipalities and provinces in different ways. The variability of migrant populations and the lack of political leaders' willingness to involve them make it challenging to design programs that can benefit them and establish trust.

The lack of adequate service delivery has resulted in public unrest. The country has been facing underfunding in infrastructure for over a decade, thus leading to several service delivery protests nationwide. Some of these protests were caused by poor leadership and management from political office-bearers. Section 26 of the Constitution of the Republic of South Africa indicates that the government is responsible for implementing programs to ensure that all individuals residing in South Africa have access to adequate housing, which is crucial to meeting its constitutional obligations. The metros and provinces are primarily affected by internal migration.

South African municipalities are among the most wasteful environments globally (Niyobuhungiro and Schenck, 2022:321). In 1994, at the dawn of

democracy, the South African administration instituted a Reconstruction and Development Programme to address the country's housing backlog. The program necessitated a master plan to improve service delivery. Since 2004, the South African government has faced a growing protest movement from local citizens. This movement has presented new challenges for the post-apartheid era in South Africa. However, the issue of housing delivery in South Africa still needs to be resolved. One significant challenge is the need for adequate planning regarding migration. Legislative provisions at both national and provincial government levels ensure accountability and transparency in procurement, as prescribed by the Public Finance Management Act of 1999 (PFMA), Treasury Regulation 16 of 2004, the Municipal Finance Management Act of 2003 (MFMA), and the Municipal Systems Act of 2000 (MSA). These policies play a critical role in facilitating the successful implementation of housing programs.

2.14.1 Service delivery status in KwaZulu Natal

Mngomezulu (2020:38) states that KwaZulu Natal is in dire need of assistance regarding service delivery. This has resulted in several municipalities being labelled as dysfunctional. Residents of the province have been voicing their concerns about the lack of housing. Unfortunately, the province is no longer as attractive to tourists as it once was (Khairi and Darmawan, 2021:39). According to Corburn and Sverdlik (2019:155), KwaZulu Natal has the second-highest housing backlog in South Africa. Moreover, this province boasts a greater number of informal settlements in secondary cities, including eThekweni Metro, Ray Nkonyeni, Newcastle, Alfred Duma, KwaDukuza, uMhlathuze and uMsunduzi Municipalities, than any other province in the region. This sheds light on the state of housing in KwaZulu Natal and accentuates the need for interventions to address the housing backlog in the province. The region consists of both urban and rural communities, with a housing shortage of more than 700 000 residences (Mntambo, Adebayo and Ndinda, 2023:22). The eThekweni Municipality is responsible for constructing

a total of 440 000 dwellings. However, between 2016 and 2019, the city only managed to build an average of 4 000 houses annually. This indicates that it would take the city over 100 years to clear the backlog without factoring in constructing the necessary infrastructure around the houses. With these statistics, the issue of housing in KwaZulu Natal remains a severe problem that the province's administration faces.

2.14.2 Service delivery status in Ugu District Municipality

The Constitution of South Africa outlines various types of municipalities, such as metro, districts and local municipalities, which have been established to improve service delivery. The Municipal Structures Act 117 of 1998 provides guidelines for determining whether an area should be classified as a Local Municipality (Category B), a District Municipality (Category C), or a Metropolitan Municipality (Category A). The Ugu Municipality is classified as a Category C District Municipality, which highlights its importance and significance. However, the lack of basic services could result in the municipality being placed under administration. One of the significant challenges municipalities faces is the need for clear roles and responsibilities, which leads to poor decision-making (Hopper, 2019:20). The provision of basic services depends on the relationship between traditional leaders, councillors and officials.

2.15 PERCEIVED LINKAGE BETWEEN GOOD GOVERNANCE AND SERVICE DELIVERY

Haveri and Anttiroiko (2023:20) suggest that a link exists between service delivery and good governance. Sari (2023:46) highlights that in order to ensure effective and efficient service, it is vital to establish a foundation of good governance. Haveri and Anttiroiko (2023:20) state that good governance requires transparent and accountable decision-making processes. When government officials are accountable for their actions, there is a more

significant opportunity to provide quality services to the public. Citizens can hold public administrators accountable through sound governance principles (Loi and Spielkamp, 2021:757). A good governance framework increases citizen participation and is necessary to ensure effective service delivery (Briggs, 2020:252). This approach requires the proper management and coordination of governance with existing accountability systems.

Accountability is one of the key aspects of good governance. Accountability is promoted to prevent the mismanagement of public resources (Schwarz and Newman, 2020:543). Schwarz and Newman (2020:543) argue that institutions such as the Auditor-General Office, Public Protector Office and Anti-Corruption Commission promote the practice of good governance. According to Bekele and Ago (2020:97), local-level structures that encourage good governance practices are important to ensure service delivery. Such systems enable the smooth execution of government policies and programs. According to Timeus, Vinaixa and Pardo-Bosch (2020:725), establishing government structures describes how things will be done and by whom. Shafritz and Hyde (2018:46) emphasise that established good governance structures seek to eliminate waste.

There have been concerns regarding the effectiveness of public officials in the Municipality as they have faced various challenges in service delivery (Thebe, 2017:56). The reasons for the insufficient service delivery include political changes, deployment of officials, incompetence and issues with the political-administrative interface, amongst others (Rijal, 2023:84). The lack of proper governance structures in established government departments contributes to poor service delivery and hinders economic development (Fourie and Malan, 2020:86). Geiguen and Byong (2019:35) assert that good governance allows service providers to be governed. When the legal framework is well-established and respected, it provides a stable environment for service delivery. Sari (2023:39) states that good governance is characterised by adherence to the rule of law.

Citizens can demand accountability from public administrators through sound governance principles. Good governance allows service providers to work within a reasonable framework and involves the greater participation of citizens through decentralization.

Good governance requires proper management and coordinates governance with accountability systems to ensure effective service delivery (Rijal, 2023:84). Effective service delivery requires control systems that promote collaborative work between private and public entities (Fourie and Malan, 2020:86). The Auditor-General Office, the Public Protector Office and the Anti-Corruption Commission Office should support accountable administration and prevent public resource mismanagement. Establishing structures to ensure good governance practices at the local level is crucial for service delivery, as these structures encourage citizen participation in the decision-making process and ensure the smooth implementation of government policies and programs (Haveri and Anttiroiko, 2023:20). Governance structures describe how things are determined and understood in an organization, whether it is private or public, and are therefore an essential tactical issue for local counties as they regulate how they are managed, directed and controlled. Good governance promotes public participation, allowing citizens to contribute to local development initiatives and increasing municipal transparency and accountability in service delivery (Puni and Anlesinya, 2020:55). The implementation of effective administration by good governance recommendations can lead to improved service delivery patterns.

2.16 EMPIRICAL STUDIES CONDUCTED ON THE CONCEPT OF GOOD GOVERNANCE

Numerous sectors in South Africa have viewed the empirical literature on good governance. However, there is a need for more consideration for human settlements, particularly in the Ugu District Municipality. A concise review of the literature of such studies is as follows:

2.17 EMPIRICAL STUDIES CONDUCTED ON GOOD GOVERNANCE OUTSIDE SOUTH AFRICA

Numerous empirical studies have been conducted globally to investigate various aspects of good governance. These studies have explored the relationship between governance quality and various socio-economic outcomes, including public satisfaction, economic performance, and democratic processes. A significant study by Helliwell (2018) examined the link between good governance and national happiness across 157 countries from 2005 to 2012. The findings indicated strong empirical connections between the quality of government and subjective well-being, suggesting that improvements in governance can lead to enhanced life satisfaction among citizens (Helliwell, 2018). Research by Kiwanuka (2012) highlighted that decentralization is closely associated with good governance. The study argued that decentralized systems enhance public participation and accountability, which are essential components of effective governance. This research emphasizes that decentralization can improve public sector efficiency and responsiveness, thereby contributing to better governance outcomes (Kiwanuka, 2012). A comprehensive analysis conducted by Ayibiowu (2015) critically assessed the theoretical underpinnings of good governance in relation to economic development. The study revealed that good governance is often prescribed as a solution to developmental challenges, its actual effectiveness remains contentious (Ayibiowu, 2015).

Muhammad, Kaleem and Lamia (2022:20) studied good governance in Pakistan's health sector and found that good governance is vital in service delivery. Sari (2023:10) studied good governance in public management in Indonesia and found that good governance significantly impacts the quality of service delivery. Chien and Thanh (2022:15) studied good governance in public administration in Vietnam and discovered that good governance has a positive and significant influence on citizens' satisfaction. These findings are

consistent with the study by Binh (2021:20). This result is also related to the results of Long (2020:12) and Ha (2019:20). However, a review of empirical literature shows that although prior studies focused on diverse sectors, attention has not been adequately given to the human settlement. For this reason, the current study seeks to delve into the Department of Human Settlements.

2.18 EMPIRICAL STUDIES CONDUCTED IN ON GOOD GOVERNANCE IN SOUTH AFRICA

Similarly, several studies on good governance were conducted in the South African context. Sofyani, Riyadh and Fahlevi (2020:30) studied good governance in the business management sector and found that systems with a corporate mindset in being accountable to the users of various services are booming. Androniceanu (2021:149) studied good governance in the public management sector in South Africa and found that good governance is a requirement for quality public institutions and should be the focus area for modern government. Claassen and Magalhães (2022:869) studied good governance in South Africa and found that a lack of good governance negatively impacted the development process. A study conducted by Wirtz, Weyerer and Sturm (2020:218) investigated good governance in the public administration sector in South Africa and found that the principles of good management are comparable in regular situations. Masuku and Jili (2019:20) conducted research on good governance in the public administration sector in South Africa and found that good governance should be combined with public service delivery. This study further shows that municipalities should adopt the merit system and abandon the spoiled system characterized by political favours and political interferences. However, prior studies did not specifically address issues of good governance in the human settlement sector.

2.19 EMPIRICAL STUDIES CONDUCTED ON SERVICE DELIVERY OUTSIDE SOUTH AFRICA

Equally, various studies have been carried on service delivery outside South Africa. Lubis, Dalimunthe (2021:267) studied service delivery in the public management sector in Asia and found that to create customer value, the service provider needs to ensure that their services are of high quality. Engdaw (2020: 644) studied service delivery in the Public Service Sector in Ethiopia and found that public service organisations are pleased by the general service delivery of the organisations. Kalina, Makwetu and Tilley (2023:24) studied service delivery in Nigeria and found that a lack of housing, poverty and dirty locations are the leading causes of violent service delivery protests. John and Lavhelani (2022:58) conducted a study on service delivery in Eureka in the Social and Humanities sector and found that the municipality does not make adequate funds because of non-payment for the services rendered, substantially reducing essential municipal services provision. Nevertheless, prior studies did not specifically address issues of service delivery in the human settlement sector.

2.20 EMPIRICAL STUDIES CONDUCTED ON SERVICE DELIVERY IN SOUTH AFRICA

A number of studies have been conducted on service delivery in South Africa. Abimbola, Baatiemaa and Bigdeli (2019:605) studied service delivery in the health sector and found that efficiency and reliability are the most vital factors that improve health service delivery. Breakfast, Bradshaw and Nomarwayi (2019:106) studied service delivery in the Social Science sector and found that criminal activities that originated from service delivery protests have no impact on reducing violent service delivery protests in South Africa. Thomson and Brandenburg (2019:249) studied service delivery in the Public Management sector and found that promises made by politicians during election campaigns raise public expectations. Therefore, the public needs clarification and is angered when these promises are not fulfilled. However, prior studies did not

specifically address issues of service delivery in the human settlement sector. Hence, the current extends the body of knowledge in relation to good governance and service delivery by focusing on human settlement sector.

2.21 CONCLUSION

It is common for poor governance practices to hinder service delivery, often caused by poor management. The promotion of economic growth is significantly influenced by local government. However, many of the issues surrounding it are related to its primary duties, such as providing services and promoting local democracy. Effective service delivery requires good governance, as supported by existing literature. The Constitution of the Republic of South Africa is a valuable tool for improving service delivery, and non-compliance with it can lead to compromised service delivery. With good governance, the community will continue to thrive. Good governance is an effective solution for addressing poor service delivery, with transparency and accountability being two critical principles of good governance. Scholars have defined good governance based on fundamental principles, with the most agreed upon principles being accountability, transparency, consensus orientation, rule of law, participation, equity and inclusiveness, responsiveness, effectiveness, and efficiency. Regarding addressing good governance, accountability and transparency are two essential principles. The next chapter discusses the methodology of this study.

CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

Research methodology refers to logical action of solving research problems or conducting scientific research (Dzwigol, 2022:78). Mahajan (2018:23) defines research methodology as the data collection, organisation and analysis techniques used in a study. Using scientific methods promotes understanding in each field (Elliott, Xiong and Szafir, 2020: 234). This study aims to provide answers to the research issues raised in the previous chapter. This chapter focuses on the research design and methodology of the study. In this study, research methodology includes the design, target population, selection of the sample, measuring instrument, data collection method, pilot study, primary data, ethical considerations, secondary data, sampling method, validity and reliability analysis of data, anonymity and confidentiality.

Research design refers to planning the research study and maximising the research findings' validity (Hays and McKibben, 2021:178). This chapter discusses the process involved in collecting the primary data and is directed by the research objectives outlined in Chapter One. This study examines the role of good governance in enhancing service delivery, a case study at Ugu District Municipality in the Department of Human Settlements. In this study, good governance is independent, while service delivery is dependent. The factor measured or observed to determine its impairment is called an independent variable (Lee, 2022:334), while a dependent variable refers to a factor manipulated to determine its connection to the independent variable (Kandi, 2022:8).

3.2 RESEARCH OBJECTIVES

The research methodology chosen for the study was derived from the objectives of the study, namely:

3.2.1 Key research objectives

- To determine the relationship between good governance and service delivery in the Department of Human Settlement at Ugu District Municipality
- To examine the extent to which the Department of Human Settlements at Ugu District Municipality adheres to good governance practices.
- To investigate the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance.
- To make recommendations that would improve good governance and service delivery at Ugu District Municipality.

3.3 PRINCIPLES OF RESEARCH METHODOLOGY AND DESIGN

The research design gives guidelines to the researcher. Furthermore, accurate and consistent conclusions can be drawn from the research findings (Cuthbertson, Robb and Blair, 2020:102). A research design is also considered as a chief plan for identifying the methods and procedures used in collecting and analysing data (Nawab and Asad, 2020:411).

3.3.1 Research Philosophy

Research philosophy encompasses four primary types: positivism, pragmatism, interpretivism, and realism (Smith, 2020:15). Positivism asserts that science is the sole avenue to uncovering truth, emphasizing the importance of factual knowledge derived from observable measurements (Johnson and Lee, 2019:25). In this paradigm, the researcher's role is confined to collecting and interpreting data objectively, with findings typically being quantifiable and statistically analysable. The researcher maintains

independence from the study, focusing solely on facts (Smith, 2020:15). Pragmatism highlights the existence of multiple methods for investigating and interpreting phenomena, advocating for the use of approaches deemed suitable for addressing specific research problems while avoiding philosophical disputes over method selection (Davis, 2023:30). Interpretivism posits that realities are socially constructed through consciousness, shared meanings, and language. This approach emphasizes human interests and meanings, relying on natural data collection methods such as interviews and observations. Here, researchers interpret elements of the study to integrate human perspectives (Johnson and Lee, 2019:25). Finally, realism focuses on the notion that ideas exist independently of human perception and emphasizes knowledge development through scientific methods. It is divided into two main types: direct realism and critical realism (Smith, 2020:15). The study is grounded in pragmatism as it employed mixed methods in investigating and interpreting the influence of good governance on service delivery.

3.3.2 Scientific beliefs

There are two different theories namely; ontology and epistemology. Ontology refers to a belief system that shapes an individual's understanding of what constitutes facts and reality (Patomäki, 2020:439). It posits that individuals are social actors, and their actions, thoughts, behaviours, and perceptions are socially constructed (Little, 2021). This implies that people's views in their environment will continually evolve as they interact socially with others in their context (Lukyanenko, Storey and Pastor, 2021:921). In contrast, epistemology pertains to how a researcher perceives their own world and constructs their social reality, which in turn affects how they design their research and engage with study participants (Otoo, 2020:67). The foundational concept of this study is anchored in the theory of epistemology.

3.4 RESEARCH DESIGN

There are numerous types of research design, namely descriptive, action, ethnographic and exploratory designs (Sidharth, 2023:381). Descriptive research design provides knowledge and baseline information about the situation (Siedlecki, 2020:8). Moreover, the descriptive research design classifies a phenomenon's characteristics. The findings that establish the truth are then viewed as descriptive research (Prayogi and Nasrullah, 2023:11). Buuren, Peters and Voorberg (2020:3) assert that action research designs incorporate skills to evaluate a change of action and continuously evaluate research. Its purpose is to establish a familiarity with an established phenomenon and gain fresh insights in order to define the problem more accurately. Ethnographic research focuses on studying human behaviour (Hassan and Wright, 2020:163). Exploratory research is a valuable tool that is utilised to delve into a problem that has not been previously studied or fully explored (Mbaka and Isiramen, 2021:2). All types of research questions can be addressed by exploratory research, and it is usually used when the problem is still in its initial stages. According to Marco and Daniel (2021:23), exploratory research is commonly employed at the outset of research projects, allowing researchers to gain a deeper understanding of the issue they are attempting to resolve.

3.4.1 Rationale for exploratory-descriptive research design

This study utilised an exploratory-descriptive research design. The combination of exploratory and descriptive research design effectively addresses the research questions in this study aligning to good governance and service delivery. While exploratory research design mainly aspects related to qualitative part of the study, the descriptive research design covers the quantitative part of the study (Siedlecki, 2020:8). In the context of this study, exploratory research design addresses the question relating to challenges associated with service delivery, while the descriptive research design attempts to answer the relationship between good governance and service

delivery. The exploratory research design focuses on establishing a deep sense that recognises events in the study and attempts to explain why behaviour is the way it is (Bloomfield and Fisher, 2019:27).

3.4.2 Research approaches

Three main research approaches are available, namely mixed research, quantitative research and qualitative research (Basias and Pollalis, 2018:91).

3.4.3 The qualitative research design

The purpose of the qualitative research design is to explain events and matters concerning people through scientific application (Steccolini, Saliterer and Guthrie, 2020:13). A qualitative research design is used when the researcher constructs the theory and conducts research on topics aligned with ethnography, case studies and grounded theory (Maxwell, 2022:41). Qualitative research is related to social life (Stratford and Bradshaw, 2021:30). It is regarded as a comprehensive examination of the information. Qualitative research generates data in words instead of numeric analysis. The instrument used for data collection gives the researcher flexibility (Agazu, Dejenu and Debela, 2022:70). The primary characteristics of qualitative research include the following: i) oral words that include conversations, monologue and sentences; ii) field notes recorded by interviewers and observers from participants who engage in interviews, meetings or any life incidents; iii) stories recorded and historical lives in the form of oral or transcribed; iii) journals, books, autobiographies, official reports, historical documents and words written in letters; and videotapes as well as visual observation in the form of still pictures, facial expression and physical representations.

3.4.4 Quantitative research approach

Quantitative research is a process that systematically and objectively utilises data of a numerical nature from a chosen sub-section of the population in order to generalise the research outcomes to the entire population (Boselie, Van Harten and Veld, 2021:483). Quantitative research investigates phenomena that can be calculated or counted (Sciberras and Dingli, 2023:445). A quantitative study helps to define the link between dependent and independent variables or constructs in the study. Statistics is employed to explain the process of data analysis, as well as summarise the findings. Quantitative research focuses on statistical analysis and systematic measures, as well as explaining data using statistical methods or mathematics (Basten, 2021:70). Additionally, quantitative research approach is usually utilised for testing models. Mahajan (2020:50) highlights that quantitative research's main characteristics include hardness, hypothesis testing, objectivity, fixed, value-free and abstract. The quantitative research approach does not only depend on data that takes numeric form, but it can utilise quantitative techniques and methods (Funck and Karlsson, 2020:347).

3.4.5 Mixed research methods

Mixed research methods employ qualitative and quantitative research methods in the same project in order to understand the study. The research can use different mixed methods such as sequential explanatory, concurrent triangulation and sequential exploratory research (Lampard and Pole, 2020:30). According to Steccolini, Saliterer and Guthrie, (2020:13), concurrent triangulation includes conducting qualitative and quantitative methods concurrently, leading to triangulation. Triangulation is a scenario of reporting the results from different sources (Dzwigol, 2022:78).

3.4.6 Rationale for utilising mixed research methods

This study adopted a mixed methods approach because it provides sufficient data to answer the study's objectives. Mixed methods research was conducted

by adopting a sequential exploratory method for this study. The sequential explanatory method follows a sequence of conducting quantitative research and, subsequently, qualitative research. A quantitative research approach helps to define the link between dependent and independent variables or constructs in the study. In the context of this study, quantitative part of the study assists to mathematically express the relationship between good governance and service delivery. Meanwhile, qualitative research approach facilitates researchers to capture the voices and experiences of individuals, providing a platform for marginalised or under-represented viewpoints (Ingrams, 2020:222). Although it may assist in answering all the objectives, the approach is critical in exploring the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance. One must note that in some studies, more than one research method may be needed to provide sufficient answers to the study questions. According to Bloomfield and Fisher (2019:27), the quantitative research method provides systematic and objective ways of using numerical data from the group of a population. Mathematical formulas, statistical tests or computer software analyse data. This reduces the risk of error and subjectivity in data collection and interpretation. Qualitative research emphasises the viewpoints of participants.

3.5 STUDY SITE

The physical environment where the research is conducted is called the study site (Hussain and Starcevic, 2020.:89). For this study, the Ugu District Municipality is the study site. The study included all the local municipalities in the Ugu District Municipality. The researcher focused on this district because it is experiencing a slow-paced backlog when it comes to building RDP houses (Nyathi, 2023:50). The municipality is also experiencing a low growth rate in human settlement provision (Marutlulle, 2021:16). In addition, it was also convenient for the researcher to conduct the research within the district.

3.5.1 The structure of ugu district municipality

Umdoni, uMzumbe, Ray Nkonyeni and Umuziwabantu are all in the Ugu district, located on the south coast of the KwaZulu-Natal province of South Africa. Furthermore, it is located in Port Shepstone. It has approximately 722 484 inhabitants. The district code is DC21. The Ugu District Municipality covers an area of 5866 square kilometres and stretches 112 kilometres along the coast from Scottburgh in the north to Port Edward in the south and Harding in the west (interior). The municipality is 84% rural and 16% urban, the urban part is the pillar of its booming economy.

Figure 3.1: The structure of Ugu District Municipality



Source: Ugu District Map (2020).

3.6 TARGET POPULATION

The target population is the group of people from whom data will be collected and conclusions drawn (Fakoya, McCorry and Donnelly, 2020:14). A population is a complete set of people with a specific set of characteristics (Hussain and Starcevic, 2020:89). The study ensured that only relevant questions were addressed to the councillors, officials and traditional leaders. For this study, the target population possesses varying characteristics relevant

to the research objectives. Therefore, for the quantitative part of this study, the target population equated to N=113 (18 officials and 95 councillors). Regarding the qualitative part of the study, the target population was 42 traditional leaders obtained from Ugu District Municipality. The residents elect a Ward Councillor within the ward to represent the people in the municipal council and who is the chairperson of the Ward Committee (Kamal, Begum and Al-Hossienie, 2018:11). The Councillor is chosen as the community's representative. According to Ingrams (2020:222), a traditional leader is someone who, by his ancestry, occupies the throne of an area and has been selected following the customs and traditions of the area to exercise traditional authority over a tribe or area. The primary function of traditional leaders is to control relationships and social behaviour within a traditional community. The information tabulated below was obtained from the Ugu District Municipality. The following table shows the participants in the study.

Table 3.1: TARGET POPULATION

		Target population		
		Quantitative research		Qualitative research
Municipality	Ward	Councillors	Municipal Officials	Traditional leaders
Umdoni	1-27	27	3	10
Umzumbe	1-19	19	4	12
Umuziwabantu	1-21	21	4	11
Ray Nkonyeni	1-28	28	7	9

Source: Ugu District DMC (2022:243).

Overall, the target population comprised councillors, traditional leaders from Ugu District Municipality and officials who occupy lower and middle-level positions, permanently employed at Ugu District Municipality (Table 3.1). Top management personnel are often not directly involved in service delivery but

have decision-making authority within an organisation. For this reason, including them in the study could significantly introduce biases or conflicts of interest. Furthermore, top management individuals have busy schedules and limited available time to participate in academic research, which could affect their engagement with the study and the accuracy of data collection. Moreover, independent contractors working on a project-to-project basis were excluded as they may not have a consistent commitment to a single organisation. Their involvement in the study might be limited, making it challenging to ensure consistent participation throughout the study's duration. Independent contractors have a different level of attachment to the organisation than regular employees, potentially affecting their willingness to participate or provide accurate insights. However, municipal officials, councillors and traditional leaders have been included because they are directly involved in overseeing the service delivery in line with housing projects in Ugu District Municipality.

The following covers the inclusion and exclusion criteria:

Inclusion

- Councilors from Ugu District Municipality only were included in this study.
- Traditional Leaders from Ugu District Municipality were included in this study; and
- Municipal officials from Ugu District Municipality only were included in this study.

Exclusion

- Councilors outside the Ugu District Municipality were excluded from this study.
- Those councilors who retired were excluded from this study.
- Executives and independent contractors were excluded from this study; and
- Traditional Leaders who do not fall under Ugu District Municipality were excluded from this study.

3.7 THE SAMPLING STRATEGY

A sampling strategy can either be non-probability or probability or both. Sampling is the process of selecting objects or individuals who represent the entire population (Dalmaijer, Nord and Astle, 2022:205). One of the essential requirements for an excellent sample is the opportunity to include each unit in the target population (Berndt, 2020:224). Therefore, non-probability sampling and probability sampling are the two primary sampling methods.

3.7.1 Probability sampling

Probability sampling refers to a sample selected to represent a larger population. The four probability sampling techniques are cluster sampling, systematic sampling, simple random sampling, and stratified sampling (Haute, 2021:247). Cluster sampling is a probability where the researcher divides the population into clusters, such as districts or schools, and randomly selects clusters as samples (Dalmaijer, Nord and Astle, 2022:205). Systematic sampling is a probability sampling technique where the researcher elects a member of the population at a regular interval by selecting the 9th or 15th person on a list of the population (Berndt, 2020:224). Simple random sampling is a kind of probability sampling whereby the researcher randomly selects a subset of participants from a population (Berndt, 2020:230). Each member of the population has an equal opportunity to be selected. In stratified sampling, the target population is divided into uniform categories known as Strata (Iliyasu and Etikan, 2021:24). A sample is chosen from the strata using simple random sampling.

3.7.2 Non-probability sampling

According to Rahman (2023:42), non-probability sampling is any sampling technique where the sample items are chosen without determination but by

expert judgment, personal convenience or any other sensible selection that may be deemed appropriate by the researcher. Tutz (2023:424) highlights that one of the components of non-probability sampling is that the population needs equal opportunities to be selected. In addition, the population under study cannot be represented statistically, and no conclusion can be drawn from the results. The sample selection in a non-probability sample is not necessarily based on obtaining a population's statistics. The various types of non-probability sampling techniques include convenience sampling, quota sampling, self-selection sampling, snowball sampling, and purposive sampling. Convenience sampling is a non-probability sampling approach that involves selecting participants for inclusion in the sample based on their accessibility to the researcher (Emerson, 2021:76). This accessibility can be due to proximity, availability, or willingness to participate.

According to Rahman (2023:42), convenience sampling is also referred to as opportunity, availability or grab sampling. It is important to note that convenience sampling may introduce bias and is not necessarily representative of the entire population (Tutz, 2023:424). One method of non-probability sampling is quota sampling, whereby researchers select a convenience sample of individuals who represent a given population based on particular traits or qualities (Iliyasu and Etikan, 2021:24). By setting quotas, researchers can ensure that the result of research samples are useful for gathering data. Unlike probability sampling, where units are randomly selected, self-selection sampling permits individuals to make their own decision on whether to participate (Elston, 2021:34). The snowball sampling technique is a non-probability sampling approach that involves recruiting new participants through existing participants to form part of the sample (Audemard, 2020:30). This method has proven to be a valuable tool in research, particularly when studying individuals with unique characteristics that may be challenging to identify using other sampling methods. According to Obilor (2023:7), purposive sampling, often referred to as judgmental, selective or subjective sampling, is a non-probability sampling technique that

involves researchers utilizing their expertise to carefully select a specific group of participants that will assist in achieving the goals of the study. This method involves the purposeful selection of individuals based on their unique characteristics or knowledge.

3.7.3 Rationale for using non-probability sampling

For the quantitative part of this study, no sampling strategy was used as the population was too small to warrant a sample hence all the population was included in the sample using the census method. The census method includes all the target population of the quantitative part of the study. A census method relates to the inclusion of the whole population, which is different from the chosen sample utilising a sampling technique (Lampard and Pole, 2020:30). For the qualitative part of this study, non-probability sampling strategy was chosen from which purposive or theoretical sampling technique was employed. This method involves the purposeful selection of individuals based on their unique characteristics or knowledge (Mweshi and Sakyi, 2020:20). The purposive sampling method was employed to select the respondents. In this study, respondents were selected because they were informative or knowledgeable about the good governance and service delivery relating to human settlement.

3.8 SELECTION OF THE SAMPLE

A sample is a small portion of individuals selected from the population to participate in the study (Barber, Ball, Morris and Gilbert, 2022:128). The final sample of the research study commences with the population identification, in which the survey is carried out. The general population refers to the total elements of the research (Hassan and Wright, 2020:163). In contrast, the survey population refers to the aggregate elements from which a sample is picked (Pandey and Pandey, 2021:55). A sampling unit is an entity on which the survey focuses (Lampard and Pole, 2020:30). The researcher does not

have a sample for the quantitative part of the research because the target population of 113 participants is too little to warrant a sample selection. Hence, a census method was utilised. A census method relates to the inclusion of the whole population, which is different from choosing a sample (Lampard and Pole, 2020:30). The census method covers the entire target population. The findings obtained through a census method has a correct reflection of the genuineness it explains. The researcher consulted a statistician to include all target population as sample using census method. For the qualitative part of the study, a purposive sampling technique was used to choose the sample and the sample of 15 was regarded as adequate.

3.9 DATA COLLECTION METHODS

According to Abutabenjeh and Jaradat (2018:237), the process of measuring and gathering information on the variables systematically and in a well-established manner is regarded as data collection. Data collection is categorized into two distinct approaches, namely primary and secondary. The primary data collection methods are telephone interviews, the personal method, and online surveys. The telephone interview is when a skilled interviewer usually telephones sample respondents (Abutabenjeh and Jaradat, 2018:237). An online mail survey is a web or Internet method in which questionnaires are sent via each respondent's e-mail, and the responses are processed online. The personal method is based on the physical, face-to-face method of collecting data. A personal interview is whereby the researcher collects personal information from the respondents through direct, physical, face-to-face interviews (Pandey and Pandey, 2021:55. This study employed a personal method because it usually gives a high response rate (Mazhar, Anjum, Anwar and Khan, 2021:6).

3.10 DATA COLLECTION FOR QUANTITATIVE PART OF THE STUDY

The research instrument in the form of closed-ended questionnaire were physical distributed to all the participants in person by the researcher. The

questionnaires were hand-delivered to councillors and officials of the Ugu District Municipality. The questionnaire was physically handed to the respondents, hence, personal method was employed to gather the data. The research instrument in the form of a questionnaire was physically administered to participants, along with an introductory cover letter (Annexure A). The researcher scheduled the date, time, and location for data collection in this study between January and February 2024. This was a crucial part of the research process as the goal was to make it convenient for participants to participate in the study whilst ensuring that the logistics were well-organized. The researcher contacted the participants in advance to gather information about their availability. This was done through telephone contact.

The researcher provided multiple options for dates and times to accommodate various schedules. Based on the availability of information, the researcher selected a few potential dates that work for most participants, considering weekdays and weekends to offer flexibility. In this study, specific time and date slots for each were selected. Typically, these timeslots were aligned with standard free times such as mornings (9-11 AM), afternoons (1-4 PM) or early evenings (5-7 PM). This was helpful to reduce the likelihood of no-shows and ensure that participants were well-prepared. The researcher hand-delivered questionnaires (Annexure B) and the cover letter to participants (Annexure A). The questionnaire (Annexure B) took an average of 15 minutes for the participant to complete.

3.11 DATA COLLECTION FOR QUALITATIVE PART OF THE STUDY

The research instrument in the form of semi-structured interview schedule was used to solicit data physically on one-on-one basis from the participants by the researcher. For the practicality of data collection, the researcher scheduled appointments with the participants. The interviews were conducted to the traditional leaders in Ugu District Municipality. The researcher scheduled the date, time, and location for data collection in this study between January and

February 2024. The interviewees were contacted in advance via telephone to gather information about their availability. The researcher provided multiple options for dates and times to accommodate various schedules. Based on the availability of information, the researcher selected a few potential dates that work for most participants, considering weekdays and weekends to offer flexibility. In this study, specific time and date slots for each were selected. This was helpful to ensure that interviewees were well-prepared.

3.12 RESEARCH INSTRUMENT

According to Schmidhuber and Hilgers (2019:343), measuring instruments are tools used by the researcher as aides to be assessing and evaluating variables. A questionnaire denotes the set of questions prepared to be completed by the respondents concerning a particular research study to acquire data that may be used to address scientific protocols (Aithal and Aithal, 2020). Interviews relate to the verbal induction between the interviewer and respondents. Interviews need to be appropriately planned (Broach, 2022:548). The research instruments used to gather data were closed-ended questionnaires and semi-structured interview schedule. For this study, closed-ended questionnaire (Annexure B) and a set of questions for the interview (Annexure C) were developed for the face-to-face semi-structured interviews.

3.13 RESEARCH INSTRUMENT FOR THE QUANTITATIVE PART OF THE STUDY

This study used closed-ended questionnaire to quantitative data. According to Einola and Alvesson (2021: 102), questionnaires are employed because they quickly collect information from many respondents. The questionnaire was designed utilising closed-ended questions. Moreover, a Likert scale was used to solicit respondents' perceptions and judgments and apply analytical statistical tools. In this study, closed-ended structured questionnaires

(Annexure B). In this study, the five-point Likert scale was employed with responses ranging from (1) strongly agree to (5) strongly disagree, which permit respondents to rate the degree to which they agree with each statement. The responses are assigned numerical values. The Likert scale statements are aligned with the study's objectives in order to ensure that the research objectives were addressed by the statements in the questionnaire. This ensured the validity of the research outcomes.

For this study, the instrument consists of a pre-coded structured questionnaire, which allows one to solicit maximum responses and more detailed information. By incorporating pre-coded questions for data capturing, the respondent may be only asked to place an (X) next to the numerical code on each statement on the Likert scale. Section A of the questionnaire comprises information relating to demographics, qualifications, gender and age. The questionnaire contains statements derived from the research's comprehensive review of critical variables, namely good governance and service delivery. The respondents are provided with a fixed choice of alternative answers. The questionnaire (Annexure B) constituted 31 statements.

3.14 RESEARCH INSTRUMENT FOR THE QUALITATIVE PART OF THE STUDY

The study utilised semi-structured interview to gather qualitative data. Semi-structured interview (Annexure C) was used as research instruments to look for answers to the objectives of the research by posing relevant questions (Bork and Francis, 2018:907). Annexure A, the cover letter, was addressed to the respondents, outlining the topic, significance of the study and their participation value to the study, as well as the aim of the study. There are three types of interviews, namely structured, unstructured and semi-structured (Hassan and Wright, 2020:168). For this study, semi-structured interviews were preferred. Semi-structured interviews are a standardised method of conducting interviews where the interviewer asks all participants a set of

predetermined questions consistently and uniformly (Magaldi and Berler, 2020:4825). This method is particularly useful for exploratory research, where the goal is to generate new ideas or hypotheses rather than test existing ones. The flexibility allows researchers to adapt their questions based on participant responses, which can lead to unexpected insights.

Since all participants are asked the same set of standardised questions, the interview process remains consistent, reducing variability in data collection (Siedlecki, 2020:8). Moreover, semi-structured interviews are more reliable as they minimise the potential for interviewer bias and personal interpretation, leading to more accurate and replicable results. The interviews took an average of 15 minutes to complete with each participant. Interview questions were available in Isizulu and English. Interviews for each participant were recorded digitally and later collated and transcribed. The interviews assisted the researcher in having different perspectives and building deep insights into the concept under study. Interviews were conducted with traditional leaders regardless of the group to which they belong. Semi-structured interviews were conducted individually with selected traditional leaders in Ugu District Municipality leaders. The interview was conducted to give a clear understanding of good governance and service delivery. The researcher could thus derive themes from the transcribed data obtained from the respondents' responses.

3.15 PILOT STUDY

A pilot study is a preliminary study conducted before the main research (Atmowardoyo, 2018:197). Martin and Thomaschewski (2019:88), pilot study aims to verify the study and establish perfection in its design and planning. Moreover, the pilot study reduces errors in both questionnaires and interview schedule before distributing the final questionnaire and interviews to the participants. The pilot study also assists in identifying areas that require correction (Taherdoost, 2019:10). Additionally, a pilot study allows the

assessment of the validity of the questions contained in the instrument and the reliability of the data collected. By analysing data collected through a pilot study, the validity of the data may be improved since this can reveal if the data gathered addresses their research goals. For the quantitative part of this study, 10 respondents who were not part of the target population were engaged to eliminate ambiguity and mistakes in the research instrument. However, these respondents were not part of the target population but belonged to other departments in the Ugu District Municipality. Similarly, regarding the qualitative component, a pilot interview was conducted with two traditional leaders who were excluded from the sample but were part of the target population. These participants were chosen to provide insights into how the study procedures are understood and whether they are inclusive and appropriate for all population segments.

Respondents chosen for the trial run were homogeneous and represented the target population regarding attitude, intellect, ability, and subject matter knowledge. The feedback obtained from pilot testing was utilised to make amendments and eliminate ambiguity. This study conducted a pilot study to perfect the data-collection measuring instrument and ensure a clear understanding and correctness in the questionnaires and interview schedule. This was done to ensure the adequacy of instructions and how well they flow. The pilot study aimed to ensure that the questionnaires and interviews met the researcher's expectations. The pilot study was also conducted to assess the instrument layout, grammar and questionnaire instructions. The findings indicated that the respondents had no difficulties in comprehending the questions. After conducting the pilot study, the primary sample respondents were given fine-tuned interview schedule and questionnaires.

3.14.1 Data quality control

While in quantitative part of the study the data quality control is maintained by reliability and validity testing, in qualitative part of the study the data quality

control is upheld by measuring the trustworthiness of the procedures. The initial stage for maintaining data quality control was through conducting pilot study. For reliability testing of the quantitative part of the study, a pilot study was conducted on ten (10) participants. Similarly, regarding the qualitative part of the study, a pilot interview was conducted with two (2) traditional leaders excluded from the target population to improve the trustworthiness of the interview schedule. By doing this, there was item consistency, sequential appropriateness of the questions and an easy understanding of the measurement instrument. Other questions were re-worded to prevent confusion in the context of the study. A pilot study was conducted to determine the validity of the research instruments. This is essential for reducing measurement errors and improving the content of the questionnaires. Therefore, the pilot study's outcome was conducted to develop the final version of the research tool. The following section discusses the validity and reliability of this study.

3.14.2 Data quality control of quantitative part of the study: Validity and reliability of the research instrument

The study's findings should be valid and reliable for the research to be accurate. Reliability refers to the findings remaining the same if the research is repeated (Sürücü and Maslakçı, 2020:269). On the other hand, validity relates to the truthfulness and correctness of the research findings. A study can only be valid by being reliable, but the study can be reliable but not valid (Sürücü and Maslakçı, 2020:269). Hence, the validity of the measurement instrument must not be assumed, even if it is reliable.

3.14.3 Validity of the research instrument

According to McEwan (2020:253), the validity of research refers to how credible the interpretation of the entire study is and whether the measurements accurately reflect it. The focus is on the effectiveness of the measuring

instrument in producing accurate results, and a questionnaire measure what it intends to be considered valid. It should be usable for its intended purpose, and previously developed and tested questionnaire scales (Fabrigar, Wegener and Petty, 2020:316) can enhance the construct and content validity. In this study, the scales were used to measure statements related to good governance and service delivery. The concept of validity ensures the accuracy of research conclusions by verifying that the measuring instrument measures what it is intended to measure (McEwan, 2020:253). The measurements adopted to improve the validity of the questionnaires are as follows: i) A pilot study was conducted which highlighted areas that need to be improved for the reliability of the instruments; ii) The study has a large sample that can give more accurate results than a small sample; iii) The questions included in the questionnaire are directly derived from the objectives of the study; iv) Every question asked was based on a specific purpose; v) The questions were straightforward and short to make them understandable to respondents; and vi) The instrument used in this study was pretested to provide proper information that helped structuring the instrument to improve the validity of the results.

3.14.4 Reliability of the research instrument

The level to which results accurately and consistently represent the total population under the study is reliability (Sürücü and Maslakçı, 2020:2694). When the same results of the research can be reproduced, the instrument is deemed to be reliable. The main objective of reliability is to show that the empirical investigation can be trusted as the same results are consistently obtained when the question is repetitively administered under the same conditions by another observer, or a different operation by the same observer (Siedlecki, 2020:8). Measuring an instrument's reliability can be obtained in four ways, namely the test-retest reliability test, parallel form reliability test, split-half reliability and internal consistency test.

The test-retest reliability test compares two administrations of similar measuring, usually broken up by a given time interval (Kurtz, 2020:545). A zero (0) difference on the test-retest shows 100% reliability, while a ratio of one on the test shows 100% reliability (Keeffe, Donnelly and MacDonncha, 2020:48). The parallel form reliability test relates to a slight change of the original test to the second test to address the challenge of reactivity. The complex aspect of parallel forms of reliability is to understand whether the new version of the instrument is still different from the original one. The split-half reliability test entails dividing the test into two halves. When several items are developed to measure a particular construct, it is called internal consistency tests (Keeffe, Donnelly and MacDonncha, 2020:48). Internal consistency reliability entails consistent results across the statement or questions and is mainly measured using the statistical method known as the Cronchbach co-efficient Alpha. In this study, the internal consistency reliability of the research instrument was measured using the Cronchbach co-efficient Alpha. The results are presented in Chapter 4 of this study.

3.14.5 Data quality control of trustworthiness of the qualitative part of the study

The study's degree of trustworthiness is determined by the extent to which research provides information and the methods used to obtain the results. Four components are identified for assessing the trustworthiness of the qualitative part of this study, namely dependability, transferability, credibility and conformability. Dependability relates to the reliability and consistency of the research findings and the extent to which research findings are documented and allow anyone else to critique, audit, and follow the research process. Transferability is the extent to which the research findings have meaning to others in the same setting. Credibility tells how the researcher ensures that such participants are identified and described accurately. Conformity refers to the research's objectiveness, the extent of congruence of accuracy, meaning or relevance of data conducted by two or more individuals.

3.14.6 Transferability

Transferability is the extent to which the research findings have meaning for others in the same setting (Arifin, 2018:30). The transferability of research in this study was made by ensuring that the research objectives guide it. Consequently, interview questions were developed and utilized by the researcher as a theoretical framework guidance, informing the objectives of the research underpinning this study. The research is made transferable by ensuring that the research objectives guide the study.

3.14.7 Dependability

According to Natow (2020:160), dependability refers to the consistency and reliability of the research findings and the extent to which research protocols are documented, allowing any other person to critique, audit and follow the research process. In this study, the research's dependability was ensured. The researcher ensured that the interview questions' design was performed to produce similar results if the same study was conducted in the same setting. The researcher in this study ensured that the interview schedule's design was done so that if future studies were to be conducted in the same study, in the same setting, the same or similar results would be produced.

3.14.8 Credibility

According to Peterson (2019:147), credibility refers to the extent to which the researcher ensures that research participants are identified and accurately described. This study's credibility was ascertained using qualitative research methods once used in earlier studies. Consequently, interview questions were used to cover crucial first-hand information from the participants' views and respect for the impact of good governance on service delivery at Ugu District Municipality. In this study, the codes were checked to avoid errors. Furthermore, the respondents were allowed to exercise their right not to

participate in this study. This was done to ensure that the collected data was gathered from those who wanted to give information and were willing to participate in this study.

3.14.8 Conformability

Eldh, Årestedt and Berterö (2020:21) define conformity as the degree of congruence of accuracy, relevance or meaning of data collected by two or more people. The researcher examined the data repeatedly to ensure that the findings and interpretations were not biased but were a true reflection of the participants' views. Additionally, the researcher inspected the conformability by confirming responses from other participants.

3.15 DATA ANALYSIS

Data analysis examines, transforms, models and inspects data to identify essential information, guide decisions, and suggest conclusions. Editing refers to the thorough investigation of the completion of questionnaires and scrutiny (Einola and Alvesson, 2021:102). Therefore, it is essential to check the accuracy and completeness of data before it is captured. Every completed and returned questionnaire was scrutinised to ensure that the criteria for completeness were met. The responses per question were captured to form a data set subjected to statistical analysis.

3.15.1 Data analysis for qualitative research

The data was then transcribed. According to Hendren and Pandey (2018:904), transcribed data encourages response accessibility. Therefore, it minimises the likelihood of distortion of participants' responses. The interviews for each participant were transcribed. This enabled the exploration of emerging concepts and patterns while they were still fresh in the researcher's mind. The transcribed data was used for coding by the researcher. However, the coding

process helps identify themes that should be considered in the responses. The collected extracts from participants' responses were collated in this study. The categories were compiled from the theme. The data was interpreted and analysed from the patterns that have arisen.

Christou (2022) outlines six systematic phases for thematic analysis. Phase One involves organizing data by digitizing documents, consolidating recordings and renaming files for accessibility. Phase Two focuses on transcription, where recordings are converted to text using professional services and verified for accuracy, while handwritten notes from non-recorded interviews are digitized. Phase Three requires researchers to immerse themselves in the data to identify key concepts and experiences. Phase Four involves creating memos to document emerging insights, biases, and significant statements. Phase Five employs three coding stages: initial coding of quotes/incidents, refining codes, and linking them to conceptual frameworks, facilitated by tools like Microsoft Excel. Phase Six transforms codes into categories and themes, using Excel to align findings with research objectives. The study applied these phases to analyze semi-structured interviews with traditional leaders, ensuring rigorous data handling from preparation to thematic development. Summarise here, the phases. These phases are discussed further on chapter 4 under qualitative analyses.

3.15.3 Data analysis for quantitative research

Statistical analysis aims to highlight, develop theories, organise information, and draw conclusions from existing investigations (Casula, Rangarajana nd Shields, 202:1725). Statistics assist in examining the interdependence and the relationships between variables. The latest version of the Statistical Package for Social Sciences (SPSS), version 29 for Windows, was used for the analysis. Data were coded, checked for integrity, analysed and presented (Atmowardoyo, 2018:197). This study utilised both descriptive and inferential statistics to conduct data analysis. According to George and Mallery (2018:126), descriptive statistics is a technique of summarising, utilising

numerical data and presenting it in an enlightening and accessible manner. Under the descriptive form, tables, pie charts and graphs are utilised to make recommendations (Zhao, Chen, Liu, Baker and Zhang, 2020:57). Descriptive statistics reduce a huge amount of data to conclude the study's variables. Descriptive statistics uses two ways of data description, namely numerical and graphical (Siedlecki, 2020:12). Inferential analysis is the technique used to attain inferences or decisions about the characteristics of the population (Amrhein, Trafimow and Greenland, 2019:262).

Under inferential statistics, the study utilised regression analyses and correlation analyses to determine the relationship between good governance and service delivery. Inferential statistics utilise the findings generated from the sample data to generalise and draw conclusions about the population. However, it is crucial to ascertain the causal effect rather than just the mere association between the variables. Therefore, the study determines the role of good governance in enhancing service delivery. The connection or correlation between those two variables, good governance and service delivery, is usually well understood when displayed in tables. There are two categories of regression analysis: linear and multiple regression. In this study, linear regression was used. The benefits of using regression analysis are as follows: it shows the relationship between independent and dependent variables, and it reflects the strength of the impact of multiple independent variables on a dependent variable (Arkes, 2023:405).

3.16 ETHICAL CONSIDERATIONS

Ethics are common standards of right and wrong conduct (Arifin, 2018:30). This study-maintained ethics when conducting the research. In relation to ethical considerations, an assurance was given to the respondents that the information collected would be used strictly for research purposes. There are many reasons for adhering to ethical norms in the study (Shneiderman, 2020:31). According to Mohamed (2024:3195), norms support the aim of the

research study by avoiding error and promoting truthfulness. Ethical standards promote foundational values that are essential to the study (Banks, 2020:25). These ethical standards include fairness, mutual respect, trust and accountability. Ethics cover moral standards relating to human beings (Israel and Fozdar, 2019:188).

Ethical procedures ensure that the researcher is accountable to the public for every activity during the study. Moreover, respondents in research studies tend to have several questions regarding the research study they are requested to participate in. In this study, the respondents were orientated around the questionnaires, interviews and other aspects of the research. The cover letter (Annexure A) incorporated the confidentiality issue, ethical considerations, the research topic, and anonymity. These outline the site of ethical considerations and transparency. The following sub-sections cover anonymity and confidentiality, informed consent to participate in the study, respect for respondents and permission to conduct the study. As a result of ethical consideration, the permission to conduct research in the Ugu District municipality was obtained. During any research study, the following issues were also considered crucial: violation of privacy, rectification of any harm, the briefing of respondents and information concealment (Tolich and Tumilty, 2020:16). In this study, the cover letter was attached to the questionnaire.

3.16.1 Anonymity and Confidentiality

The researcher informed the participants that their involvement in the research would remain anonymous. Participants were informed frequently about the confidentiality of their information so that they felt secure and safe to say anything during their participation in the study. Participants were informed that the information gathered would be shredded after five years. No identifiers of the respondents were asked on the questionnaires in order to maintain anonymity and confidentiality. In this study, personal information such as gender, age and educational background were processed anonymously through codes.

3.16.2 informed consent to participate in the study

In this study, respondents were well-versed about the motivations for conducting this study, and results were told they will be given to respondents at their request. The researcher ensured that participants were well-versed by providing a clear and concise introduction to the study. Furthermore, the researcher explained the research purpose, objectives and potential significance of the findings. The researcher used simple and accessible language. The researcher emphasized the importance of the respondents' participation in the study and let them know that their insights and opinions are valuable and will contribute to meaningful outcomes.

Furthermore, the researcher outlined any potential benefits that could arise from the study's results. This includes improving services, informing policy decisions and advancing scientific knowledge. Respondents were guaranteed that they were only required to participate in the study if they were willing to participate. Additionally, their participation in the study was voluntary.

3.16.2 Respect for Respondents

Respondents were told that they were rightfully allowed to withdraw from the study at any time they needed. A chance to examine and ask questions regarding the research was given. They were also granted the right to refuse to give information. Respondents were told they would not be exposed to any risk.

3.16.4 Permission to conduct study

Reviewers examined the research proposal, and the Faculty Research Committee panel gave feedback. The Durban University of Technology's Institutional Research Ethics Committee then issued an ethical clearance for this study. The gatekeeper's letter was obtained. In this study, the letter requesting permission is attached (Annexure D).

3.16.5 Data storage

The data will be stored safely for five years. The hard copies will be kept in the locked cupboard and captured data will be kept in a password-protected computer and saved in an encrypted folder with a password. After five years, hardcopies will be shredded, and electronic data will be permanently deleted.

3.17 CONCLUSION

This chapter emphasised the empirical part of the study. The chapter outlined the empirical research steps that were followed. The aim of the research methodology and design is primarily to plan and structure a given research project (Pandey and Pandey, 2021:50). Quality assurance criteria for the research instrument, namely, reliability and validity, as well as the ethical considerations were explained. In the next chapter, the data analysis and discussion of the findings is presented.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

The previous chapter focused on the methodology employed in conducting this study. The chapter also outlined the justification for adopting the pragmatism research paradigm, a mixed research methods approach and a case study research design in-order to acquire in-depth information on the relationship between good governance practices and the quality-of-service delivery at the Department of Human Settlements at Ugu District Municipality. This chapter presents the analysis and findings with regard to the governance practices being implemented by the Department; challenges faced by the Department in its efforts to exercise good governance, as well as results-based recommendations on how to improve good governance and the quality-of-service delivery at the Department of Human Settlements. The research employed IBM's SPSS version 28 in conjunction with MS Excel to examine the relationship between good governance practices and the quality-of-service delivery. Thematic analysis was used to examine the qualitative responses from interview participants.

The chapter is divided into five sections as follows: the first section focuses on the response rate, followed by an assessment of the reliability and validity of the research instrument used. The third section outlines the demographic characteristics of the respondents. Section 4 entails an investigation of the good governance practices being implemented by the Department of Human Settlements. This is followed by an investigation into the challenges faced by the Department in its efforts to exercise good governance. Subsequent to this section is an evaluation of the relationship between good governance practices and the quality-of-service delivery. The quantitative analysis culminates with an analysis into the correlation between good governance practices and the quality-of-service delivery. The qualitative analysis was done thematically by

focusing on governance issues, service delivery and governance-related challenges faced by the community. The chapter culminates in a chapter summary.

4.2 Response rate

For the quantitative part of the study, a total of 113 questionnaires were physically administered. The completed questionnaires were edited for completeness and consistency. Of the 110 returned questionnaires a total of 109 questionnaires were deemed usable for analysis. The returned questionnaires represented a response rate of 97.3% and this response rate was deemed to be adequate in the realization of the research objectives (Mugenda 2003:50). For qualitative data, the targeted was 15 participants. Of the 15 participants targeted, 14 was successfully interviewed, yielding a completion rate of 93.3%. From the responses of the participants, the response rate was high (93.3) which is commendable.

4.3 Reliability Analysis

The reliability of the questionnaire was tested using Cronbach's alpha. The result tabled gives an analysis of the outcome where the Cronbach's Alpha values were averaged to 0.8 to reflect the scale. This is up-scaled as acceptable according to George and Mallery (2003:87). It is also closer to 1.0 denoting greater internal consistency of the elements under consideration.

Table 4.1: Reliability analysis results

Variable	Cronbach's Alpha	N of items
Good governance practices	0.810	10
Governance-related challenges	0.813	11
Relationship between good governance and service delivery	0.772	10
Overall reliability	0.798	31

An overall Cronbach's alpha coefficient of 0.798 indicates a high level of internal consistency amongst the items in the scale or test. This level of internal consistency indicates a higher level of reliability, implying no need for further improvement of the research instrument, and the study results tend to be reliable and valid. The validity of the questions on the questionnaire was tested using Pearson's Correlation Coefficient in SPSS at a 5% level of significance. The results of the analysis showed that all questions on the questionnaire are valid, as evidenced by the significance of the correlation between each question and the total (sum) of responses. See the results of the validity test below.

Table 4.2: Demographic characteristics of respondents

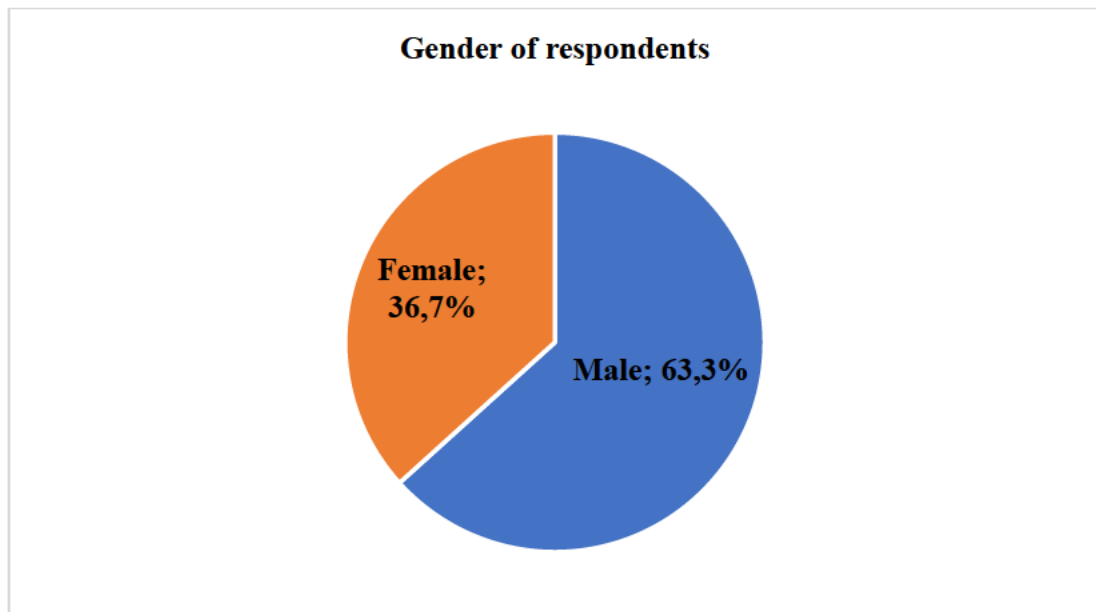
Councilors	Municipal Officials	Municipality	Ward
26	3	Umdoni	1-27
23	4	Umzumbe	1-19
15	4	Umuziwabantu	1-21
27	7	Ray Nkonyeni	1-28

Source: Ugu District DMC (2022:243)

For the Quantitative part of the study a total number of 109 questionnaires was deemed to be adequate in the realization of the research objectives. The 109 questionnaires included both officials and councilors from the different municipalities.

The demographic information considered in this study included; gender, age, racial group, period of service and educational qualifications of the respondents. Figure 4.2 shows the distribution of the respondents by gender.

Figure 4.1: Distribution of respondents according to gender (N= 109)



The data indicates a notable difference in the representation of male and female respondents in the study. The majority of respondents are male, accounting for 63.3%, while females represent 36.7%. Since the research sample was biased towards male participants, the researcher had to filter this gender imbalance by supplementing quantitative data with qualitative exploration to gain deeper insights into the matter under study.

An investigation was conducted to ascertain whether the perceptions of respondents were driven by gender. The results are shown in the correlation matrix below:

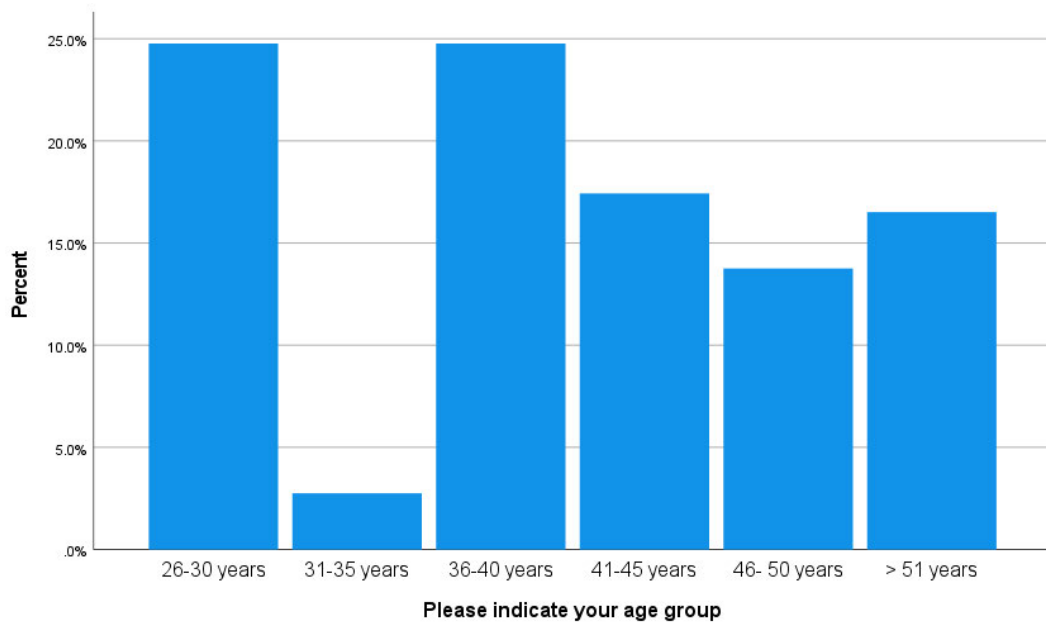
Table 4.3: Effect of gender on perceptions (N=109)

Correlations					
		Good_Governance_Prac	Service_Delivery	Average Of Challenges	Please indicate your gender
Good_Governance_Prac	Pearson Correlation	1	0.571**	0,026	0,114
	Sig. (2-tailed)		<0.001	0,785	0,238
	N	109	109	109	109
Service_Delivery	Pearson Correlation	0.571**	1	0.353**	0,2
	Sig. (2-tailed)	<0.001		<0.001	0,036
	N	109	109	109	109
AverageOfChallenges	Pearson Correlation	0,026	0.353**	1	-0,076
	Sig. (2-tailed)	0,785	<0.001		0,432
	N	109	109	109	109
Please indicate your gender	Pearson Correlation	0,114	0,201	-0,076	1
	Sig. (2-tailed)	0,238	0,036	0,432	
	N	109	109	109	109

** Correlation is significant at the 0,01 level (2-tailed)

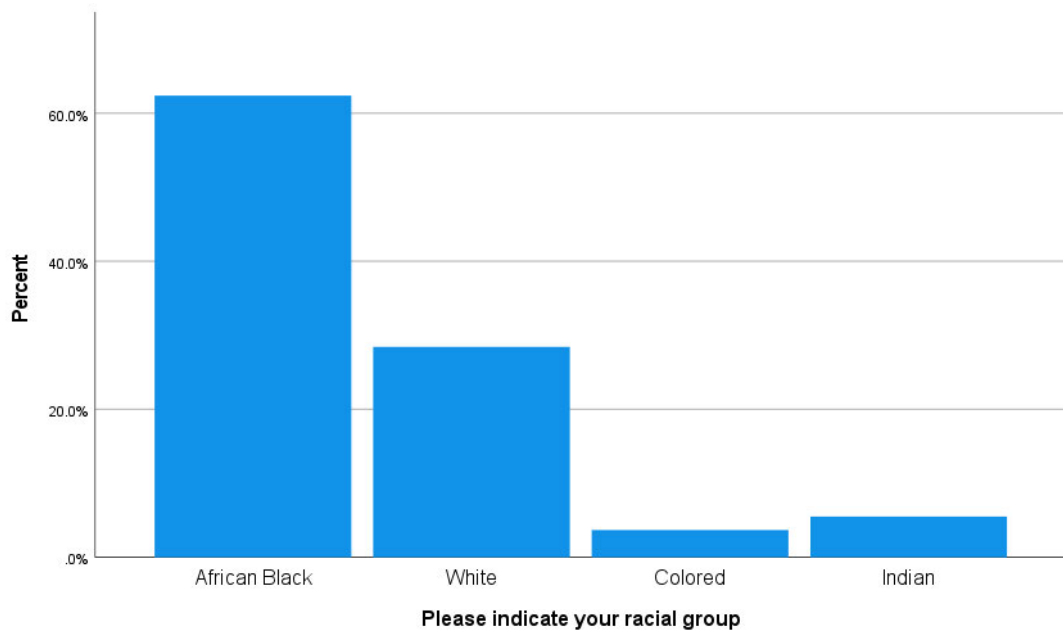
The study results shown in Table 4.3 indicated that individual perceptions on the governance practices being implemented, challenges confronted and service delivery at the Department of Human Settlements are independent of gender, implying that the bias from a gender imbalanced study sample cannot have significant adverse effects on the validity of the overall study results.

Figure 4.2: Distribution of respondents according to age (N=109)



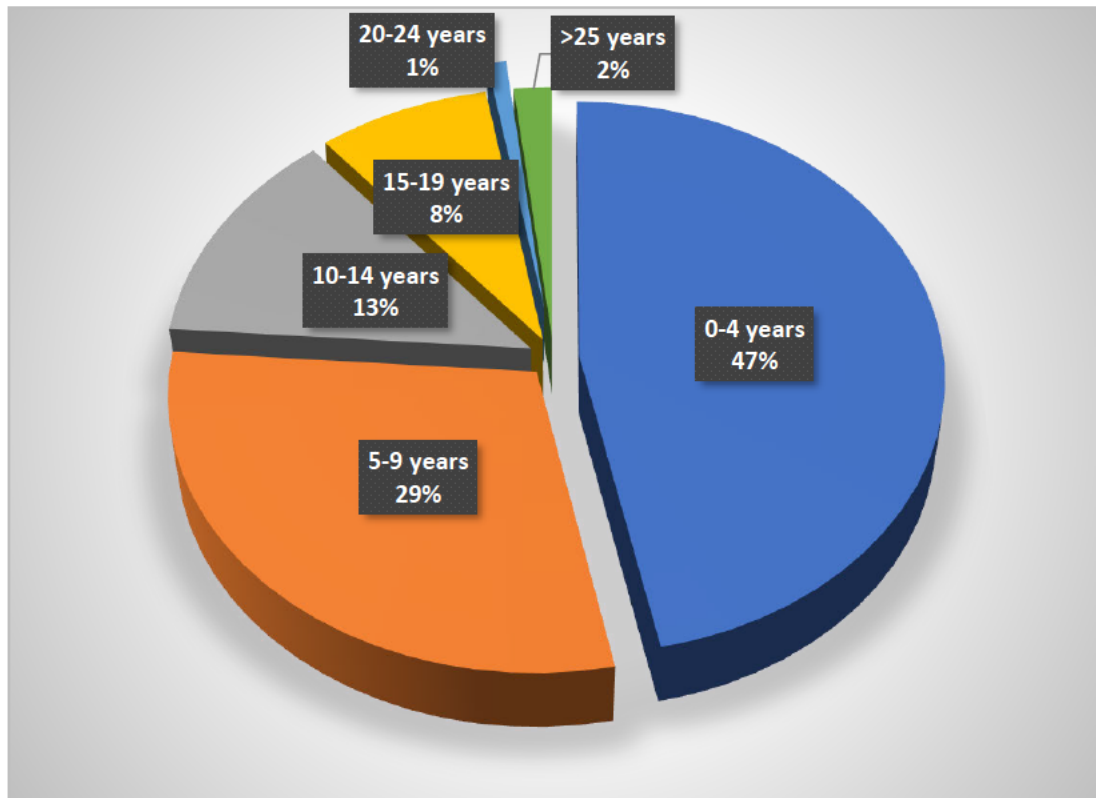
The bar chart in Figure 4.2 presents a varied distribution of respondents across different age groups, reflecting a diverse representation in the study. The age groups range from 26-30 years to 51+ years. Notably, the age group of 26-30 years and 36-40 years has the highest frequencies at 24.8%, indicating a dominance of younger respondents in the study sample. This may suggest a higher level of interest or participation amongst individuals in the earlier stages of their professional careers. The age group of 31-35 years shows a lower frequency of 2.8%, suggesting a relatively limited representation in the study. However, researchers need to be cautious when drawing conclusions or generalizations about this specific age group due to the small sample size. The age groups of 41-45 years and 46-50 years show relatively balanced frequencies at 17.4% and 13.8%, respectively. This indicates a notable representation of middle-aged respondents, contributing to a diverse perspective on governance practices and service quality. The age group of 51+ years accounts for 16.5%, indicating a significant representation of older respondents. Their experiences and perspectives can offer valuable insights, particularly considering their potentially longer exposure to governance practices and service quality.

Figure 4.3: Distribution of respondents according to racial group (N=109)



The bar chart (Figure 4.3) indicates a diverse representation of racial groups within the study, comprising African Black (62.4%), White (28.4%), Coloured (3.7%) and Indian (5.5%) respondents. This diversity is essential for capturing a range of perspectives on governance practices and service quality. The majority of respondents in the study belonged to the African Black racial group, constituting 62.4% of the sample. This dominance may reflect the demographic composition of the local community and is crucial for ensuring that the study's findings are reflective of the majority population. White respondents made up a significant portion of the sample at 28.4%. Their inclusion contributes to a more inclusive understanding of governance practices and service quality, considering potential variations in experiences across racial groups. The Coloured and Indian racial groups had relatively lower frequencies at 3.7% and 5.5% respectively. While these groups were less represented, their perspectives still contributed to the diversity of the study sample. The racial distribution findings may have implications for policy-making within the Department of Human Settlements. Policy-makers should be aware of the diverse racial demographics when formulating strategies to enhance governance practices and service quality.

Figure 4.4: Distribution of respondents according to period of service (N=109)



The pie chart in Figure 4.4 illustrates the distribution of respondents across different periods of service in the organization, ranging from 0-4 years to 25+ years. This information is crucial for understanding how varied levels of organizational experience may influence perceptions of governance practices and service quality. A substantial proportion of respondents (46.8%) fall within the 0-4 years category, indicating a dominance of relatively new employees in the study sample. Their perspectives may be shaped by recent experiences, and their insights could reflect the dynamics of a changing organizational landscape. The 5-9 years category had a significant representation of 29.4%. This mid-range tenure group likely consists of individuals who gained some organizational experience but may still bring fresh perspectives to the study. The frequencies decrease gradually with longer tenures, with a notable decline in the 15-19 years, 20-24 years and 25+ years categories. This may suggest a decreasing number of long-term employees, potentially impacting the depth

of insights from those with extensive organizational experience. Different tenure groups may have varied perspectives on governance practices and service quality. New employees may offer insights into current practices, while longer-tenured employees may provide historical context and insights into the evolution of organizational dynamics.

Figure 4.5: Distribution of respondents according to academic qualifications (N=109)

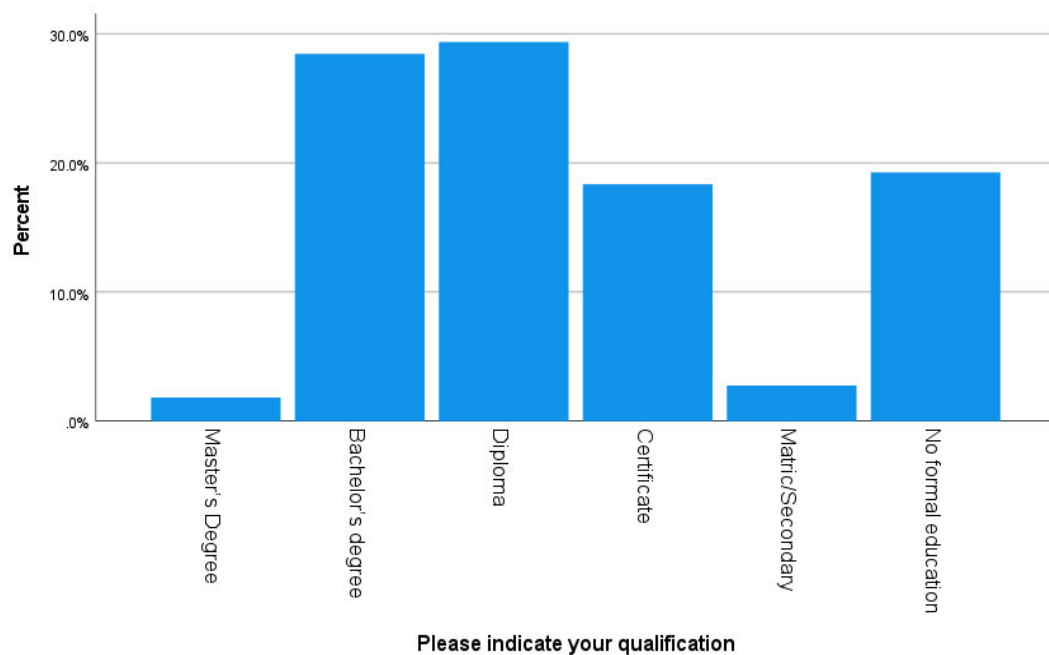


Figure 4.5) demonstrates a diverse distribution of respondents across various academic The bar chart (qualifications, including master's degrees, bachelor's degrees, diplomas, certificates, matric/secondary qualifications, and those with no formal education. This diversity is crucial for understanding how different levels of education may influence perceptions of governance practices and service quality. Respondents with a master's degree were relatively underrepresented at 1.8%. While their insights may carry a higher level of academic expertise, their lower representation may limit the generalizability of findings to this specific group. A substantial portion of respondents held either a bachelor's degree (28.4%) or a diploma (29.4%). This suggests a significant presence of individuals with tertiary education,

potentially influencing a more informed and critical perspective on governance practices and service quality. Respondents with a certificate represented 18.3% of the sample. Certificates often indicate specialized training, and the perspectives of individuals with this qualification may provide insights into practical aspects of governance and service quality. Individuals with a matric/secondary qualification constituted 2.8% of the sample. While their representation is limited, their perspectives may offer insights into the experiences of those with foundational education levels. A noteworthy proportion (19.3%) of respondents reported having no formal education. Their perspectives may provide unique insights into governance practices and service quality from a practical, experiential standpoint. Different academic qualifications may lead to varied perspectives on governance practices and service quality. Advanced degrees may contribute theoretical insights, while practical experiences from those with lower formal education may offer a grounded understanding of challenges and opportunities.

4.4 Examining the extent to which the Department of Human Settlements at Ugu District Municipality adheres to good governance practices

The first secondary objective of the study was to explore the extent to which the Department of Human Settlements at Ugu District Municipality adheres to good governance practices. To attain this objective, the study sought the opinions and perceptions of department officials and councillors on the extent to which the Department has adhered to good governance practices. To assess whether the Department of Human Settlements has implemented good governance, the researcher evaluated various aspects of the department's performance, adherence to principles, and the effectiveness of their governance structures. These principles of good governance involve clarity of decision-making processes, transparency, performance evaluation, openness in communicating policies and decisions, existence of accountability mechanisms, responsiveness to complaints and feedback.

The range for possible responses was 5 = Strongly Disagree; 4 = Disagree; 3 = Neutral; 2 = Agree; and 1 = Strongly Agree. Mean scores were used to evaluate the respondents' overall level of agreeableness towards a given position/view. A high mean suggests that, on average, respondents tend to disagree with the given position. In this case, any statement with a mean score ranging from 3.5 to 5 highlights disagreement by respondents with the given position. A low mean indicates that respondents, on average, tend to agree with the given position. In this study, a mean score of 1 to 2.4 highlights notable agreement with the stated position. Those in a neutral position are shown by mean scores of between 2.5 and 3.4 on a continuous Likert scale.

The standard deviation measures the spread or variability of the data points around the mean. A higher standard deviation indicates greater variability in responses. For the reliability and validity of survey results, the standard deviation needs to be low (usually lower than 0.9). A low standard deviation suggests that responses are closely clustered around the mean, indicating that agreement or disagreement is consistent amongst the respondents. A high standard deviation suggests that responses vary widely from the mean, indicating greater disagreement or mixed opinions amongst respondents. A standard deviation of a value greater than 0.9 implies a significant difference on the impact of the variable amongst respondents, while a standard deviation of less than 0.9 indicates the commonality of views expressed by respondents on the measured variable (Odhiambo 2015:393). By combining the mean and standard deviation analysis with qualitative insights, one can comprehensively assess the level of agreeableness towards a given position and make informed interpretations about the overall sentiment within the surveyed population.

Means and standard deviations are computed and Table 4.3 presents the mean scores and related ranks in order of importance.

Table 4.4: The extent to which the Department adheres to good governance practices (N=109)

Descriptive Statistics									
	N Statistic	Mini mu m Statistic	Maxi mum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
I do my work in a transparent manner	109	1	2	1,37	0,484	- 1,719	0,2 31	- 1,719	0,4 59
I am pleased with the performance evaluations within the organisations for it is conducted fairly and transparent	109	1	4	1,87	0,944	0,759	0,2 31	0,759	0,4 59
I am Pleased with the opportunities available to actively participate in decision-making process	109	1	4	1,63	0,588	2,733	0,2 31	2,733	0,4 59
I am confident that the leadership in place is promoting a culture of fairness,	109	1	5	2,08	1,233	0,536	0,2 31	0,536	0,4 59

integrity and overall good governance									
I strongly believe that community members are actively engaged in decision making processes	109	1	5	3,41	1,376	- 1,756	0,2 31	- 1,756	0,4 59
I comply with policies in place to hold everyone accountable for their actions and decisions	109	1	5	1,27	0,648	18,92 3	0,2 31	18,92 3	0,4 59
we strive to ensure every citizens at Ugu residents have a decency dwelling to live.	109	1	2	1,72	0,453	- 1,081	0,2 31	- 1,081	0,4 59
I am satisfied with the channels provided for community feedback and suggestions in governance matters	109	1	5	2,38	1,282	- 1,404	0,2 31	- 1,404	0,4 59
I ensure that the Ugu Municipality	109	1	5	2,12	1,345	-119	0,2 31	- 0,119	0,4 59

deals with those convicted of illegal activities									
I ensure that the Ugu Municipality's process of reporting illegal activities is followed	109	1	5	1,91	0,553	2,625	0,231	17,115	0,459
Valid N (listwise)	109								

The findings presented in Table 4.4 provide a detailed analysis of the Department of Human Settlement at Ugu District Municipality's adherence to good governance practices based on the responses of 109 participants. The descriptive statistics offer insight into various aspects of governance within the department. The majority of respondents, 63%, strongly agreed that their work is conducted in a transparent manner, with an additional 37% agreeing with this assertion. This is reflected in a mean score of 1.37 and a standard deviation of 0.484. The low standard deviation suggests that respondents shared a similar opinion, indicating a strong consensus on the department's transparency. The kurtosis score of -1.719, which is less than 0, implies a distribution with fewer extreme values, further supporting the notion that most responses are clustered around the mean.

Regarding the fairness and transparency of performance evaluations, 87% of respondents agreed with the postulation, evidenced by a mean score of 1.87 and a standard deviation of 0.944. Despite the overall agreement, the standard deviation indicates significant variability in opinions. Specifically, 39% of respondents strongly agreed, while 49% agreed, and 13% disagreed. The positive skewness score of 0.759 indicates that the majority of responses are on the lower end of the scale, suggesting general agreement with the fairness and transparency of evaluations, though opinions vary more than in other areas. The assertion that opportunities are available for various stakeholders to actively participate in decision-making processes was supported by 58% of respondents who agreed and 40% who strongly agreed, with only 2% disagreeing. This is corroborated by a mean score of 1.63 and a standard deviation of 0.588. The standard deviation indicates a consensus among respondents, and the kurtosis score of 2.733 suggests a leptokurtic distribution, indicating that responses are more clustered around the mean, showing a strong agreement on stakeholder participation.

Leadership in the department was viewed positively, with 82% of respondents agreeing that it promotes a culture of fairness, integrity, and overall good governance. The mean score for this assertion was 2.08, with a standard

deviation of 1.233, indicative of divergent views among respondents. The positive skewness score of 0.536 suggests that most responses were on the lower end of the scale, although there is a notable spread of opinions, as reflected in the higher standard deviation. Respondents also strongly agreed that the department holds everyone accountable for their actions and decisions, as supported by a mean score of 1.27 and a standard deviation of 0.648. The high kurtosis score of 18.932 and the positive skewness score of 3.048 indicate that most responses are clustered around the mean, reflecting a strong perception of accountability within the department.

The department's efforts to ensure decent dwellings for Ugu residents were also noted, with a mean score of 1.72 and a standard deviation of 0.453. The low standard deviation indicates a strong consensus among respondents that the department is effective in this regard. There were varied opinions regarding the feedback mechanism for community governance matters. The mean score of 2.38 and a standard deviation of 1.282 suggest that while 66% of respondents agreed on the existence of a satisfactory feedback mechanism, there was significant divergence in views. The negative kurtosis score of -1.404 indicates a platykurtic distribution, suggesting more varied responses. The assertion that the department has mechanisms to deal with illegal activities received a mean score of 2.12 and a standard deviation of 1.345, indicating a wide range of views. The positive skewness score of 1.145 suggests that most responses are on the lower end of the scale, showing agreement with the assertion, though opinions varied.

Lastly, the process of reporting illegal activities was seen as being followed, with a mean score of 1.91 and a standard deviation of 0.553. The skewness score of 2.625 and the kurtosis score of 17.115 indicate that most responses were on the lower end of the scale, suggesting agreement with the assertion, but with significant deviation around the mean. In summary, the findings from Table 4.4 indicate that the Department of Human Settlement at Ugu District Municipality adheres to good governance practices, particularly in terms of transparency, stakeholder participation, and accountability. However, there are

areas such as performance evaluations and feedback mechanisms where opinions vary, suggesting opportunities for improvement. Community engagement, in particular, was an area where a significant portion of respondents were unsure, indicating a need for stronger evidence and efforts to enhance inclusivity and participation in decision-making processes. The analysis underscores the importance of continued efforts to promote good governance, transparency, and accountability within the department.

4.5 Investigating governance-related challenges faced by Department of Human Settlements

The second secondary research objective aimed to explore and understand the challenges faced by the Department of Human Settlements at Ugu District Municipality in the implementation of good governance practices. Achieving this objective involved an in-depth examination of various factors affecting the department's ability to uphold principles of transparency, accountability, and efficiency in its operations. The researcher prompted the respondents to share their opinions regarding the perceived degree to which the following challenges have impeded the implementation of good governance in the Department of Human Settlements at Ugu District Municipality: corruption, bureaucratic inefficiencies, politics, resource scarcity, ongoing delays in the construction of houses, cumbersome administrative procedures, poor coordination amongst stakeholders, nepotism, insufficient funds, and misuse of funds. To unravel the main challenges hindering the Department of Human Settlements pursuit of good governance, descriptive statistics were employed. This statistical analysis involved summarizing and presenting key features of the data, providing insights into the distribution and characteristics of the identified challenges.

The severity of challenges was assessed using a 5-point Likert scale, allowing for a nuanced evaluation of the obstacles confronted by the Department of Human Settlements. Respondents, which included department officials, stakeholders, and relevant individuals (councillors), were asked to rank their level of agreeableness on the extent to which each of the aforementioned

challenges have impeded the department's implementation of good governance. The ranking was provided on a scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree). The cumulative rankings provided a comprehensive understanding of the perceived severity of each challenge, aiding in prioritizing areas for improvement. The average of each of the individual challenges within a category and related rank was calculated and is presented in Table 4.4 below.

The procedure sought to establish the relative importance of each of these governance-related challenges faced by the Department of Human Settlement at Ugu District Municipality in its efforts to implement good governance practices. The study computed the Relative Importance Index (RII) as outlined in the study by Fagbenle, Adeyemi and Adesanya (2004:899):

$$Relative\ Importance\ Index = \frac{1}{N(n)} \sum_{i=1}^5 P_i U_i$$

Where,

RII = Relative Importance Index,

P_i = respondent's rating on a governance-related challenge

U_i = frequency of respondents placing identical rating on the same challenge

N = sample size, which in this case is 109.

n = the highest attainable score on student-related challenge, which in this case is 5.

$i = 1,2,3,4, 5$.

The results of the rankings as well as the overall ranking for the governance-related challenges are shown in Table 4.5 below.

Table 4.5: Relative Importance Index for Challenges (N=109)

Governance-related challenge	RII	Rank	Severity Status
Due to scarce resources, there are delays in building of houses.	0.244	1	High
Insufficient funds are drawing back plans to ensure that all Ugu residents have a place to stay.	0.286	2	High
Due to delays in building houses, the housing backlog keeps on increasing.	0.316	3	High
Corruption lowers community confidence in public authorities	0.317	4	High
In the allocation of houses sometimes nepotism is experienced	0.356	5	High
Sometimes funds are misused, which causes service delivery to be compromised.	0.367	6	High
Politics plays a crucial role when considering where to build and for whom.	0.500	7	Medium
Sometimes poor coordination among the political, administrative and community is experienced.	0.510	8	Low
There are many structures to be consulted before houses are delivered to Ugu residents.	0.613	9	Low
Mountain of paperwork and rules slow the speed to build houses	0.730	10	Low

The challenges were ranked based on their severity to implementation of good governance. Those with RII scores below 50% were classified under High severity status, while those with 50% RII score were considered to have a medium severity. Correspondingly, all challenges with RII scores of higher than 0.5 were considered to be relatively less severe.

4.5.1 Severe challenges

Findings shown in Table 4.5 above reveal that resource scarcity was ranked as the challenge with the highest severity with regard to its effect on good governance implementation by the Department of Human Settlements at Ugu District Municipality. The overwhelming majority of respondents (100%) indicated that the department's effort to establish good governance is usually impeded by scarce resources, thereby resulting in delays in building of houses. This is evidenced by an RII score of 0.244. Ranked the second highest in terms of severity, was lack of funds with an RII score of 0.286. The majority of respondents, 97% highlighted that insufficient funds are drawing back plans to ensure that all Ugu residents have a place to stay. Ranked the third highest challenge in terms of severity was an increase in housing backlog due to delays in building of houses. This is evidenced by an RII score of 0.316. Corruption was ranked the fourth highest challenge confronted by the Department of Human Settlements, with an RII score of 0.317. The majority of respondents, 59% viewed corruption as one of the major challenges lowering community confidence in public authorities. This is followed by nepotism in the allocation of houses, which has resulted in rising negative public perception towards the public authorities. This is supported by an RII score of 0.356, with the majority of respondents (66.97%) agreeing with the assertion that in the allocation of houses by the Department of Human Settlement, sometimes nepotism is experienced which has compromised the department's public image.

Empirical literature have unearthed strong evidence that corruption and nepotism have detrimental effects on the implementation of good governance in public and local authorities. According to Patanakul and Shenhar (2022:60), these unethical practices undermine the principles of transparency, accountability, fairness, and efficiency that are fundamental to good governance. Corruption and nepotism erode public trust in local government institutions (Damoah, Akwei and Mouzughi, 2015:10; Gjinovci, 2016:421). When citizens perceive that decisions are influenced by personal connections

or bribery rather than merit and public interest, it undermines the legitimacy of public and local authorities, making it challenging to implement effective and trusted governance (Damoah, Akwei and Mouzughi, 2015:10). Corruption and nepotism often lead to the unfair allocation of resources, such as contracts, permits, and public services. When decisions are influenced by personal relationships or bribes rather than the needs of the community, it results in skewed resource distribution, hindering equitable development and impeding good governance (Wilma, 2019:73). Addressing corruption and nepotism is therefore crucial for promoting good governance in public and local authorities. Implementing anti-corruption measures, strengthening accountability mechanisms, and fostering a culture of transparency are essential steps toward ensuring ethical and effective governance.

4.5.2 Moderately severe challenges

It was identified from the survey findings that politics plays crucial role when considering where to build and for whom (RII score = 0.500). This therefore implies that the challenge of political interference is evident, and this has resulted in poor corporate governance in the Department of Human Settlements. Political interference can significantly impede the effective implementation of good corporate governance by local authorities, undermining the principles of transparency, accountability, and ethical decision-making. According to a study by Damoah, Akwei and Mouzughi (2019:10), political interference often leads to biased decision-making processes. Decisions may be influenced by political considerations rather than merit, leading to suboptimal choices that may not align with the best interests of the community or the departments (Damoah, Akwei and Mouzughi, 2015:10). It had been identified that nepotism which is connected to political interference is also one of the major challenges impacting governance at Ugu District Municipality. Political influence can result in the appointment of individuals based on political affiliations rather than qualifications and merit. This practice can lead to nepotism and favouritism, eroding the principles of fairness and equal opportunity within the organization . (Patanakul and

Shenhar, 2022; Wilma, 2019:60) Literature also revealed that political interference usually creates an environment where officials are shielded from accountability for their actions and this lack of accountability can foster a culture of impunity, where individuals may act in their own interests rather than in the best interests of the local authority and its constituents (Damoah, Akwei and Mouzoghi, 2019:10). In summary, political interference can have a pervasive and detrimental impact on the implementation of good corporate governance by local authorities, compromising the integrity, effectiveness, and ethical standards of their operations. Addressing these challenges is crucial to ensure that local authorities can function in a manner that prioritizes the public interest and upholds the principles of good governance.

4.5.3 Less severe challenges

Challenges which were identified to have a lesser impact on good governance implementation by the Department of Human Settlements at Ugu District Municipality included poor coordination among the political, administrative and community (RII score = 0.510), bureaucratic inefficiencies (RII score = 0.613) and cumbersome administrative practices (RII score = 0.730). It can be clearly deduced from the findings of the study that lack of funds, resource scarcity, corruption and nepotism have a strong negative impact on implementation of good governance by the Department of Human Settlement at Ugu District Municipality. Political interference was identified to have a moderate effect on the department's good governance implementation efforts. From the study results it is clear that good governance implementation efforts have not been significantly affected by bureaucracy and cumbersome administrative practices.

4.6 Agreement Analysis

A high degree of agreement and sharing of common views among respondents contribute to data consistency and reliability (Kubai, 2019:20). If respondents within a category share similar perspectives, the data collected from that category is more likely to be reliable and provide a coherent picture of the

phenomenon being studied (Haradhan, 2017:58). Consistency in views enhances the validity of survey results. When respondents within a category are aligned in their perceptions, it suggests a higher level of agreement on the phenomenon under investigation. Having common views among respondents makes data analysis more straightforward. Researchers can identify patterns, trends, and relationships more easily when responses within a category are consistent. This facilitates the interpretation of survey results and simplifies the analytical process.

Common views enable meaningful comparisons between different categories. Researchers can compare the responses of various groups to identify differences or similarities in their perspectives. Additionally, when respondents within categories share common views, it becomes more plausible to generalize findings to the broader population. When respondents within a category share common views, it provides a clearer understanding of the phenomenon. Consistent responses indicate a shared perception or experience within that category, allowing researchers to delve deeper into the factors influencing those common views (Wilma, 2019:73). Common views help in the efficient allocation of resources. When decision-makers have a clear understanding of shared perspectives within specific categories, they can allocate resources more effectively to address the identified needs or concerns. Identifying common views allows for targeted interventions and solutions. Whether addressing concerns or capitalizing on shared positive perceptions, having a clear understanding of common views enables organizations to tailor interventions that are more likely to be effective (Kubai, 2019:20).

It is therefore important to establish that the ratings provided by the department officials and councilors were not due to chance or some form of bias but represent the true challenges confronted by the Department of Human Settlements at Ugu District Municipality in its efforts to implement good governance. To do so, two methods were used-Spearman rank correlation coefficient and Kendall's coefficient of concordance. Both tests are non-

parametric tests which means the distribution does not necessarily need to be normal before they can be applied. In other words, the computation uses medians and not means hence they are not affected by outliers. The Spearman rank correlation coefficients (ρ) calculated using the equation below (as outlined in Fugar and Agyakwah-Baah, 2010:128):

$$\rho = 1 - \frac{6}{n(n^2 - 1)} \sum_{i=1}^n d_i^2$$

Where,

d = the difference between the ranks given by any two category of respondents for an individual challenge, in this case the categories were department officials and councillors. This study seeks to find out whether ratings provided by the department officials and councillors were similar.

n = the number of challenges, which in this case is 10 governance-related challenges

$i = 1, 2, 3, 4 \dots n$

Responses from councillors and department officials were collated and their level of agreeableness was examined using the Spearman rank correlation coefficients (ρ).

Table 4.6: Computing Spearman rank correlation coefficients

Correlations				
			Average of Challenges	Respondent category
Kendall's tau_b	Average of Challenges	Correlation Coefficient	1.000	0.732**
		Sig. (2-tailed)	.	<0.001
		N	109	109
	Respondent category	Correlation Coefficient	0.732**	1.000
		Sig. (2-tailed)	<0.001	.
		N	109	109
Spearman's rho	Average of Challenges	Correlation Coefficient	1.000	0,859**
		Sig. (2-tailed)	.	<0.001
		N	109	109
	Respondent category	Correlation Coefficient	0.859**	1.000
		Sig. (2-tailed)	<0.001	.
		N	109	109
** Correlation is significant at the 0.01 level (2-tailed).				

The results of the computation showed a Spearman rank correlation coefficient of 0.859 for councillors and department officials. The Spearman rank correlation coefficient is strong and positive which shows a high agreement between the rankings of the two categories of respondents (councillors and department officials). This result entails that councillors and department officials shared the similar view on the challenges faced by the Department of Human Settlement at Ugu District Municipality.

It is important to establish the agreement between the two categories of respondents using a single coefficient which takes the sample as one category of respondents. This is where the Kendall's Coefficient of Concordance (W)

becomes useful. Kendall's W is directly related to the Spearman rank correlation coefficient (Legendre, 2005:226).

Kendall's W is calculated from the mean (ρ) of the pairwise Spearman correlations (ρ_s) using the equation below (As outlined in Siegel and Castellan, 1988:262; Zar, 1999:448):

$$W = \frac{(m - 1)\bar{\rho} + 1}{m}$$

Where,

m = the number of categories of respondents, which in this case is 2.

$\bar{\rho}$ = the mean of the pairwise spearman correlations, which in this case is 0.859

The computed Kendall's W is 0.732 which shows that there exists a high degree of agreement across the categories (councillors and department officials) on the challenges faced by the Department of Human Settlement at Ugu District Municipality when exercising good governance.

4.7 To determine the relationship between good governance and service delivery in the Department of Human Settlements at Ugu district.

In pursuit of a comprehensive understanding of the dynamics shaping public service provision, this study delves into the intricate relationship between good governance practices and service delivery within the Department of Human Settlement at Ugu district. By exploring the synergies and potential challenges that exist at the intersection of governance principles and service outcomes, the research aims to shed light on the pivotal role that effective governance plays in shaping the delivery of essential services to the community. Through a meticulous examination of the Department's operations, this study seeks to uncover insights that contribute to the ongoing discourse on optimizing governance frameworks for the betterment of public service delivery in the realm of human settlement. A comprehensive assessment of service delivery in local and public authorities involves a combination of quantitative and

qualitative methods, incorporating diverse indicators to capture different dimensions of performance. Regular monitoring, evaluation, and feedback mechanisms are essential for ongoing improvement and the enhancement of service delivery effectiveness.

The researcher employed bivariate correlation analysis and regression analysis to ascertain the relationship between good governance and service delivery in the Department of Human Settlements at Ugu district.

Table 4.7: The relationship between good governance practices and service delivery

		Correlations	
		Good_Governance_Prac	Service_Delivery
Good_Governance_Prac	Correlation Coefficient	1	0.571**
	Sig. (2-tailed)		<0.001
	N	109	109
Service_Delivery	Correlation Coefficient	0.571**	1
	Sig. (2-tailed)	<0.001	
	N	109	109
** Correlation is significant at the 0.01 level (2-tailed).			

The Pearson correlation coefficient of 0.571, with the probability value of <0.001, is deemed significant at the 5% level of significance. This correlation coefficient indicates a moderately positive correlation between good governance practices and service delivery in the Department of Human Settlement at Ugu district. The correlation coefficient being positive indicates that as one variable (good governance practices) improves, the other variable (service delivery) tends to improve as well. The magnitude of 0.571 signifies a substantial degree of association between good governance practices and service delivery. While it is not a perfect correlation (which would be 1.0), the strength of 0.571 implies that there is a noticeable and meaningful positive

connection between the two variables. The fact that the probability value corresponding to the correlation coefficient is <0.001 , it implies that the relationship is significant at the 1% level of significance (for a two-tailed test). This suggests that the observed correlation is unlikely to have occurred by chance alone. In statistical terms, this lends support to the notion that there is a true association between good governance practices and service delivery.

The positive correlation indicates that, on average, higher levels of good governance practices are associated with improved service delivery in the Department of Human Settlement at Ugu district. This has practical implications for policymakers and administrators, suggesting that efforts to enhance governance practices may contribute positively to the effectiveness and quality of service delivery. While correlation indicates an association, it does not imply causation. The observed correlation does not specify whether good governance practices cause better service delivery, vice versa, or if external factors influence both. Further research or a well-designed study may be needed to establish the direction of causality. Policymakers may use this correlation as a basis for developing strategies that simultaneously improve good governance practices and service delivery in local and public authorities. Recognizing the interdependence of these variables can inform holistic policy interventions.

To evaluate the effect of good governance practices on service delivery the researcher then conducted a classical regression analysis. The analysis was initiated by investigating the value of the coefficient of determination (R-square) which measures the proportion of variability in the dependent variable being explained by the regression model. According to the model summary shown in Table 4.7, R is the correlation coefficient which shows the relationship between the independent variable (good governance practices) and dependent variable (service delivery). From the study results it can be clearly deduced that good governance practices have statistically significant effect on stimulating service delivery in the Department of Human Settlement at Ugu district. This is evidenced by the R-square value of 0.326.

The coefficient of determination (R-square) explained the extent to which changes in service delivery can be explained by the changes in good governance practices exercised by the Department of Human Settlement. The R-square value of 0.326 implies that 32.6% of the change in the quality-of-service delivery in the Department of Human Settlement at Ugu district is explained by the regression model. The Durbin Watson (DW) Statistic show that the regression model is adequate for explaining the relationship between good governance practices and service delivery. The DW value of 2.213 implies that the residuals from the fitted model are uncorrelated, independent and identically distributed.

Table 4.8: Model summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.571 ^a	0.326	0.32	0.28563	2.213
a. Predictors: (Constant), Good_Governance_Prac					
b. Dependent Variable: Service_Delivery					

Findings shown in Table 4.8 show the ANOVA statistics. From the analysis of variance, it can be safely inferred that the relationship between independent variable (good governance practices) and dependent variable (service delivery) as depicted by the regression model is significant. This is evidenced by the probability value of 0.002. The computed F-statistic value for regression model is 51.828 against the critical value of 14.876 implying that the relationship modelled by the regression model is highly significant. In addition, the ANOVA statistics in Table 4.8 below revealed that dependent factor (service delivery) is significantly related to changes in the linear combination of the three independent factors (good governance practices), $F(3, 108) = 14.876$, $p < 0.002 < 0.05$ alpha. Predictions may be made quite well using the regression equation. Therefore, at 0.05 (5%) significance and 95% confidence, the result supports the hypothesis that the population regression line's slope is not zero

and that good governance practices are critical mechanisms for promoting high quality of service delivery in the Department of Human Settlement at Ugu district. Since $p\text{-value} < 0.002 \leq 0.05$, the null hypothesis is rejected while the alternative hypothesis is accepted.

Table 4.9: Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.228	1	4.228	51.828	0.002 ^b
	Residual	8.73	107	0.082		
	Total	12.958	108			
a. Dependent Variable: Service_Delivery						
b. Predictors: (Constant), Good_Governance_Prac						

Critical value =14.876

Findings shown in the regression coefficients table (Table 4.9) below, reveal that good governance practices have statistically significant effect on boosting quality of service delivery.

Table 4.10: Regression Coefficients

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	1.055	0.115		9.148	<0.001		
	Good_Governance_Prac	0.408	0.057	0.571	7.199	<0.001	1.000	1.000
a. Dependent Variable: Service_Delivery								

From the data, it can be established that the regression equation representation is:

$$Y = 1.055 + 0.408X_1$$

Where X_1 denotes Good Governance Practices. Y is the dependent variable which in this case is the quality-of-service delivery. The partial regression coefficient attached to the independent variable (Good_Governance_Prac) is 0.408 with the probability value of 0.001 implying that for any changes in governance practices, the quality-of-service delivery tends to be improved by 40.8% on average.

It can therefore be concluded that at 5% level of significance there is sufficient evidence from the sample that an improvement in good governance practices tends to bolster the quality-of-service delivery by the Department of Human Settlement.

4.8 QUALITATIVE RESULTS OF THE STUDY

4.8.1. Phases of Thematic Data Analysis

According to Christou (2022:79), thematic analysis involves several systematic phases that researchers should consider. These phases are outlined as follows:

Phase One: Data Preparation and Organization

This initial phase focuses on preparing the data for analysis. It involves digitizing paper documents, converting observational notes into electronic formats (like Microsoft Word or Adobe PDF), and consolidating all audio or video interview recordings in a single location (Asdal and Reinertsen, 2021:20). In this study, the researcher utilized a mobile phone voice memo application to capture responses, ensuring that all collected data was stored in one folder and appropriately renamed.

Phase Two: Data Transcription

The second phase is dedicated to transcribing the data. The researcher transcribed all interview recordings into an MS Word document using services of a professional transcriber. To ensure accuracy, the researcher listened to the recordings again to verify the transcriptions produced by the professional transcriber. Additionally, for interviews where consent for recording was not granted, handwritten notes were also converted into an electronic format.

Phase Three: Familiarization with the Data

In the third phase, researchers must become acquainted with the transcribed and categorized data. This step involves noting key concepts or experiences mentioned by participants during interviews or observations. The researcher in this study engaged deeply with the interview data to ensure comprehensive understanding.

Phase Four: Memoing

The fourth phase involves creating memos that capture initial thoughts and emerging interpretations while reviewing the data. Memos serve to document insights and potential biases that may affect data interpretation (Lester, Cho and Lochmiller, 2020:94). They also help identify significant statements or experiences relevant for further analysis. Throughout this phase, the researcher continuously recorded interpretations derived from the data for subsequent examination.

Phase Five: Coding the Data

The fifth phase consists of three coding stages. Initially, researchers code the entire dataset to highlight significant quotes and incidents. In the second stage, additional codes are assigned to previously coded segments. Finally, in the third stage, clear connections are made between these codes and the conceptual frameworks of the study. In this research, Microsoft Excel was employed for qualitative analysis of all interview data.

Phase Six: Developing Themes

The sixth phase transitions from codes to categories and ultimately to themes. During this process, codes are applied, categories formed, and themes developed. The researcher reorganized data into categories and identified primary and secondary themes using Microsoft Excel. The table effectively displayed themes and sub-themes aligned with research objectives.

This section examined the results from the qualitative data collected. A total of ten in-depth interview questions were carried out utilising Semi-structured questions. The data was successfully collected from traditional leaders.

Table 4.11: Participants Demographic details

This section examined the results from the qualitative data collected. A total of ten in-depth interview questions were carried out utilising Semi-structured questions. The data was successfully collected from traditional leaders.

No.	Age	Education	Race	Municipalities
Interview 1	41-45 years	Diploma	African Black	Ray Nkonyeni
Interview 2	41-45 years	Matric /secondary	African Black	Ray Nkonyeni
Interview 3	> 51 years	No formal education	African Black	Umzumbe
Interview 4	> 51 years	No formal education	African Black	Umzumbe
Interview 5	36-40 years	Bachelor's degree	African Black	Umzumbe
Interview 6	41-45 years	Bachelor's degree	African Black	Umuziwabantu
Interview 7	> 51 years	No formal education	African Black	Umuziwabantu
Interview 8	36-40 years	Diploma	African Black	Umuziwabantu

Interview 9	> 51 years	No formal education	African Black	Umdoni
Interview 10	46- 50 years	Bachelor's degree	African Black	Umdoni
Interview 11	46- 50 years	No formal education	African Black	Umdoni
Interview 12	46- 50 years	Certificate	African Black	Ray Nkonyeni
Interview 13	> 51 years	No formal education	African Black	Ray Nkonyeni
Interview 14	> 51 years	No formal education	African Black	Umzumbe

Of the 15 participants initially enrolled in the study, 14 successfully completed all aspects, yielding a completion rate of 93.3%. About 71.4 of these participants were male while the remaining 28.5% consisted of female. The participants aged between 36-40 years were with 14.2%, another 14.2% aged 41-45 years, 21.4% were aged 46- 50 years and the remaining 50.2% aged above 50 years. All participants were black Africans with the majority of them (50%) having no formal education. For anonymity these 14 participants were given labels: Participant 1, Participant 2, Participant 3, Participant 4, Participant 5, Participant 6, Participant 7, Participant 8, Participant 9, Participant 10, Participant 11, Participant 12, Participant 13 and Participant 14.

The collected data was transcribed, translated and coded. The findings from the interviews were quoted verbatim. The use of a verbatim interview recording permits one to augment the presentation without alteration of original statements from the participants. In this case, themes emerged through the interviews and these themes are regarded as 'general trends. The themes were derived from the transcribed data that has been obtained from the responses. Concordant and corresponding material has been put together and then analysed. Sekaran (2014:62) state that it is difficult to interpret data until

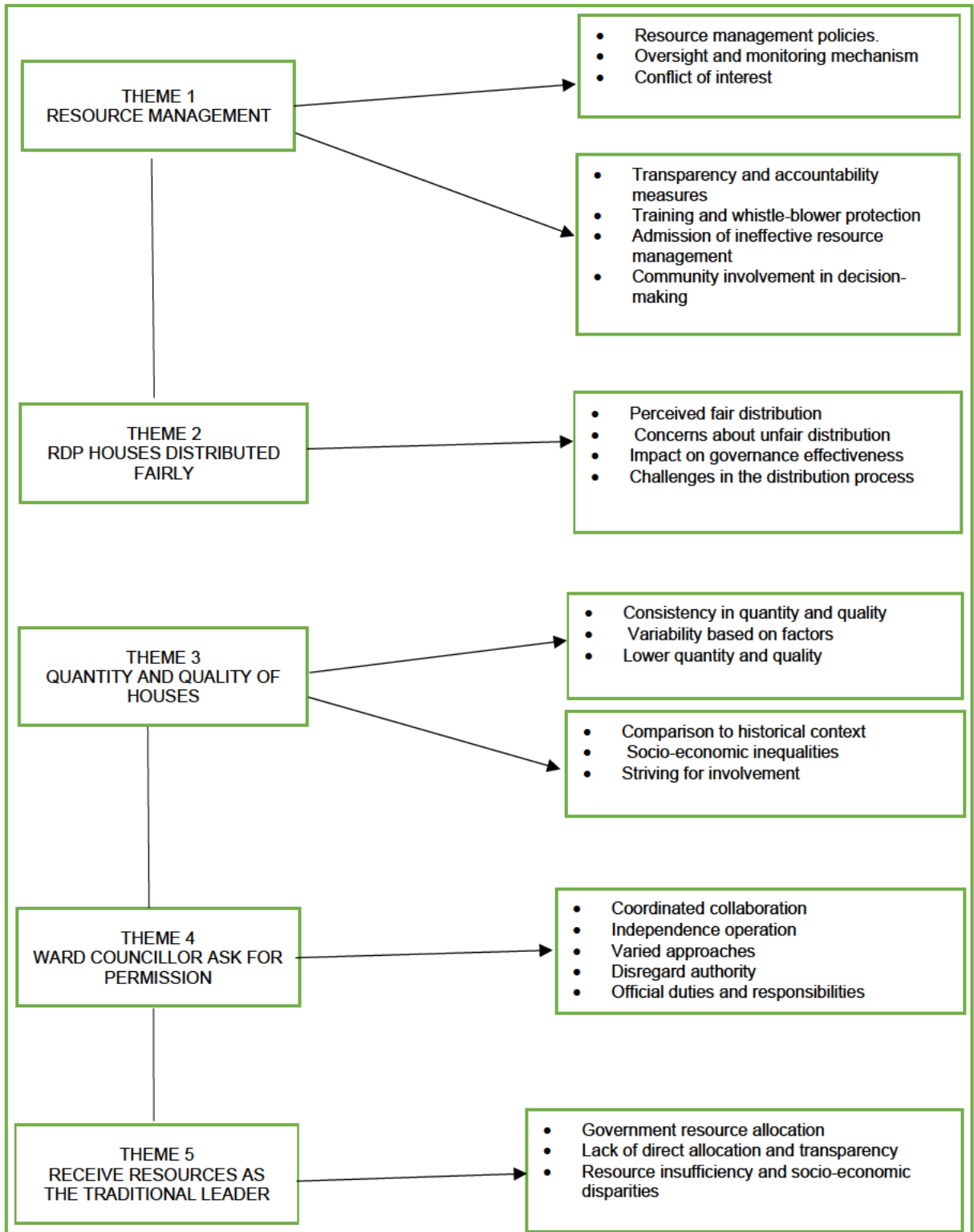
the data is organised well. Part of the data organisation process is to synthesise contradictory and dissimilar information into their different themes.

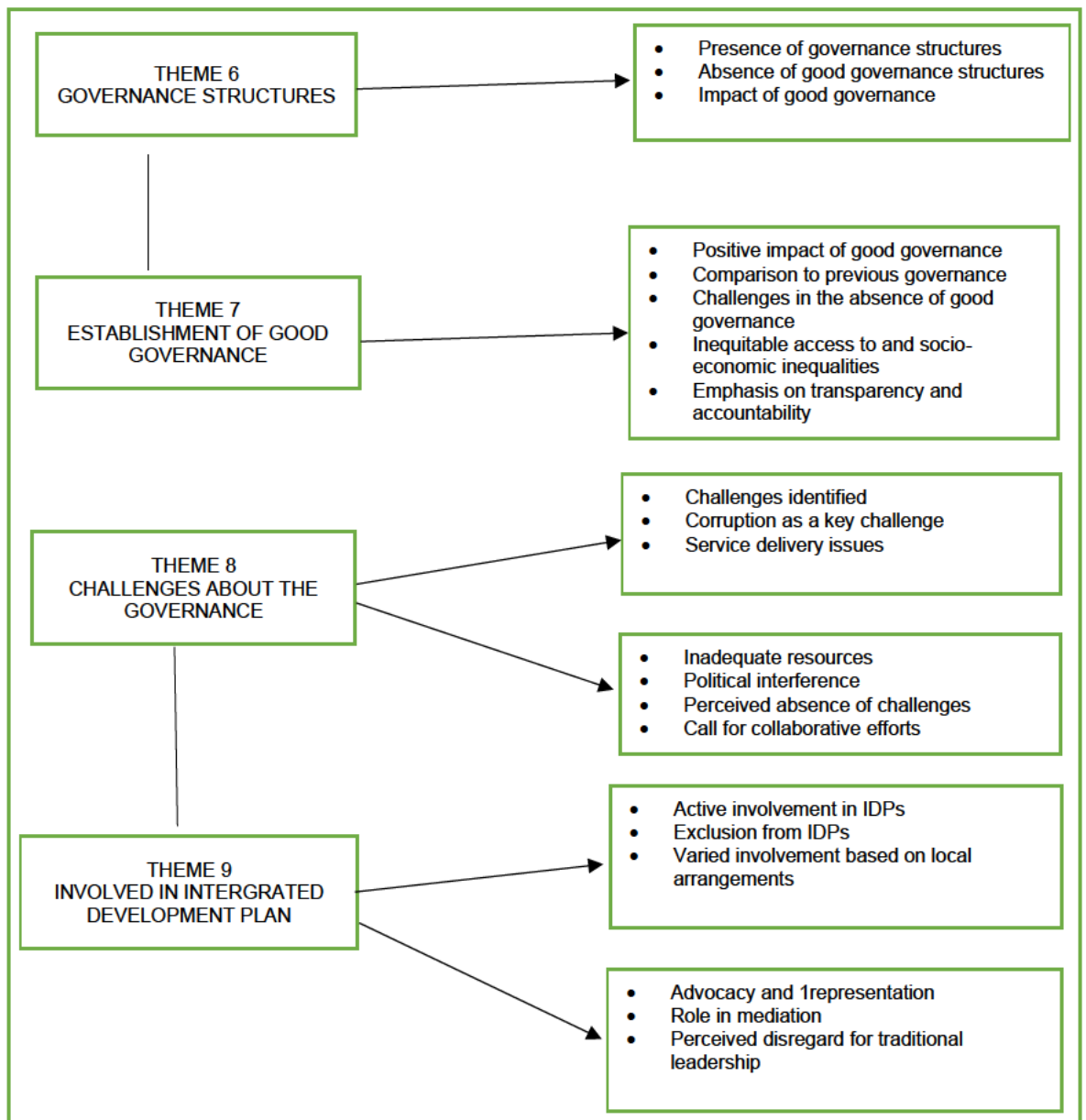
4.9 EMERGENCE OF THEMES AND SUB-THEMES

4.8 Figure 4.6: Thematic analysis of interview responses

First order of themes:

Sub-themes





4.10 To determine the relationship between good governance and service delivery in the Department of Human Settlement at Ugu District Municipality.

4.9.1 Main Theme 1: Resource Management

Table 4.12: Resource Management

Themes	Sub- themes	Frequency of responses
Resource Management	Existence of Resource Management Policies	9
	Oversight and Monitoring Mechanisms	8
	Conflict of Interest Policies	8
	Transparency and Accountability Measures	8
	Training and Whistleblower Protections	9
	Admission of Ineffective Resource Management	5
	Community Involvement in Decision-Making	8

4.9.1.1 Sub-theme 1: Existence of Resource Management Policies

As indicated in Table 4.12, majority of the respondents (P1, P2, P3, P4, P5, P7, P9, P12 and P14) affirm the presence of clearly documented policies for managing community resources. These policies outline the allocation and utilisation of resources. P5 was quoted verbatim:

“Yes, we have Introduced independent oversight bodies to review and monitor resource management activities. The Independent oversight bodies provide an additional layer of transparency and accountability in resource management activities. Moreover, community members are involved in the decision-making process to ensure that needs and preferences of community members are considered. Moreover, holding public meetings and consultations assist to

gather input and feedback from community members. The oversight bodies are typically comprised of experts or professionals in the field. The independent status allows for unbiased reviews which can lead to more accurate and reliable assessments of resource management practices.”

It can be concluded that the Municipality resources are managed. As a result, processes are established to reduce the risk of corruption or misuse of resources. The Local authorities or councils often oversee the management of community resources.

4.9.1.2 Sub-theme 2: Oversight and Monitoring Mechanisms

As shown in the Table 4.12, majority of the respondents (P2, P3, P4, P5, P7, P11, P12 and P14) mention the introduction of independent oversight bodies to review and monitor resource management activities. The overall view deduced from the responses is that the community resources are managed and various steps are taken. P2 was quoted verbatim:

“I can attest that community resources are managed and various steps are taken to prevent mismanagement or corruption. Transparency is upheld through clear documentation of budgets and expenditures. Clear and detailed budgets are prepared and made available to the public outlining planned expenditures and expected revenues. Regular reports are generated to track actual spending against the budget, highlighting any variances and providing explanations for discrepancies. Budgetary documents and financial reports are often published on local government newspapers, offices and websites to ensure that community members can access and review them. Various preventative measures, such as regular audits, internal controls and compliance checks are implemented to prevent mismanagement of resources. These measures help to identify and address any irregularities in the handling of community resources. Compliance with these standards helps to maintain integrity and trust in the management of community resources. Community members and stakeholders are actively engaged in the decision-making process regarding resource allocation and management. The community

participation ensures that community resources align with the needs and priorities of the community.”

4.9.1.3 Sub-theme 3: Conflict of Interest Policies

As demonstrated in Table 4.12, majority of the respondents (P3, P4, P5, P6, P7, P9, P12 and P14) highlights the implementation of policies regarding conflicts of interest to prevent individuals from making decisions that favor personal gain over community welfare. P3 was quoted verbatim:

“Developing and enforcing policies regarding conflicts of interest. We do that to prevent individuals from making decisions that benefit them personally rather than the community”. The developing and enforcing of policies on conflicts of interest safeguards the integrity and objectivity of decision-making processes. It ensures that decisions are made in the best interests of the community rather than for personal gain. Policies on conflicts of interest promote transparency by requiring individuals to disclose any potential conflicts when making decisions. This transparency fosters accountability and allows for scrutiny of decision-making processes to ensure they are free from personal bias. Adhering to policies on conflicts of interest ensures compliance with ethical standards and regulatory requirements. It reduces the risk of legal repercussions, reputational damage, and public distrust associated with conflicts of interest.”

4.9.1.4 Sub-theme 4: Transparency and Accountability Measures

As pointed out in Table 4.12, majority of the respondents (P3, P4, P5, P7, P9, P11, P12 and P14) emphasize transparency as a key element in resource management. This includes transparency in resource allocation, clear documentation of budgets and expenditures promoting access to information for community members. P4 was quoted verbatim:

“Various steps are taken to prevent mismanagement or corruption. That includes clear policies, training for resource managers and whistleblower protection. Moreover, well-defined, and transparent policies are established to

guide the allocation of resources. These policies provide a framework for ethical conduct and responsible stewardship of resources which reduces the risk of mismanagement or corruption. Resource managers receive comprehensive training on the organization's policies, procedures, and ethical standards.”

4.9.1.5 Sub-theme 5: Training and Whistleblower Protections

As highlighted in Table 4.12, majority of the respondents (P1, P2, P3, P4, P5, P7, P9, P12 and P14) mention training for resource managers and whistleblower protection as preventive measures against mismanagement or corruption. P5 was quoted verbatim:

“Measures are put in place which includes promoting transparency, clear documentation of budgets and expenditures. The training equips managers with the necessary knowledge and skills to effectively oversee and manage resources in compliance with established guidelines, enhancing accountability and reducing the likelihood of errors or misconduct. Whistleblower protections are implemented to encourage individuals to report suspected cases of fraud or corruption without fear of retaliation. The protection creates a safe environment for employees and stakeholders to come forward with concerns or information. Strong internal controls are established to monitor and evaluate the allocation and utilization of resources. These mechanisms help to prevent misuse, unauthorized transactions and fraudulent activities.”

4.9.1.6 Sub-theme 6: Admission of Ineffective Resource Management

As shown in Table 4.12, A notable number (P6, P8, P10, P11, and P13) admit that community resources are not managed effectively. Issues include the absence of management mechanisms, misuse of resources, little accountability, widespread corruption, and traditional leaders having informal control over resources. P6 was quoted verbatim:

“Community resources are not managed effectively and there are no steps in place to prevent mismanagement or corruption. Misuse of resources is

rampant with little accountability. Corruption is widespread, with those in power often exploiting resources for personal gain, leaving the community impoverished and neglected. Moreover, absence of well-defined policies and guidelines contributes to ineffective management and misuse. Without established frameworks for ethical conduct and responsible stewardship, there is a higher risk of mismanagement and corruption. Insufficient training and oversight of resource managers and personnel further exacerbate the problem of mismanagement. Without proper training and monitoring individuals responsible for managing community resources may lack the necessary knowledge and skills to perform their duties effectively. The lack of whistleblower protections discourages individuals from reporting suspected cases of fraud and corruption. A lack of transparency in budgeting, expenditures and decision-making processes contributes to the misuse of community resources.”

4.9.1.7 Sub- theme 7: Community Involvement in Decision-Making

As demonstrated in Table 4.12, majority of the respondents (P2, P3, P4, P5, P7, P11, P12 and P14) indicated that the involvement of community members in decision-making processes as a measure to manage resources effectively and safeguard them for the benefit of all. P4 was quoted verbatim:

“Involving community members in decision-making processes is beneficial. There are established policies and procedures to manage resources. These measures collectively work to safeguard community resources and ensure they are used for the benefit of all members. When community members participate in decisions, they are more likely to support and comply, as they feel their voices have been heard. This inclusivity also leads to more innovative and effective solutions, as diverse perspectives and local knowledge are considered. This combination ensures that resources are not only protected from mismanagement and exploitation but also utilized in ways that maximize benefits for all members”

4.10.1 Main-theme 2: RDP houses distributed fairly

Table 4.13: RDP houses distributed fairly

Themes	Sub- themes	Frequency of responses
RDP houses distributed fairly	Perceived Fair Distribution	7
	Concerns about Unfair Distribution	6
	Challenges in the Distribution Process	5
	Impact on Community Dynamics	6

4.10.1.1 Sub-theme 1: Perceived Fair Distribution

Based on Table 4.13, majority of participants (P1, P3, P4, P7, P9, P12 and P14) expressed confidence that RDP houses are distributed fairly among community members. They pointed to established procedures, policies, eligibility criteria, need assessments, and clear guidelines that govern the allocation process to ensure equitable distribution. Participants P7 felt like RDP houses are distributed fairly among eligible community members. However, participants P8 felt like RDP houses are not distributed fairly for community members. There are often issues in the distribution process, leading to unfair allocation. P4 was quoted verbatim:

“Yes, RDP houses are distributed fairly among community members. The allocation of RDP (Reconstruction and Development Programme) houses in South Africa is governed by specific policies and legislative frameworks designed to ensure fairness and equity. These include the Housing Act of 1997 and the National Housing Code, which outline the criteria for eligibility and the process for allocation. The allocation process for RDP houses typically includes stringent eligibility criteria that prioritize the most vulnerable members of the community. This often includes factors such as income level, family size, disability status, and the length of time on the housing waiting list. By focusing on need, these criteria help ensure that those who are most disadvantaged

receive housing first. The allocation process follows established criteria to ensure equitable distribution based on need.”

4.10.1.2 Sub-theme 2: Concerns about Unfair Distribution

As outlined in Table 4.13, a notable number of participants (P5, P6, P8, P10, P11, and P13) raised concerns about the unfair distribution of RDP houses within their communities. Factors such as bribery, political affiliation, personal connections, nepotism, and political favoritism were cited as influencing the allocation process, leading to inequalities and dissatisfaction. P10 was quoted verbatim:

“No, RDP houses are not distributed fairly for community members. There are often issues with transparency and favouritism in the distribution process, leading to unfair allocation. Reports and investigations have highlighted that the allocation process for RDP houses often lacks transparency. Community members are frequently left in the dark about the criteria used for allocation and the process followed. The lack of clear information fuels suspicions of unfair practices. There have been numerous instances where favouritism and corruption were identified in the distribution of RDP houses. For example, local officials or those in power sometimes allocate houses to friends, family members, or individuals who offer bribes, rather than to those who are genuinely in need.”

4.10.1.3 Sub-theme 3: Challenges in the Distribution Process

As indicated in Table 4.13, a notable number of participants indicated (P8, P9, P11, P13, and P14) acknowledged challenges in the distribution process, including bureaucratic delays, limited resources, and issues with transparency. While some participants still considered the distribution fair, they recognized that these challenges could impact the overall effectiveness of the allocation. P9 was quoted verbatim:

“RDP houses are distributed fairly among community members. Additionally, because they are distributed based on established criteria and need assessments. However, challenges arise, such as bureaucratic delays or political influence. Administrative processes can be slow, causing delays in the distribution of houses. These delays are due to Lengthy approval processes, inefficiencies in government departments, overwhelming demand outpacing the capacity of the housing programs. Such delays result in prolonged waiting periods for eligible beneficiaries, undermining the fairness of the system.”

4.10.1.4 Sub-theme 4: Impact on Community Dynamics

As shown in Table 4.13, majority of participants (P5, P6, P8, P10, P11, and P13) highlighted that unfair distribution exacerbates social tensions and undermines community cohesion. This perspective underscores the broader implications of perceived injustices in housing distribution on the well-being and unity of the community. P11 was quoted verbatim:

” RDP houses are not distributed fairly among community members. Reports by Corruption Watch have documented numerous instances where RDP houses were allocated based on political connections rather than need. This has led to protests and social unrest in several communities. South African Human Rights Commission (SAHRC) has highlighted instances where allocation processes were compromised by favouritism and nepotism, leading to calls for more transparent and equitable systems. Numerous media outlets, such as News24 have reported on scandals involving the unfair allocation of RDP houses. These articles often feature interviews with affected community members and experts who discuss the impacts of such corruption on social cohesion. Nepotism and political favouritism often dictate the allocation process, leaving many deserving individuals overlooked or marginalized. This inequality exacerbates social tensions and undermines community cohesion.”

In summary, the responses reveal a range of perceptions regarding the fairness of RDP house distribution. Some participants are confident in the fairness of the process, citing established criteria and guidelines, while others

express concerns about various forms of bias and favouritism influencing the allocation. The acknowledgment of challenges in the distribution process, even by those who perceive it as fair, indicates a nuanced understanding of the complexities involved in housing allocation programs.

4.11.1 Main- theme 3: Quantity and quality of the houses

Table 4.14: Quantity and quality of the houses

Themes	Sub- themes	Frequency of responses
Quantity and quality of the houses	Consistency in Quantity and Quality	7
	Variability Based on Factors	8
	Lower Quantity and Quality	5
	Comparisons to Historical Context	7
	Socio-Economic Inequalities	8
	Striving for Improvement	7

4.11.1.1 Sub-theme 1: Consistency in Quantity and Quality

Based on Table 4.14, a notable number of participants (P3, P4, P5, P7, P10 and P12) expressed that the quantity and quality of houses in their area are comparable to those in other districts. They indicated that efforts are made to ensure that housing projects meet established standards and address community needs effectively. P3 was quoted verbatim:

“In my community houses are distributed fairly. The allocation process is influenced by established procedures and policies. The quality of houses built in my area is the same as those built in other areas. Many communities have specific policies and procedures for the allocation of housing to ensure fairness. These may include criteria based on need, income, family size, and other factors. You can refer to local housing authority guidelines or community charters that outline these procedures.”

4.11.1.2 Sub-theme 2: Variability Based on Factors

As shown in Table 4.14, a notable number of participants (P1, P3, P4, P6, P8, P9, P12, and P14) expressed that the quantity and quality of houses in their area vary based on factors such as available resources, government policies, local priorities, funding availability, and local capacity. These participants acknowledged the influence of diverse elements on housing development. P9 was quoted verbatim:

“The quantity and quality of houses built in our area vary compared to other districts. Factors such as available resources, government priorities and local needs influence housing development. Data from housing surveys and reports can illustrate differences in the number and quality of houses built in various districts. For example, statistics on new housing units, renovation rates, and housing standards can show these variations. Factors such as economic conditions, population density, and local construction practices contribute to the differences in housing quantity and quality across different districts. However, efforts are continually made to improve both the quantity and quality of housing in our community.”

Sub-theme 3: Lower Quantity and Quality

As pointed out in Table 4.14, a notable number of participants (P5, P6, P8, P10, and P13) highlighted that the quantity and quality of houses in their area are lower compared to those in other districts. They attributed this disparity to factors such as insufficient resources, ineffective implementation of policies, corruption, and disparities in development priorities and resource allocation. P5 was quoted verbatim:

“The quantity and quality of houses built in the area is lower compared to those in other districts. Statistical data can be used to show the number of houses built in the area versus other districts. Lower numbers in the target area indicate a shortfall in housing development. Budget allocations for housing projects in the target area versus other districts can highlight disparities. Less funding often results in fewer houses and compromises on quality. Surveys

and inspections can reveal the quality of the houses. Poor construction, lack of essential amenities, and rapid deterioration compared to other districts can provide tangible evidence of lower quality. Although, this discrepancy can be attributed to insufficient resources and ineffective implementation of housing projects policies."

4.11.1.3 Sub-theme 4: Comparisons to Historical Context

As indicated in Table 4.14, a notable number of participants (P2, P4, P5, P7, P8, P10, P11) referred to houses built during apartheid as being stronger than those built during democracy. This historical comparison adds an additional layer to the evaluation of housing quality. P2 was quoted verbatim:

"The houses built during apartheid are stronger than those that are built during democracy. During apartheid, construction often used more robust materials like brick and mortar, particularly for houses built for the ruling class or government structures. Post-apartheid, there has been a significant push to build affordable housing to address the backlog and provide homes for the previously disadvantaged populations. This often means using cost-effective and sometimes less durable materials to expedite construction and reduce costs. There was a focus on durability and longevity."

4.11.1.4 Sub-theme 5: Socio-Economic Inequalities

As highlighted in Table 4.14, most participants (P3, P4, P5, P7, P8, P10, P11 and P13) emphasized that the lower quantity and quality of houses in their area perpetuate socio-economic inequalities and deprive community's essential services and opportunities for development. P3 was quoted verbatim:

The quantity and quality of houses in our area is bad as compared to those in other areas. This disparity perpetuates socio-economic inequalities and deprives our community of essential services and opportunities for development."

4.11.1.5 Sub-theme 6: Striving for Improvement

According to Table 4.14, most participants (P4, P5, P7, P8, P10 P12, and P15) expressed those efforts are continually made to improve both the quantity and quality of housing in the communities. This suggests an ongoing commitment to addressing housing challenges and enhancing living conditions. was quoted verbatim:

“The quantity and quality of houses built in our area are poor as comparable to those in other districts. Data on the length of housing waitlists or the number of homeless individuals can illustrate the shortage of available housing. We strive to meet the needs of our community members while maintaining high standards of construction and design.”

In summary, the responses indicate a diversity of perspectives on the quantity and quality of houses across different areas. While some participants view their housing situation as comparable to other districts or towns, others highlight disparities attributed to factors such as resource availability, government policies, and historical context. The recognition of ongoing efforts to improve housing conditions is a common theme across several responses.

4.12.1 To examine the extent to which the Department of Human Settlements at Ugu district Municipality adheres to good governance practices

4.12.1.1 Main-theme 4: Ward councillor ask for permission

Table 4.15: Ward councillor ask for permission

Themes	Sub- themes	Frequency of responses
Ward councillor ask for permission	Coordinated Collaboration	8
	Independent Operation	6
	Varied Approaches	7
	Disregard for Authority	7
	Official Duties and Responsibilities	7

4.12.1.2 Sub-theme 1: Coordinated Collaboration

As pointed out in Table 4.15, most participants (P1, P2, P3, P4, P7, P9, P12 and P14) indicated that the ward councillor seeks permission from the traditional leader's office to arrange meetings. The primary rationale is to emphasize the importance of working together, fostering collaboration, and ensuring effective communication for the betterment of the community. They also concurred that ward councillor coordinate with the office traditional leaders. P3 was quoted verbatim:

“The ward councillor would coordinate with my office to arrange meetings with the community. This ensures effective communication and collaboration between the local government representative and traditional leadership. Ward councillors serve as a link between formal governmental structures and traditional leadership. By working together, we ensure that policies and decisions respect and incorporate traditional values and customs, leading to more culturally appropriate and accepted outcomes.”

4.12.1.3 Sub-theme 2: Independent Operation

As referenced in Table 4.15, a notable number of participants (P5, P6, P8, P10, P11 and P13) indicated that the ward councillor does not seek permission from the traditional leader's office. In these cases, there is a lack of coordination and communication between the ward councillor and the traditional leader's office, with some participants highlighting this as a potential source of tension. P5 was quoted verbatim:

The ward councillor does not ask for permission from the traditional leader's office to meet with the community. There is lack of coordination and communication between the ward councillor and the traditional leader's office. Without proper coordination, there is a risk of duplicating efforts or working at cross purposes. For instance, the traditional leader may have already planned community meetings or initiatives that overlap or conflict with the councillor's activities, leading to confusion and inefficiency. Traditional leaders often

possess deep insights into local customs, needs, and dynamics. By bypassing this resource, the ward councillor misses out on valuable input that could enhance decision-making and community projects.”

4.12.1.4 Sub-theme 3: Varied Approaches

As indicated in Table 4.15, most participants (P1, P2, P3, P4, P7, P12 and P14) highlighted that the ward councillor's approach might vary, with direct coordination in some cases and no permission required in others. This suggests a flexible approach based on local traditions and governance structures. There are established policies and procedures to manage resources. P4 was quoted verbatim:

“In some cases ward councillors coordinate directly with traditional leaders for community meetings, while in other cases, they may not require permission from the traditional leader's office. The extent of involvement may vary based on local traditions and governance structures. Different communities have varied governance frameworks that define the roles and interactions between ward councillors and traditional leaders. In some areas, traditional leaders hold significant influence and their approval is crucial for community meetings, while in others, ward councillors operate more independently.”

4.12.1.5 Sub-theme 4: Disregard for Authority

As stated in Table 4.15, a notable number of participants (P5, P6, P8, P10, P11, P12 and 13) expressed concern that the ward councillor does not seek for permission as that indicates a disregard for traditional leadership authority. Participant 6 expressed dissatisfaction with that as it may lead to tension between elected officials and traditional structures. P6 was quoted verbatim:

“The ward councillor does not seek permission from our office to meet with the community. This lack of consultation indicates that councillor undermines our authority within the community. Traditional leaders often hold significant cultural and social influence in many communities. They are seen as custodians of customs, traditions, and local governance. When traditional

leaders are bypassed in decision-making processes, it can be perceived as a direct challenge to their authority and status. This can lead to a sense of disrespect among traditional leaders and their supporters. It highlights a broader disregard for traditional leadership and exacerbates existing tensions between elected officials and traditional structures.”

4.12.1.6 Sub-theme 5: Official Duties and Responsibilities

As noted in Table 4.15, a notable number of participants (P5, P6, P8, P10, P11, P12 and 13) emphasized that the ward councillor's engagement with the community is seen as falling within their official duties and responsibilities, implying that seeking permission might not be necessary in this context. P15 was quoted verbatim:

“The ward councillor does not need to ask for permission from the traditional leader's office. The ward councillor does not need to ask for permission from the traditional leader's office because the councillor's engagement with the community is part of their official duties and responsibilities as an elected representative. Ward councillors are elected by the community to represent their interests in local government. This democratic mandate gives them the authority to engage with community members and make decisions that impact their wards without needing approval from traditional leaders. The roles and responsibilities of ward councillors are clearly defined within the local government framework. These typically include community engagement, addressing service delivery issues, and ensuring that local government policies and initiatives are effectively implemented. These duties inherently require direct interaction with the community.”

In summary, the responses reflect a diversity of perspectives on whether ward councillors should seek permission from the traditional leader's office. The themes revolve around collaboration, communication, traditional authority, independence, and variations in local approaches. The analysis suggests that the dynamics between ward councillors and traditional leaders are complex and context dependent.

4.13.1 To Main-theme 5: Receive resources as the traditional leader

Table 4.16: Receive resources as the traditional leader

Themes	Sub- themes	Frequency of responses
Receive resources as the traditional leader	Government Resource Allocation	7
	Lack of Direct Allocation and Transparency	6
	Resource Insufficiency and Socio-Economic Disparities	6

4.13.1.1 Sub-theme 1: Government Resource Allocation

As shown in Table 4.16, most participants (P1, P2, P3, P4, P7, P12 and P14) indicated that traditional leaders receive resources from the government. These resources are allocated for various community development projects, such as infrastructure improvements. P1 was quoted verbatim:

” These resources are often allocated for various community development projects, including infrastructure improvements and social programs. A collaborative approach between traditional leaders and the government in improves the lives of the community members. Allocating resources for community development is essential for the growth and well-being of any community. These investments directly impact the quality of life by enhancing access to essential services, improving living conditions, and fostering economic opportunities”.

4.13.1.2 Sub-theme 2: Lack of Direct Allocation and Transparency

As indicated in Table 4.16, a notable number of participants (P5, P8, P9, P10, P11 and P13) expressed that traditional leaders do not receive direct allocations of resources. P9 was quoted verbatim:

“Traditional leaders' resources are not directly allocated, meaning they often do not have designated funds or assets specifically set aside for their use. Instead, they frequently depend on external sources or government initiatives

to obtain the resources they need for their communities. This reliance on outside funding can create several issues.”

Some participants mentioned that traditional leaders often rely on external sources or government initiatives for resources. There were concerns raised about the lack of transparency and accountability in the allocation process, and some participants highlighted the neglect traditional leaders face in resource allocation.

4.13.1.3 Sub-theme 3: Resource Insufficiency and Socio-Economic Disparities

As demonstrated in Table 4.16, most participants (P5, P6, P8, P9, P10 and P12) emphasized that traditional leaders do not receive adequate resources, leading to socio-economic disparities within their communities. This participant highlighted the neglect traditional leaders face in resource allocation, hampering their ability to address pressing needs. was quoted verbatim: P15 was quoted verbatim:

“Yes, community resources are managed. Measures are put in place which includes promoting transparency, clear documentation of budgets and expenditures. Additionally, offering whistle-blower protections, and enforcing legal frameworks to address corruption. This involves making information about resource allocation accessible to the public. For example, publishing financial statements, project reports, and audit results helps the community understand how resources are being used. Proper documentation is essential for tracking the flow of resources. Detailed budgets and expenditure reports help in monitoring financial activities, ensuring that funds are used for their intended purposes. This can prevent mismanagement and misuse of resources.”

In summary, the responses demonstrate a mix of perspectives on resource allocation to traditional leaders. Some participants portray a positive relationship between traditional leaders and the government, where resources

are provided for community development. On the other hand, a significant number of participants expressed concerns about the lack of direct resource allocation, transparency, and sufficiency, indicating challenges faced by traditional leaders in fulfilling their roles in community development.

4.14.1 Main- theme 6: Governance structures

Table 4.17: **Governance structures**

Themes	Sub- themes	Frequency of responses
Governance structures	Presence of Governance Structures	7
	Absence of Governance Structures	6
	Impact on Governance Effectiveness	6

4.14.1.1 Sub-theme 1: Presence of Governance Structures

As highlighted in Table 4.17, most participants (P2, P3, P4, P7, P9, P12 and P14) affirmed the existence of governance structures in their constituency or town council. P3 was quoted verbatim:

“We have governance structures in place to encourage good governance within our constituency or town council. The presence of diverse governance bodies enhances the legitimacy of the governing process, building trust between the government and the community. These structures include traditional councils, community forums and other bodies responsible for decision-making and oversight”. Furthermore, good governance structures contribute to sustainable development by ensuring that decisions are made in a participatory, transparent, and in accountable manner. Traditional councils often hold significant cultural authority and are respected by community members, which helps in integrating governance with cultural values.”

4.14.1.2 Sub-theme 2: Absence of Governance Structures

As indicated in Table 4.17, most participants (P5, P6, P8, P10, P11, and P13) indicated the absence of formal governance structures in their constituency or town council. P5 was quoted verbatim:

“There are no formal governance structures in place within the constituency or town council to encourage good governance. The absence of structures leads to a lack of accountability and responsiveness to community needs.” This lack of structures is associated with challenges such as a deficiency in accountability, responsiveness to community needs, and an increased risk of corruption. The absence of mechanisms to encourage good governance was seen as eroding public trust and hindering efforts to foster accountability and transparency.”

4.14.1.3 Sub-theme 3: Impact on Governance Effectiveness

As shown in Table 4.17, a notable number of participants (P5, P6, P7, P9, P11 and P13) explicitly mentioned that the lack of governance structures contributes to challenges in governance effectiveness. The absence of structures fosters a culture of corruption, indicating a negative impact on the overall governance environment. P6 was quoted verbatim:

“There are no governance structures in place. Specifically, governance structures are designed to encourage good governance. Therefore, the lack of such structures contributes to challenges in governance effectiveness. Well-designed governance structures are intended to promote and ensure good governance practices. This includes setting standards for ethical behaviour, defining roles and responsibilities, and establishing mechanisms for monitoring and enforcement. Additionally, decisions made without a structured governance framework may not align with organizational goals or stakeholder expectations. The absence of governance structures directly contributes to challenges in governance effectiveness. This manifest in various ways, such as inconsistent decision-making, conflicts of interest, or a lack of strategic direction.”

In summary, the responses reflect a divergence in the presence or absence of governance structures within the surveyed constituencies or town councils. Those with governance structures perceive them as essential for promoting good governance, while those without express concerns about accountability, transparency, and the potential for corruption due to the absence of such structures. The themes underscore the importance of formalized mechanisms in fostering effective governance practices

4.15.1 Main theme 7: Establishment of good governance

Table 4.18: Establishment of good governance

Themes	Sub- themes	Frequency of responses
Establishment of good governance	Positive Impact of Good Governance	10
	Comparisons to Previous Governance	7
	Challenges in the Absence of Good Governance	7
	Inequitable Access and Socio-Economic Inequalities	7
	Emphasis on Transparency and Accountability	6

4.15.1.1 Sub-theme 1: Positive Impact of Good Governance

As pointed out in Table 4.18, an overwhelming number of participants (P1, P2, P3, P4, P5, P7, P9, P10, P12 and P14) emphasized the positive impact of the establishment of good governance on the lives of ordinary people in their area. P5 was quoted verbatim:

“This impact includes improved service delivery, better infrastructure, social services, economic opportunities and transparent service delivery. The establishment of good governance has significantly improved the lives of people in my area. It has led to more accountable decision-making processes.

Good governance ensures that public services are delivered effectively and efficiently. With clear protocols and resources are allocated optimally, reducing wastage and ensuring that services reach those in need. Good governance creates an environment conducive to economic growth by ensuring fair business practices. This attracts investments and creates jobs, which in turn boosts the local economy. Transparent procurement processes and anti-corruption measures help build investor confidence.”

4.15.1.2 Sub-theme 2- Comparisons to Previous Governance

As shown in Table 4.18, a notable number of participants (P5, P6, P8, P9, P10, P11 and P13) highlighted a comparison with the apartheid government, indicating that the lives of people have improved under good governance. This suggests that the current governance practices are seen as an improvement compared to historical governance structures. P2 was quoted verbatim:

“Service delivery speed has improved due to the practice of good governance. The speed with which service delivery takes place also has gained momentum. Lastly, a development has taken place in the community. Good governance ensures that policies and procedures are efficiently implemented, leading to quicker service delivery. Efficient administrative processes reduce delays. Transparency in governance minimizes corruption and bureaucratic red tape, which are often significant causes of delays in service delivery. Clear and transparent processes make it easier for citizens to understand service delivery timelines and hold providers accountable.”

4.15.1.3 Sub-theme 3- Challenges in the Absence of Good Governance

Based on Table 4.18, a notable number of participants (P4, P6, P8, P9, P10, P11 and P13) expressed concerns about the lack of tangible improvement in the absence of good governance. They attributed challenges such as corruption, mismanagement, and inadequate service delivery to the absence of effective governance. P6 was quoted verbatim:

Yes, we face numerous challenges. These challenges include rampant corruption, inadequate service delivery and a lack of meaningful engagement with traditional leadership structures. These challenges perpetuate socio-economic inequalities and undermine the well-being of our community. Corruption diverts public resources away from essential services leading to poor development outcomes. For example, funds intended for, or infrastructure may be misappropriated, resulting in substandard services.”

4.15.1.4 Sub-theme 4- Inequitable Access and Socio-Economic Inequalities

As specified in Table 4.18, a notable number of participants (P4, P6, P8, P9, P10, P11 and P13) mentioned that despite the establishment of good governance, there is minimal impact on improving the lives of ordinary people in their area. P11

“The establishment of good governance had impact on improving the lives of people in our area. Corruption and mismanagement have hindered service deliver. Good governance ensures better allocation of resources, resulting in improved services. Reduced corruption leads to more funds being directed towards service delivery.”

They highlighted persistent issues like corruption and mismanagement, leading to socio-economic inequalities and hindered development initiatives.

4.15.1.5 Sub-theme 5- Emphasis on Transparency and Accountability

As shown in Table 4.18, a notable number of participants (P1, P4, P5, P6, P7 and P7) specifically highlighted the positive impact of good governance in terms of more transparent and accountable decision-making processes. P7 was quoted verbatim:

“This indicates that transparency and accountability are seen as key components of good governance. The establishment of good governance has significantly improved the lives of people in my area. It has led to more transparent and accountable decision-making processes. Transparency and

accountability in governance promote trust between the government and the public. When people see that decisions are made openly and officials are held accountable, they are more likely to trust and support their leaders.”

In summary, the responses indicate a generally positive perception of the impact of good governance on the lives of ordinary people in the areas discussed. Improved service delivery, infrastructure, economic opportunities, and overall well-being are commonly cited benefits. However, some participants pointed out persistent challenges such as corruption and mismanagement that hinder the full realization of positive outcomes. The emphasis on transparency and accountability is also notable in the positive impact of good governance.

4.16 To investigate the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance

4.16.1 Main-theme 8: Challenges about the governance

Table 4.19: **Challenges about the governance**

Themes	Sub- themes	Frequency of responses
Challenges about the governance	Challenges Identified	10
	Corruption as a Key Challenge	8
	Service Delivery Issues:	7
	Inadequate Resources	5
	Political Interference	6
	Perceived Absence of Challenges	9
	Call for Collaborative Efforts	6

4.16.1.1 Sub-theme 1: Challenges Identified

Referring to Table 4.19, an overwhelming number of participants (P1, P4, P5, P6, P7, P9, P10, P11, P12 and P14) identified various challenges related to governance and service delivery in the Ugu District Municipality. Commonly mentioned challenges include corruption, inadequate infrastructure, limited access to basic services, bureaucratic inefficiencies, insufficient resources, and political interference. P4 was quoted verbatim:

“There are several challenges regarding governance and service delivery in the Ugu district Municipality. These challenges include corruption, inefficiency, inadequate infrastructure, and lack of basic services. Addressing these issues requires concerted efforts. Corruption is a pervasive issue in many municipalities, including the Ugu District. It undermines trust in public institutions and leads to the misallocation of resources. Reports of financial mismanagement and embezzlement of funds intended for public services are common. Inefficiency in the Ugu District Municipality can be seen in the slow response to service delivery issues and poor administrative practices. Bureaucratic delays and a lack of skilled personnel often lead to prolonged project timelines and unmet community needs. The district struggles with outdated and insufficient infrastructure. This includes poorly maintained roads, unreliable water supply systems, and inadequate sanitation facilities. Such infrastructure deficits hinder economic development and quality of life. Many residents in the Ugu District Municipality lack access to essential services such as clean water, electricity, and healthcare. This is a significant indicator of governance and service delivery failures, as the municipality is unable to meet the basic needs of its population. Media reports and government audits often highlight these issues. For instance, the Auditor-General's reports may point out specific instances of financial mismanagement, while local news articles can provide anecdotal evidence of residents' struggles with service delivery. Frequent community protests and complaints about service delivery issues are indicative of the challenges faced. Residents often take to the streets to demand better services and accountability from municipal officials.”

4.16.1.2 Sub-theme 2: Corruption as a Key Challenge

In relation to Table 4.19, a notable number of participants (P1, P3, P5, P6, P7, P9, P10 and P11) highlighted corruption as a significant challenge. Furthermore, emphasized that corruption is a major impediment to effective service delivery and a source of socio-economic inequalities. P11 was quoted verbatim:

“There are challenges. These challenges include issues such as corruption and limited access to basic services. Addressing these challenges requires concerted efforts. Corruption refers to dishonest or fraudulent conduct by those in power, typically involving bribery. It undermines trust in public institutions and hinders economic development. Corruption diverts resources meant for public services, leading to inefficiencies and inequities. It affects governance, reduces foreign investment, and worsens poverty.”

Sub-theme 3: Service Delivery Issues

As indicated in Table 4.19, a number of participants (P2, P4, P6, P7, P8, P9 and P10) expressed concerns about the slow pace of service delivery. Limited access to essential services was also mentioned by participants as a significant challenge impacting the well-being of the community. P10 was quoted verbatim:

“Yes, service delivery is slow. If the government can improve this, I will be a happy individual. Delays in service delivery can hinder economic activities. For instance, slow processing of business permits or licenses can delay business operations, affecting revenue and economic growth. Streamlining these processes can boost business productivity and economic development. Improved service delivery ensures timely access to essential services like healthcare, education, and social services. This timely access is critical for maintaining public health, ensuring quality education, and supporting vulnerable populations. Slow service delivery can sometimes be a symptom of underlying issues such as bureaucratic inefficiencies or corruption. By

improving service delivery, the government can address these issues, leading to a more transparent and accountable public service system.”

4.16.1.3 Sub-theme 4: Inadequate Resources

As shown in Table 4.19, a notable number of participants (P9, P10, P11, P12 and P14) identified inadequate resources as a challenge affecting governance and service provision. This indicates a recognition that resource constraints impact the municipality's ability to meet the needs of the community. P9 was quoted verbatim:

“We face numerous challenges. These include corruption, inadequate service delivery and a lack of meaningful engagement with traditional leadership structures. Corruption often leads to the misallocation of resources. Funds meant for public services are diverted for personal gain which leads to poor service delivery. These challenges perpetuate socio-economic inequalities and undermine the well-being of our community.”

4.16.1.4 Sub-theme 5: Political Interference

As pointed out in Table 4.19, Participants (P9, P10, P11, P12, P13 and P14) specifically mentioned political interference as a challenge. This suggests that external political influences may impact the governance and service delivery mechanisms in the Ugu District Municipality. P9 was quoted verbatim:

“There are challenges, and these challenges include inadequate resources and political interference. Many government initiatives and public sector projects suffer from budget cuts or insufficient funding which hampers progress and completion. Lack of adequately trained personnel can impede project execution and operational efficiency, particularly in specialized fields like healthcare and technology.”

4.16.1.5 Sub-theme 6: Perceived Absence of Challenges

As noted in Table 4.19, Participants (P3, P4, P5, P6, P7, P8, P10, P12 and P13) expressed that there are no challenges or issues they would like to highlight. This perspective suggests a positive perception or satisfaction with

the current state of governance and service provision. P13 was quoted verbatim:

“There are no challenges. The municipality is doing very well. The municipality consistently presents balanced budgets without deficits. Debt levels are manageable, and the municipality has a solid credit rating.”

4.16.1.6 Sub-theme 7: Call for Collaborative Efforts

As highlighted in Table 4.19, a number of participants (P5, P7, P9, P10, P11 and P12) emphasized the need for concerted efforts from all stakeholders, including local government, traditional leadership, and community members, to address the identified challenges. This underscores the importance of collaboration in overcoming governance and service delivery issues. One of the interviewees pointed out that

“There are several challenges regarding governance and service delivery in the Ugu district Municipality. These challenges include corruption, inadequate infrastructure and lack of basic services. Addressing these issues requires concerted efforts. Reports and investigations have indicated instances of corruption within the Ugu District Municipality. Corruption can manifest through embezzlement of funds, bribery, and nepotism, leading to misallocation of resources and hindering effective service delivery. Corruption undermines public trust, diverts resources away from essential services, and creates an environment where governance becomes inefficient and unaccountable.”

In summary, while some participants perceive challenges such as corruption, inadequate resources, and service delivery issues, others express satisfaction with the current situation. The identified challenges point to areas of concern that may require targeted interventions, collaborative efforts, and systemic improvements in governance and service provision within the Ugu District Municipality.

4.17.1 Main-theme 9: Involve in Integrated Development Plans

Table 4.20: Involve in Integrated Development Plans

Themes	Sub- themes	Frequency of responses
Involve in Integrated Development Plans	Active Involvement in IDPs	7
	Exclusion from IDPs	6
	Varied Involvement Based on Local Arrangements	7
	Advocacy and Representation	7
	Role in Mediation	8
	Perceived Disregard for Traditional Leadership	7

4.17.1.1 Sub-theme 1: Active Involvement in IDPs

As shown in Table 4.20, most participants indicated that they are actively involved in Integrated Development Plans (IDPs). Majority of participants (P1, P2, P3, P4, P7, P12 and P14) highlighted that traditional leader are involved in Integrated Development Plans (IDPs). Based on these responses, it can be concluded that members of the community provide input on community, advocating for the needs of my constituents, and participating in planning processes aimed at achieving sustainable development goals. P4 was quoted verbatim:

“Yes, I am involved in Integrated Development Plans (IDPs), and my responsibilities include developing long-term goals and objectives for the organization that align with community needs and governmental policies. Collaborating with various stakeholders, including community members, government officials, and private sector representative ensure that the plan reflects a wide range of interests and perspectives. Collecting and analysing data to identify community needs, resources, and potential challenges. This

information is used to inform the development of realistic and achievable plans”.

4.17.1.2 Sub-theme 2: Exclusion from IDPs

As referenced in Table 4.20, a notable number of participants (P5, P6, P8, P10, P11 and P13) stated that traditional leaders are not involved in Integrated Development Plans (IDPs). They expressed concerns about the lack of defined responsibilities within the planning process, which they believe results in a lack of representation and undermines their ability to effectively represent the interests of their communities. P10 was quoted verbatim:

“Traditional leaders are not directly involved in Integrated Development Plans (IDPs). Their roles and responsibilities are not formally recognized within the IDP process, limiting their participation in decision-making. Integrating traditional leadership into the IDP process can be administratively challenging. Differences in governance styles, decision-making processes, and priorities between traditional leaders and municipal authorities can create barriers to effective collaboration. The exclusion of traditional leaders from the IDP process can lead to development plans that do not fully consider the needs and priorities of local communities. Traditional leaders often have deep insights into local customs, needs, and resources, and their exclusion can result in less effective and sustainable development outcomes.”

4.17.1.3 Sub-theme 3: Varied Involvement Based on Local Arrangements

As pointed out in Table 4.20, a notable number of participants (P5, P6, P8, P9, P10, P11, and P13) mentioned that the involvement of traditional leaders in IDPs may vary depending on local governance structures and arrangements. P9 was quoted verbatim:

“Traditional leaders are involved in Integrated Development Plans (IDPs) depending on local governance structures and arrangements. Traditional leaders historically have played a vital role in governance, especially in rural and indigenous communities. Their authority and influence often extend to

various aspects of community life, including development planning. In many countries, there are legislative provisions that recognize the role of traditional leaders in local governance. Traditional leaders often represent the interests of the communities, especially in areas where local government structures may be less effective or less trusted. The involvement Traditional leaders ensures that the needs and perspectives of the community are adequately considered in development plans. For example, in South Africa, the Traditional Leadership and Governance Framework Act allows traditional leaders to participate in municipal councils and development planning processes.”

This reflects the diverse ways in which traditional leaders may or may not be integrated into local development planning processes.

4.17.1.4 Sub-theme 4: Advocacy and Representation

As shown in Table 4.20, several participants (P5, P6, P8, P9, P10, P11, and P13), both involved and not involved in IDPs, highlighted the importance of traditional leaders in advocating for the needs of their communities and representing local voices in the decision-making processes related to development. P6 was quoted verbatim:

“No, we are not involved in Integrated Development Plans (IDPs). Our exclusion from the planning process undermines our ability to represent the interests of our community effectively. It reflects a broader disregard for traditional leadership and perpetuates a top-down approach to governance.”

4.17.1.5 Sub-theme 5: Role in Mediation

As mentioned in Table 4.20, a notable number of participants (P5, P6, P7, P8, P9, P10, P11 and P13) specifically mentioned a role in mediation between the people and the state. P7 was quoted verbatim:

“I am involved in Integrated Development Plans (IDPs), and my responsibilities include providing input and feedback on development priorities and strategies. My responsibilities include conducting needs assessments, engaging with community stakeholders, analyzing data, and drafting sections of the IDP.”

This emphasizes a diplomatic role that traditional leaders may play in facilitating communication and understanding between the community and government authorities.

4.17.1.6 Sub-theme 6: Perceived Disregard for Traditional Leadership

As shown in Table 4.20, a notable number of participants (P5, P6, P8, P9, P10, P11, and P13) expressed concerns about their exclusion from the planning process, which they perceive as reflecting a broader disregard for traditional leadership. P5 was quoted verbatim:

“We are not involved in Integrated Development Plans (IDPs). Our exclusion from the planning process undermines our ability to represent the interests of our community effectively. Traditional leaders possess valuable insights into cultural practices, local knowledge, and historical context that can inform more sustainable and appropriate development plans. Their exclusion means that these insights are lost, potentially leading to less effective or even harmful outcomes. It reflects a broader disregard for traditional leadership and perpetuates a top-down approach to governance. Exclusion from IDPs perpetuates a top-down approach to governance where decisions are made without meaningful engagement with those most affected. This approach can lead to ineffective policies and plans that do not align with local realities and can be difficult to implement successfully”.

In summary, the responses reflect a mix of perspectives on the involvement of traditional leaders in Integrated Development Plans. While some are actively engaged and play roles in providing input, mediating, and collaborating, others express concerns about exclusion, perceived disregard for traditional leadership, and the resulting limitations in representation within the development planning processes. They highlighted how this exclusion perpetuates a top-down approach to governance that marginalizes local voices

4.18 CONCLUSION

The results of this study from both quantitative and qualitative analyses affirmed that good governance practices significantly contribute to improving service delivery. A positive relationship between good governance and service delivery was also revealed in this study. Again, the results of this study pointed out that good governance practices are a significant contributor to achieving service delivery. There was a positive relationship between good governance and service delivery. The following chapter presents the conclusions of the study, recommendations arising from the analysis of the data and directions for future research.

4.19 DISCUSSION OF THE RESULTS

4.19.1 Objective 1: Determine the relationship between good governance and service delivery

The objective was achieved through both quantitative and qualitative data. The qualitative results corroborate the quantitative findings. In quantitative part of the study, the Pearson correlation coefficient and regression tests indicated the positive correlation between good governance practices and service delivery in the Department of Human Settlement at Ugu District Municipality. This implies that as good governance practices improve, service delivery tends to also excel. In other words, an improvement in good governance practices ramps up the quality of service delivery by the Department of Human Settlement. This aligns with existing research that underscores the positive link between governance practices and service outcomes. Studies such as those by Grindle (2024:3) and Holtzhausen and Naidoo (2011:735) show that good governance, characterised by clear rules, transparency and active citizen engagement, is associated with better service delivery.

Holtzhausen and Naidoo (2011:735) found that service delivery cannot improve without an improvement in good governance. In the current study, it can be deduced that any change in governance practices has any effect on the quality of service delivery. The results of this study align with Ali (2017:1), who studied good governance practices and service delivery in public institutions in Tanzania and found that good governance contributes to excellent service delivery. Similarly, this finding mirrors the study of Helao (2015:1) on good governance and service delivery in Namibia, which found that good governance practices are critical in enhancing the quality of service delivery and subsequently improves the living conditions of rural communities. In addition, the results of this study are in tandem with the work of Sindane and Nambalirwa (2012:695), who found that effective governance promotes quality service delivery. Similarly, Salam (2013:1) studied good governance in Bangladesh and found that e-government stimulates good government that

subsequently promotes service delivery. However, the studies of Holtzhausen and Naidoo (2011:735), Ali (2017:1), Helao (2015:1) and Sindane and Nambalirwa (2012:695) failed to specifically delve deeper into the issues of Human Settlement. Hence, the results of this study filled an important gap in the relationship between good governance and service delivery from the perspective of human settlement.

The results revealed that adherence to governance principles such as transparency and accountability is fundamental to ensuring that governance practices translate into tangible improvements in service delivery. The findings of this study also revealed that the Department of Human Settlements (DHS) places a strong emphasis on good corporate governance as a foundation for efficient and effective service delivery. The results are in line with a study conducted by Sofyani, Riyadh and Fahlevi (2020) focused on improving service quality, accountability and transparency of local government. The results revealed a strong link between the adherence to good governance practices and improved service delivery outcomes. The findings are also in line with research conducted by Engdaw (2020:644) that focused on the impact of quality public service delivery on customer satisfaction using quantitative research involving 88 respondents. The results revealed that the perception of customers and service providers on quality service delivery and customer satisfaction is different. Responsiveness, tangibility, assurance and reliability have been positively associated with customer satisfaction.

The results of the study have shown that a lack of funds, resource scarcity, corruption and nepotism have a strong negative impact on service delivery in the Department of Human Settlement at Ugu District Municipality. The findings of this study are in tandem with Masuku and Jili (2019:1) who studied public service delivery in South Africa and found that political interference and favours compromise quality service delivery. In the current study, political interference was identified as having a moderate effect on the department's good governance implementation efforts. Evidence from the study shows that inconsistent government policies, corruption, local priorities, funding

availability and local capacity had a great effect on the quality and quantity of houses. The results of this study concur with Giri (2019:269) who studied public service delivery and found that transparency is crucial to realise sound service delivery. However, the results of this study are contrary to Biljohn and Lues (2020:229), who studied citizen participation and local government service delivery in South Africa and found that open governance systems would not automatically lead to quality service delivery.

The qualitative results revealed that effective management of resources is crucial for ensuring that services are delivered efficiently. Although the study indicated the existence of effective resource management practices with clear policies; oversight and monitoring mechanisms; conflict of interest policies; transparency and accountability measures; training and whistleblower protection policies; community involvement in decision-making and transparency measures, hindrances such as the misuse of resources, little accountability, widespread corruption and the informal control of resources by traditional leaders were prevalent. The results are also in line with the works of Essien (2015:53), who studied public administration and service delivery in Nigeria and found that the confidence of citizens is low due to poor service delivery. In addition, the results indicated that fair distribution of resources like housing directly impacts service delivery outcomes.

4.19.2 Objective 2: Examine adherence to good governance practices

The objective was accomplished through both quantitative and qualitative data. While the quantitative data was gathered from municipal officials and councilors, the qualitative data was collected from the traditional leaders. The results from the analysis acknowledged that the Department of Human Settlement of Ugu District Municipality adheres to good governance practices to a certain extent. Although the quantitative results indicated the existence of transparency, stakeholder participation and accountability at the Department of Human Settlement at Ugu District Municipality, performance evaluations and feedback mechanisms and community engagement were lacking, thereby

compromising inclusivity and participation in decision-making processes. The results are in line with Maluka, Diale and Moeti (2014:10) who studied the transformation of public service delivery and found that the Batho Pele White Paper was not adequately understood and properly embraced by the entire group of public officials. The results revealed that traditional leaders have been excluded in some meetings, which resulted in a retarded representation within the development planning processes. The findings of this study align with Kiplimo and Amisi (2018:1), who studied good governance and service delivery in Kenya and found that public participation is hindered by poor understanding of government procedures amongst community members, and political interference.

While municipal officials indicated that stakeholders actively participate in decision-making processes, the study established that traditional leaders are not always engaged in issues of housing. The results of the current study are in line with Nkuna and Nemutanzhela (2012:335), who studied service delivery in relation to the powers and functions of local government and found that there is still confusion in policy and practice on the notion of service delivery in relation to the powers and functions of local government. The results of the current study revealed that, often, ward councillors disregard the authority of traditional leaders, and they only recognise them during times of coordinated collaboration. However, Nel and Masilela (2020:33) studied service delivery innovation and found that open governance is crucial for multi-stakeholder collaboration. However, the findings further indicated that ward councillors are expected to have sound engagement with the community as it is part of their official duties and responsibilities. The analysis suggests that the dynamics between ward councillors and traditional leaders are complex and context dependent. The results are in line with the works of Nkuna and Nemutanzhela (2012:355), who studied service delivery within the powers and functions of local government in South Africa and found that there is still confusion in policy and practice.

While municipal officials indicated that their work is conducted in a transparent manner, traditional leadership mentioned the prevalence of corruption in the Department of Human Settlement at Ugu District Municipality. The study revealed that although traditional leaders acknowledge that they receive resources from the government, they are not directly involved in the allocation of the resources. The results indicated poor transparency and high socio-economic disparities. In line with the results of the current study, Masiya, Davids and Mangai (2019:1) studied service delivery and found that citizen dissatisfaction is caused by unfulfilled political promises and high levels of poverty. The study established that while municipal officials see that leadership in the department promotes a culture of fairness and integrity, traditional leaders perceive the existence of misuse of resources and little accountability. The findings of this study are in tandem with Koelble and LiPuma (2010:365), who found poor financial controls and a lack of skills amongst the local officials. The results of the current study suggest that adherence to governance practices can be influenced by institutional pressures and varying degrees of compliance across different organisations.

The study indicated that while some governance practices are in place, there are inconsistencies in their implementation. The results highlighted transparency and accountability as areas needing improvement, with some respondents noting that adherence to these practices is not uniform across different municipalities. These findings are in line with research conducted by Syafaruddin (2024:1), who found transparency and accountability as important aspects in local government. Hence, cautious intervention in these factors is pivotal to ensure higher citizen satisfaction with public services.

The study also found that formal governance structures are not in every constituency or town council, which retards governance effectiveness. In a similar study, Adanlawo and Chaka (2024:264) studied cadre deployment impacts on governance and service delivery and found that network governance has a great influence on service delivery. The current study further revealed that those with governance structures perceive them as essential for

promoting good governance, while those without express concerns about accountability, transparency and the potential for corruption due to the absence of such structures. The results of the study concur with Ndevu and Muller's (2017:13) study on service delivery at local government level in South Africa, which found that the acknowledgement of performance measurement instruments is of great importance in the municipality.

4.19.3 Objective 3: Investigate challenges faced when exercising good governance

The objective was accomplished through both quantitative and qualitative data. While the quantitative data was gathered from municipal officials and councilors, the qualitative data was collected from the traditional leaders. In relation to this objective which sought to explore the challenges faced by the Department of Human Settlements in exercising good governance, several challenges were identified and categorised based on their level of severity. Commonly identified challenges include corruption, inadequate resources and bureaucratic inefficiencies. The study demonstrated that corruption is a major impediment to effective governance and service delivery. Although municipal officials indicated the existence of mechanisms to deal with illegal activities, the study indicated the existence of corrupt activities in the department. Although municipal officials indicated the existence of a satisfactory feedback mechanism, the study found that traditional leaders were not satisfied with the feedback they received. The results of this study are in alignment with Masuku, Mlambo and Ndlovu (2022:96), who studied service delivery and citizen satisfaction in South Africa and found that there is still significant mistrust in state institutions.

The results revealed that they incur cases of unfair distribution of RDP houses within their communities. Factors such as bribery, political affiliation, political interference, personal connections, nepotism and political favoritism were identified as influencing the allocation process, leading to inequalities and dissatisfaction. The results of this study concur with Kanyane (2014:90) who studied the challenges of municipal service delivery and found poor monitoring

and evaluation, poor planning, convoluted political processes, financial constraints and the hindrance of municipal capacity. In addition, in a similar study, Mlambo (2019:207) studied governance and service delivery and found that corruption scandals benefited several cronies at the expense of the poor. The results of the current study also demonstrate challenges in the distribution process, including bureaucratic delays, bureaucratic inefficiencies, limited resources, inadequate infrastructure and issues with transparency. This result is consistent with Helao (2015:1) who studied good governance and service delivery in Namibia and found that inappropriate governance practices delay service delivery. The study of the current also found that unfair distribution exacerbates social tensions and undermines community cohesion. The results revealed that corruption and mismanagement remain the key aspects of poor governance that hinder the full realisation of positive outcomes in service delivery. The results also echo the work of Ali's (2017:1) study on good governance practices and service delivery, which found that good governance practices were hampered by corruption, delays and bureaucracy. The results of this study also revealed that ineffective service delivery is attributed to poor public participation challenges within the municipality.

CHAPTER 5

SUMMARY OF RESULTS, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FUTURE STUDY

5.1 INTRODUCTION

A conclusion and an overview of the findings are provided in this chapter. In addition, suggestions for future studies and recommendations are made. The participants in both the quantitative and qualitative components represented all South African races. The summarised findings presented in this chapter incorporate a report in respect of the study objectives, which predominantly align to good governance and service delivery. The biographical Information is also summarised as part of the summary of the results.

5.1.1 Quantitative component of the study

Perusing the responses, the response rate was high (97.3%), which is commendable. Although the distribution of the ranks of respondents was not exactly the same, different ranks participated. In other words, there was an insignificant difference between ranks of the respondents who participated in this study, therefore the respondents were fairly distributed. In terms of age, a majority of the respondents in this study were from the 26-30 years to 51+ years groups. Notably, the age group of 26-30 years and 36-40 years has the highest frequencies at 24.8%, indicating a dominance of younger respondents in the study. This may suggest a higher level of interest or participation amongst individuals in the earlier stages of their professional careers. Upon scrutinising race, the majority of respondents in this study were Africans.

Respondents across different departments had different periods of service in the organization, ranging from 0-4 years to 25+ years. A substantial proportion of respondents (46.8%) falls within the 0-4 years category, indicating a dominance of relatively new employees in the study. This may suggest a decreasing number of long-term employees, potentially impacting the depth of insights from those with extensive organizational experience. Different tenure

groups may have varied perspectives on governance practices and service quality. New employees may offer insights into current practices, whilst longer-tenured employees may provide historical context and insights into the evolution of organizational dynamics.

From the foregoing finding, it can be concluded that the majority of respondents had tertiary education. Moreover, the majority of respondents were male, accounting for 63.3%, while females represent 36.7%. Since the research sample was biased towards male participants, the researcher had to filter this gender imbalance by supplementing quantitative data with a qualitative exploration to gain deeper insights into the matter under study. However, the findings in this study show that respondents had attained a tertiary education, hence they were competent to suitably answer the questionnaires since they have the educational background to comprehend the issues regarding good governance and service delivery.

5.1.2 Qualitative component of the study

From the responses of the participants, the response rate was high (93.3) which is commendable. About 71.4% of these participants were male while the remaining 28.5% consisted of female. There was no difference with regard to the ranks of the respondents who participated in this study, and the respondents were fairly distributed. In terms of age, a majority of the respondents in this study were aged above 50 years. The age group of 50+ years indicate a significant representation of older respondents. Their experiences and perspectives can offer valuable insights, particularly considering their potentially longer exposure to governance practices and service quality. Upon scrutinising race, all participants were black Africans. The majority had no formal education. From the foregoing finding, it can be concluded that the majority of respondents had not received formal education. However, the findings in this study showed that respondents had not attained a formal education, hence questions were translated into the language they could understand in order to comprehend the issues regarding good

governance and service delivery. The next section presents a summary of the results in respect of the objectives of this study.

5.2 SUMMARY OF KEY FINDINGS IN RESPECT OF THE STUDY OBJECTIVES

The key objectives of this study were as follows:

- To determine the relationship between good governance and service delivery in the Department of Human Settlements at Ugu District Municipality;
- To examine the extent to which the Department of Human Settlements at Ugu District Municipality adhere to good governance practices; and
- To investigate the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance.
- To make recommendations that would improve good governance and service delivery at Ugu District Municipality.

5.2.1 To determine the relationship between good governance and service delivery in the Department of Human Settlement at Ugu District Municipality.

The study revealed that there is a positive correlation between good governance practices and service delivery in the Department of Human Settlement at Ugu District Municipality. This entails that as good governance practices improve, there is a likelihood of a corresponding increase in service delivery. This means an improvement in good governance practices ramps up the quality of service delivery by the Department of Human Settlement. In the current study, it can be concluded that any negative change in governance practices has a negative effect on the quality of service delivery. The results showed that alignment to governance principles such as transparency and accountability is fundamental to ensuring that governance practices translate

into tangible improvements in service delivery. The study demonstrated that a lack of funds, resource scarcity, corruption and nepotism have a strong negative impact on service delivery in the Department of Human Settlement at Ugu District Municipality.

Evidence from the study demonstrated that inconsistent government policies, corruption, local priorities, funding availability and local capacity had a great effect on the quality and quantity of houses. The study also indicated that effective management of resources is crucial for ensuring that services are delivered efficiently. Although the study indicated the existence of effective resource management practices with clear policies; oversight and monitoring mechanisms; conflict of interest policies; transparency and accountability measures; training and whistleblower protection policies; community involvement in decision-making and transparency measures, hindrances such as the misuse of resources, little accountability, widespread corruption and the informal control of resources by traditional leaders were prevalent.

5.2.2 To examine the extent to which the Department of Human Settlements at Ugu district Municipality adheres to good governance practices

The study revealed that the Department of Human Settlement of Ugu District Municipality adheres to good governance practices to a certain extent. Despite the existence of transparency, stakeholder participation and accountability, the study identified lack of performance evaluations and feedback mechanisms and community engagement at the Department of Human Settlement at Ugu District Municipality which subsequently compromised inclusivity and participation in decision-making processes. The study showed that traditional leaders have been excluded in some meetings, which resulted in a retarded representation within the development planning processes. Although the stakeholders were encouraged to actively participate in decision-making processes, the study established that traditional leaders are not always engaged in issues of housing. The study indicated that ward councillors disregard the authority of traditional leaders, and they only recognise them

during times of coordinated collaboration. In this case, the ward councillors are expected to have sound engagement with the community as it is part of their official duties and responsibilities. The study suggests that the dynamics between ward councillors and traditional leaders are complex and context dependent.

The study established that although traditional leaders receive resources from the government, they are not directly involved in the allocation of the resources. The study indicated that while some governance practices are in place, there are inconsistencies in their implementation. The results indicated poor transparency and high socio-economic disparities. The study also identified the prevalence of corruption, misuse of resources and little accountability in the Department of Human Settlement at Ugu District Municipality. The study also found that formal governance structures are not in every constituency or town council, which retards governance effectiveness. The current study further revealed sound governance structures as essential for promoting good governance, absence of it fuel corruption.

5.2.3 To investigate the challenges faced by the Department of Human Settlements at Ugu District Municipality when exercising good governance

The study identified several challenges faced by the Department of Human Settlements in exercising good governance and were categorised based on their level of severity. Although the study identified challenges which include corruption, inadequate resources and bureaucratic inefficiencies, corruption was pointed as a major impediment to effective governance and service delivery. Although there are mechanisms to deal with illegal activities at the municipality, the study indicated the existence of corrupt activities in the department. Despite the existence of a satisfactory feedback mechanism in the municipality, the study established that the community were not satisfied with the feedback they received from the Department of Human Settlements. The study further revealed cases of unfair distribution of RDP houses within their communities. Factors such as bribery, political affiliation, political

interference, personal connections, nepotism and political favoritism were identified as influencing the allocation process, leading to inequalities and dissatisfaction. The study further demonstrated challenges in the distribution process which include bureaucratic delays, bureaucratic inefficiencies, limited resources, inadequate infrastructure and issues with transparency. Unfair distribution was identified as a breeding point of social tensions which subsequently undermines community cohesion. Overall, corruption and mismanagement were identified as the key aspects of poor governance that hinder the full realisation of positive outcomes in service delivery.

5.3 CONCLUSION

Chapter 1 covered the overview and background of the research, research questions, research objectives, problem statement, significance of the study, research methodology and design of this study. Chapter 2 provided the literature review, which focused on theoretical expositions regarding governance and service delivery. This chapter reviewed the present literature and the theoretical framework of the research. Chapter 3 proffered a discussion of the research methodology and design. The chapter covered the target population, sample selection, research sample, questionnaire construction, reliability and validity of the study, amongst others. Chapter 4 covered the presentation, analysis and discussion of the data. Pie-charts and graphical presentations were utilised to present the data. For analysis of data, both descriptive and inferential analysis were used. The detailed discussion of the results was presented in this chapter.

Chapter 5 summarizes the results, the study conclusion, as well as recommendations based on the findings of the study. The results from the quantitative and qualitative parts of the study complement each other in answering the research questions. The key objective of the study was to determine the relationship between good governance and service delivery within the Department of Human Settlements at Ugu District Municipality, covering Umdoni, Umzambe, Ray Nkonyeni and UMuziwabantu. The findings

revealed the existence of a positive relationship between good governance and service delivery. However, the study also points out that the relationship is not always straightforward. This implies that while good governance is a key determinant, it must be complemented by adequate resources and institutional support to effectively enhance service delivery. However, the study concluded that there is still confusion in practice and policy on the notion of service delivery in relation to the powers and functions of local government and community leaders.

In conclusion, the findings of the study underscore the complex interplay between good governance and service delivery. While good governance practices are crucial for improving service outcomes, their impact is influenced by various factors, including resource availability, institutional capacity and political dynamics. The study highlights the need for a holistic approach that incorporates transparency, accountability, community engagement and effective resource management to enhance service delivery within the Ugu District Municipality. The study has both theoretical and practical contributions.

5.4 IMPLICATIONS OF THE STUDY

5.4.1 Theoretical implications

There are insufficient empirical studies on good governance and service delivery in South Africa. Despite extant studies investigating the good governance and service delivery, this is the first that specifically focuses on the housing and resettlement sector in South Africa. Hence, it extends the existing corpus of literature. In terms of theoretical contributions, the study extends the existing literature on good governance and service delivery. This study contributes to the body of scholarly knowledge as it shows the real challenges that hamper sound governance which corruption, inadequate resources and bureaucratic inefficiencies. During the housing allocation process, the factors such as bribery, political affiliation, political interference, personal connections, nepotism and political favoritism were identified as key constraints, subsequently leading to inequalities and dissatisfaction. The

outcomes of this study will be beneficial to university educators, higher education officials, policymakers and even students. Furthermore, the results of his study advance the conceptualisation of good government practices, which the scholars can utilise to test the standing of public officials.

5.4.2 Practical implications

The study provides the following practical implications for policy-makers and top management:

5.4.2.1 Promotion of good governance practices

The study revealed that good governance is a strong predictor of quality service delivery. In other words, the study confirms that good governance practices enhance service delivery. Results from the study could stir up and aid key stakeholders in connection with the enforcement of good governance practices and service delivery. The management must ensure that all the municipality officials and councilors abide by the principles of good governance daily. Another key implication of these findings makes a case for top management to constantly review the conduct of their subordinates regarding allocation of houses in the area to eliminate any probable malpractices.

5.4.2.2 Focus on capacity building

The results highlighted transparency as an area needing improvement, with some respondents noting that adherence to these practices is not uniform across different municipalities. Investing in the training and development of municipal staff in relation to transparency practice is necessary to improve service delivery. Ensuring that personnel are well-equipped to handle their responsibilities can lead to more efficient operations and better outcomes for residents. Policymakers and top management should create platforms for officials to gain good governance skills. The practical implication of the study recommends that top management and policymakers execute staff training and constantly provide refresher courses on good governance practices to ensure they deliver quality services to the community.

5.4.2.3 Enhance monitoring and evaluation mechanisms

Corruption was identified as a major impediment to effective governance and service delivery. The study further revealed cases of unfair distribution of RDP houses within their communities due to bribery. The study also identified the prevalence of misuse of resources. The municipality should prioritise the strengthening of its monitoring and evaluation (M&E) systems. This counters corruption activities in the organisation. Current M&E mechanisms are underutilised, leading to ineffective service delivery. Implementing robust M&E frameworks can facilitate better oversight and accountability in service provision, particularly for water services.

5.4.2.4 Reduce political-administrative interference

Political affiliation, political interference, personal connections, nepotism and political favoritism were identified as influencing the allocation process, leading to inequalities and dissatisfaction. Policy makers should downplay the involvement of political-administrative interference in the work of local government.

5.4.2. Improve financial management

Another challenge identified in the distribution process includes limited resources particularly financial crisis. To address the issue of limited resources, Ugu District Municipality needs to adopt sound financial management practices. This includes better budgeting, financial planning and the alignment of financial resources with service delivery priorities. Engaging with stakeholders to secure additional funding and support can also be beneficial.

5.4.2.6 Leverage partnerships

To counter the issue of limited resources identified in the study, the top management should also leverage partnerships and collaboration. Collaborating with various stakeholders, including non-governmental

organizations, the private sector and community-based organisations can provide additional resources and expertise. Integrated collaboration between municipal officials and community leaders should be encouraged. This may improve service delivery. These partnerships can help address service delivery backlogs and enhance the municipality's capacity to deliver services effectively.

5.4.2.7 Infrastructure development and maintenance

To combat the issue of limited physical resources and inadequate infrastructure issues identified in the study, top management should invest in the maintenance and development of infrastructure. The municipality should focus on upgrading existing facilities and ensuring that new projects are sustainable. This includes prioritizing water and sanitation infrastructure, which is vital for community health and economic development.

5.4.2.8 Foster community engagement and trust

The study established that traditional leaders are not always engaged in issues of housing. The study indicated that ward councilors disregard the authority of traditional leaders. Collaboration and networking between officials and community leaders need to be fostered to realise noticeable and quality service delivery. Collaboration between officials and community leaders improves trust which subsequently leads to sound service delivery. The municipality should enhance its engagement with residents through regular consultations and feedback mechanisms. This can help align service delivery with community needs and improve overall satisfaction.

5.4.2.9 Enhance accountability mechanisms

The study also identified the prevalence of little accountability. The study also found that formal governance structures are not in every constituency or town council, which retards governance effectiveness. The municipality needs to establish clear accountability frameworks that define roles and responsibilities for service delivery. This should include regular audits and public reporting on

service delivery performance to counter tendencies of corruption and maladministration. The Department of Human Settlements should place a strong emphasis on good corporate governance as a foundation for efficient and effective service delivery.

5.4.2.10 Remove unnecessary red tapes

The study demonstrated challenges in the distribution process which include bureaucratic delays and bureaucratic inefficiencies. Top management of the local government should eliminate unnecessary bureaucratic delays and inefficiencies.

5.5. LIMITATION OF THE STUDY

The study's primary constraint was its narrow focus on the Department of Human Settlement at Ugu District Municipality, which limits the generalisation of findings to other departments in South Africa. The central reason of confining this study to one organisation was prompted by the limited time and logistics available. For this reason, the focus on the Department of Human Settlements was practical and methodologically feasible given the researcher's limited resources. The study was restricted to a review of the literature regarding good governance and service delivery in Ugu District Municipality. The study used a mixed methodology research tool to gather data, which was a closed-ended questionnaire and interviews. Due to time constraints, this study was cross-sectional in nature. However, the limitations did not influence the quality of the results, hence they can be utilised in other environments with the same or similar settings.

5.6 FUTURE STUDY

The study investigated how good governance practices can improve service delivery, using the Department of Human Settlements in the Ugu District as a case study. Therefore, the study's findings cannot be applied to other organisations. To achieve more generalizable results, future studies should be conducted with multiple organisations. However, the research results can still

be helpful for other organizations in South Africa with similar organizational settings. The study recommends that future studies should be conducted on the challenges faced by municipal officials when exercising good governance practices. The study's results demonstrate that service delivery can be improved through enhanced good governance practices. Since this study was cross-sectional in nature, future researchers may conduct a longitudinal study.

5.7 MAJOR CONTRIBUTION

The insights gained from this study have greatly expanded the knowledge base on the impact of good governance practices, benefiting both public organisations in similar contexts, as well as government policy-makers. Other public institutions can utilise these findings to address their questions and improve service delivery. Additionally, this study has highlighted the importance of good governance practices in enhancing service delivery, informing all levels of government and contributing to the growth of organisations in similar settings by reinforcing fundamental principles of good governance. Findings from the study could aid and stir up policy-makers to review areas of governance that need attention. Since many previous studies on governance and service delivery conducted in South Africa were based on desktop research, through empirical findings, this study has increased the understanding and awareness to national, provincial and local governments regarding the role of good governance practices in improving service delivery. In addition, the local public institutions can incorporate the findings in manuals to ensure the development of sound governance skills.

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APPENDICES

ANNEXURE A

Cell: +2778 885 4321

Email address: 21514224@dut4life.ac.za

Lot 2004 Christopher Street
Margate 4275

KwaZulu-Natal
South Africa
28 July 2022

Dear Respondent

REQUEST FOR COMPLETION OF RESEARCH QUESTIONNAIRE

I am a registered Masters student at the Durban University of Technology conducting a research into *“Role of good governance practices in enhancing service delivery: a case study of the department of human settlements at ugu district municipality”* Under the supervision of Dr R. Utete. I have submitted a written letter requesting for permission to conduct this research. The Ugu District Municipality approved my application to conduct and administer research questionnaires concerning to the topic.

An average of 15 minutes will be used to complete questionnaire and simply mark (X) the relevant responses objectively and honestly. Answer all statements on the Likert scale. Do not leave any statement blank. I will also be conducting interviews with selected traditional leaders from ugu District Municipality. The average time for interviews will be 10 minutes. Please be assured that we will strictly manage your responses and keep them strictly confidential and will not be disclosed over to another party. You are advised not to mention your name on the questionnaire to remain anonymous. The responses to the questionnaire will be used for statistical purposes only. Your participation in this study is voluntary. You can withdraw your consent and participation at any time, without coercion.

All respondents who participate in the project will receive a summary of the main findings once the project is completed. Thank you for your help with this part of the study. I appreciate your co-operation and look forward to getting the questionnaire back as quickly as possible. If you have any questions, please do

not be reluctant contact me at the cell phone number above. Thank you for your help in completing my project.

Sincerely,
Ndimphiwe Marawu
Student Number: 21514224

Cell: +2778 885 4321
Ikheli le-imeyili: 21514224@dut4life.ac.za

Lot 2004 Christopher Street
Margate 4275

KwaZulu-Natal
South Africa
28 July 2022

Umphenduli othandekayo

Ngingumfundi we-Masters obhalisiwe e-Durban University of Technology owenza ucwaningo "Indima yemikhuba emihle yokubusa ekuthuthukiseni ukulethwa kwezinsizakalo: isifundo secala lomnyango wezindawo zokuhlala zabantu kumasipala wesifunda we-ugu" Ngaphansi kweso likaDkt R. Utete. Ngithumele incwadi ebhaliwe ecela imvume yokuqhuba lolu cwaningo. UMasipala wesiFunda sase-Ugu uvumile isicelo sami sokuqhuba nokuphatha imibuzo yocwaningo mayelana nesihloko.

Isilinganiso semizuzu engu-15 sizosetshenziselwa ukugcwalisa iphepha lemibuzo bese umane uphawule (X) izimpendulo ezifanele ngenhloso nangobuqotho. Phendula zonke izitatimende ngezinga le-Likert. Ungashiyi noma yisiphi isitatimende singenalutho. Ngizophinde ngiqhube izingxoxo nabaholi bendabuko abakhethiwe kuMasipala wesiFunda ugu. Isikhathi esijwayelekile sezingxoxo sizoba imizuzu engu-10. Sicela uqiniseke ukuthi sizophatha ngokuqinile izimpendulo zakho futhi sizigcine eziyimfihlo ngokuqinile futhi ngeke zidalulwe ngaphezulu kwelinye iqembu. Uyelulekwa ukuthi ungalikhulumi igama lakho ephepheni lemibuzo ukuze uhlale ungaziwa. Izimpendulo zephepha lemibuzo zizosetshenziselwa izinhloso zezibalo kuphela. Ukubamba kwakho iqhaza kulolu cwaningo kwenziwa ngokuzithandela. Ungahoxisa imvume yakho nokubamba iqhaza nganoma yisiphi isikhathi, ngaphandle kokuphoqelelwa.

Bonke abaphenduli ababambe iqhaza kule phrojekthi bazothola isifinyezo sokutholakala okuyinhloko uma iphrojekthi iqediwe. Siyabonga ngosizo lwakho ngale ngxenye yocwaningo.

Ngiyabonga ngokubambisana kwakho futhi ngibheke phambili ekubuyiseni iphepha lemibuzo ngokushesha ngangokunokwenzeka. Uma unemibuzo, sicela ungafuni ukuxhumana nami enombolweni kamakhalekhukhwini ngenhla. Ngiyabonga ngosizo lwakho ekuqedeni iphrojekthi yami.

Ngobuqopho

Ndimphiwe Mlamli Marawu

Student Number: 2151424

ANNEXURE B

Instructions

1. This questionnaire comprises of two sections (A, B).
2. You are kindly requested to answer all Likert scale statements.
3. Please mark **(X)** to the relevant precoded response.
4. Please mark **(X)** for one response only.
5. Do not leave any statement blank

Section A: Biographical information

1. Please indicate your gender.

1.1	Male	1
1.2	Female	2

2. Please indicate your age group.

2.1	21-25 years	1
2.2	26-30 years	2
2.3	31-35 years	3
2.4	36-40 years	4
2.5	41-45 years	5
2.6	46- 50	6
2.7	> 51 years	7

3. Please indicate your racial group.

3.1	African Black	1
3.2	White	2
3.3	Colored	3
3.4	Indian	4
3.5	other	5

4. Please indicate the period of service

4.1	0-4 years	1
4.2	5-9 years	2
4.3	10-14 years	3
4.4	15-19 years	4
4.5	20-24 years	5
4.6	>25 years	6

5. Please indicate your qualification.

5.1	Doctorate	1
5.2	Master's Degree	2
5.3	Honors	3
5.4	Bachelor's degree	4
5.5	Diploma	5
5.6	Certificate	6
5.7	Matric /secondary	7
5.8	No formal education	8

Section B

6. good governance practices.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6.1	I do my work in a transparency manner.	1	2	3	4	5
6.2	I am pleased with the performance evaluations within the organization for it is conducted fairly and transparently.	1	2	3	4	5
6.3	I am pleased with the opportunities available to actively	1	2	3	4	5

	participate in decision-making processes.					
6.4	I am confident that the leadership in place is promoting a culture of fairness, integrity and overall good governance	1	2	3	4	5
6.5	I strongly believe that community members are actively engaged in decision-making processes.	1	2	3	4	5
6.6	I comply with policies in place to hold everyone accountable for their actions and decisions	1	2	3	4	5
6.7	We strive to ensure every citizen at Ugu residents have a decency dwelling to live.	1	2	3	4	5
6.8	I am satisfied with the channels provided for community feedback and suggestions in governance matters.	1	2	3	4	5
6.9	I ensure that the Ugu Municipality deals with those convicted of illegal activities	1	2	3	4	5
6.10	I ensure that Ugu Municipality's process of reporting illegal activities is followed.	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7.1	Corruption lower community confidence in public authorities	1	2	3	4	5
7.2	There are many structures to be consulted before houses are delivered to Ugu residents.	1	2	3	4	5
7.3	Politics plays crucial role when considering where to build and for whom.	1	2	3	4	5
7.4	Due to scarce resources, there are delays in building of houses.	1	2	3	4	5
7.5	Due to delays in building of houses, the housing backlog keeps on increasing.	1	2	3	4	5
7.6	Mountain of paperwork and rules slow the speed to build houses	1	2	3	4	5
7.7	Sometimes poor coordination among the political, administrative and community is experienced.	1	2	3	4	5
7.8	In the allocation of houses sometimes nepotism is experienced	1	2	3	4	5
7.9	Insufficient funds are drawing back plans to ensure that all Ugu residents have a place to stay.	1	2	3	4	5
7.10	Sometimes funds are misused which causes service delivery to be compromised.	1	2	3	4	5
7.11	I always monitor the building projects in the municipality.	1	2	3	4	5

8. Relationship between good governance and service delivery

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8.1	I am accessible to every person that needs assistance in terms of housing at Ugu Municipality.	1	2	3	4	5

8.2	I ensure that the information given to the residents regarding houses is verified.	1	2	3	4	5
8.3	I ensure that every resident of Ugu municipality gets a place to stay.	1	2	3	4	5
8.4	I am involved in the compilation of the IDP of the municipality	1	2	3	4	5
8.5	I ensure that service standards are maintained	1	2	3	4	5
8.6	I ensure that the main actors involved in delivering of houses uphold good governance.	1	2	3	4	5
8.7	I ensure that I follow adequate control measures in place to eliminate corruption.	1	2	3	4	5
8.8	I provide effective oversight over the municipal executive and council officials	1	2	3	4	5
8.9	I ensure that residents have equal opportunity to receive houses.	1	2	3	4	5
8.10	I ensure that I don't abuse my position for personal gain.	1	2	3	4	5

Thank you for the time you have taken to complete this questionnaire and your contributions are highly appreciated.

Imiyalelo

1. Lolu hlu lwemibuzo luqukethe izigaba ezimbili (A,B)
2. Uyacelwa ukuthi uphendule izitatimende zesikali se-all likert.
3. Sicela umake (X) empendulweni efanele
4. Sicela umake (X) ngempendulo eyodwa kuphela.
5. Ungashiya isitatimende singenalutho.

Isigaba A: Ulwazi lomlando womuntu

1. Sicela ubonise ubulili bakho.

1.1	Owesilisa	1
1.2	Owesifazane	2

2. Sicela ukhombise iqembu lakho leminyaka.

2.1	iminyaka 21-25	1
2.2	iminyaka 26-30	2
2.3	iminyaka 31-35	3
2.4	iminyaka 36-40	4
2.5	iminyaka 41-45	5
2.6	46- 50	6
2.7	> iminyaka engu-51	7

3. Sicela ukhombise iqembu lakho lobuhlanga.

3.1	UmAfrika Omnyama	1
3.2	Mhlophe	2
3.3	Ikhiladi	3
3.4	Indiya	4
3.5	Okunye	5

4. Sicela ukhombise isikhathi onaso sokusebenza kulesi sikhundla.

4.1	iminyaka 0-4	1
4.2	iminyaka 5-9	2
4.3	iminyaka 10-14	3
4.4	iminyaka 15-19	4
4.5	20-24 years	5
4.6	>iminyaka engu-25	6

5. Sicela ubonise izinga lakho lemfundo

5.1	Iziqo zobudokotela	1
5.2	Iziqo ze-Honours	2
5.3	Degree	3
5.4	I diploma	4
5.5	Isitifiketi	5
5.6	Umatikuletsheni/ okwesibili	6
5.7	Ayikho imfundo ehlelekile	7

Isigaba B

6. izinqubo zokuphatha kahle.

	Isitatimende	angivumi ngokuqinisekileyo	Angivumi	Angithathi hlangothi	Ngiyavuma	Ngiyavuma Ngokuqinisekileyo
6.1	Ngenza umsebenzi wam ngendlela esobala.	1	2	3	4	5
6.2	Ngiyaziphendulela kukho konke engikwenzayo.	1	2	3	4	5
6.3	Ngibamba iqhaza emisebenzini ehluahlukene edinga imibono yami.	1	2	3	4	5
6.4	Siphendula kuzo zonke izicelo zabahlali bakaMasipala Ugu.	1	2	3	4	5
6.5	Ngithobela yonke imithetho uma ngenza umsebenzi wami.	1	2	3	4	5
6.6	Ngibaphatha ngokulingana bonke abahlali bakamasipala woGu ngaphandle kokukhetha.	1	2	3	4	5
6.7	Sizama ukuqinisekisa ukuthi zonke izakhamizi kumasipala woGu zinendawo yokuhlala ehloniphekile.	1	2	3	4	5

6.8	Nginyaqinisekisa ukuthi izinsiza abanazo kumasipala woGu zisetshenziswa ngendlela efanele.	1	2	3	4	5
6.9	Nginyaqinisekisa ukuthi umasipala woGu uyakwazi ukubhekana nalaba abalahlwe amacala okuphula umthetho.	1	2	3	4	5
6.10	Nginyaqinisekisa ukuthi umasipala woGu ubhekana nalabo abagwetshelwe ukwenza izinto ezingekho emthethweni.	1	2	3	4	5

7. izinselelo ezithiya ukuqaliswa kokubusa okuhle

	Isitatimende	Angivumi ngokuqinisekileyo	Angivumi	Angithathi hlangothi	Ngiyavuma	Ngiyavuma Ngokuqinisekileyo
7.1	Inkohlakalo yehlisa ukuzethemba komphakathi kuziphathimandla zikahulumeni	1	2	3	4	5
7.2	Ziningi izinhlaka zobuholi okufanele kuboniswane nazo ngaphambi kokuba izindlu zilethwe kubahlali basoGu.	1	2	3	4	5
7.3	Ipolitiki idlala indima ebalulekile uma kubhekwa ukuthi kwakhiwe kuphi futhi kwenzelwa bani.	1	2	3	4	5

7.4	Ngenxa yokuntuleka kwezinsiza, kuba nokubambezelek a ekwakiweni kwezindlu.	1	2	3	4	5
7.5	Ngenxa yokubambezeleka ekwakiweni kwezindlu ukusilela emuva kwezindlu zikamasipala kuyaqhubeka kwanda.	1	2	3	4	5
7.6	umsebenzi omningi wephepha ngaphambi kokwakiwa kwendlu kanye nemithetho wehlisa isivinini sokwakha izindlu	1	2	3	4	5
7.7	Kwesinye isikhathi kukhona ukungaboni ngasolinye phakathi kwezombusazwe, ezokuphatha kanye nomphakathi.	1	2	3	4	5
7.8	Kwesinye isikhathi iNepotism iyenzeka ekwabiweni kwezindlu.	1	2	3	4	5
7.9	Imali enganele ibuyisela emuva izinhlelo zokuqinisekisa ukuthi zonke izakhamuzi	1	2	3	4	5

	zasoGu zinendawo yokuhlala.					
7.10	Kwesinye isikhathi izimali zisetshenziswa ngendlela engafanele okubangela ukuthi ukulethwa kwezinsiza kube sengozini.	1	2	3	4	5
7.11	Ngihlale ngiqapha imisebenzi yokwakha kumasipala.	1	2	3	4	5

8. Ubudlelwano phakathi kokubusa okuhle kanye nokulethwa kwezinsiza.

	Isitatimende	Angivumi ngokuqinisekileyo	Angivumi	Angithathi hlangothi	Ngiyavuma	Ngiyavuma Ngokuqinisekileyo
8.1	Sifinyeleleka kuwo wonke umuntu odinga usizo lwethu mayelana nezindlu kuMasipala Ugu.	1	2	3	4	5
8.2	Siqinisekisa ukuthi ulwazi esilunikeza abahlali mayelana nezindlu luyaqinisekiswa.	1	2	3	4	5
8.3	Siqinisekisa ukuthi wonke umuntu ohlala kumasipala woGu uthola indawo yokuhlala.	1	2	3	4	5

8.4	Ngibambe iqhaza ekuhlanganisweni kwe-IDP kamasipala	1	2	3	4	5
8.5	Siqinisekisa ukuthi amazanga ezinsiza ayagcinwa kuwo wonke umnyango wezezindlu.	1	2	3	4	5
8.6	Ngiyaqinisekisa ukuthi ababambiqhaza ababambe iqhaza ekulethweni kwezindlu bahambisana nokubusa okuhle.	1	2	3	4	5
8.7	Ngiyaqinisekisa ukuthi ngilandela izinyathelo ezanele zokulawula ukuze kuqedwe inkohlakalo.	1	2	3	4	5
8.8	Nginikeza ukwengamela okusebenzayo kubaphathi bakamasipala kanye nezikhulu zomkhandlu	1	2	3	4	5
8.9	Nginqinisekisa ukuthi abahlali banethuba elilinganayo lokuthola izindlu.	1	2	3	4	5

8.10	Ngyaqinisekisa ukuthi angisebenzisi kabi isikhundla sami ukuze ngizuze mina.	1	2	3	4	5
------	--	---	---	---	---	---

Siyabonga ngesikhathi osithathile ukuze ugqwalise lolu hlu lwemibuzo futhi iminikelo yakho yaziswa kakhulu.

INTERVIEW SCHEDULE

Individual interviews for Traditional leaders only

1. Are community resources managed, and what steps are taken to prevent mismanagement or corruption? If yes, explain. If no, elaborate.....
2. If the ward councillor wants to meet with the community, does he ask your office for permission? If yes, explain. If no, elaborate.....
3. Do you receive resources as the traditional leader to enable your people to live better lives? If yes, explain. If no, elaborate?.....
4. Do you have governance structures in your constituency or town council to encourage good governance? If yes, explain. If no, elaborate.....
5. Are these RDP houses distributed fairly for community members? If yes, explain. If no, elaborate.....
6. How would you compare the quantity and quality of houses built in your area to those in other districts or towns? Please explain.....
7. Are you involved in Integrated Development Plans, and if yes, what are your responsibilities? If yes, explain. If no, elaborate?.....
8. How has the establishment of good governance improved lives of ordinary people in your area? Please explain.....
9. What can the Ugu District Municipality Council/Town Council do, in your opinion, to enhance local government and service provision? If yes, explain. If no, elaborate?.....
10. Do you have any challenges about the governance and the provision of services in the Ugu district Municipality that you would want to expand upon at this time? If yes, explain. If no, elaborate?.....

UHLELO LWENGXOXO

Izingxoxo zomuntu ngamunye zabaholi beNdabuko

1. Ingabe izinsiza zomphakathi ziqhutshwa kahle, futhi yiziphi izinyathelo ezithathwayo ukuvikela ukungaphathwa kahle noma ubugebengu? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
2. Uma u-Councillor weWard efuna ukuhlangana nomphakathi, ingabe uyayicela yhini imvume ehhovisi lakho? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
3. Uthola izinsiza njengomholi wesintu ukuze uthuthukise impilo yabantu bakho? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
4. Unazo izakhiwo zokuphatha endaweni yakho yokwakha noma emkhandlwini wedolobha ukuze ukhuthaze ukuphathwa kahle? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
5. Ingabe lezi zindlu ze-RDP zabelwa ngokulinganayo kubalaleli bomphakathi? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
6. Ungawuqhathanisa kanjani umthamo kanye nekhwalithi yezindlu ezakhiwe endaweni yakho nezakhiwe kwezinye izifunda noma emadolobheni? Sicela uchaze.
.....
7. Ubayinxenye yini ye-Zinhlelo Zokuthuthukiswa Okuhlanganisiwe, futhi uma kunjalo, yiziphi izibopho zakho? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi.....
8. Ukwakhiwa kokuphathwa kahle kulethe kanjani ukuthuthukiswa ezimpilweni zabantu abajwayelekile endaweni yakho? Ngicela uchaze.....
9. Yini angayenza umasipala wase-Ugu District, ngokombono wakho, ukuze ithuthukise uhulumeni bendawo kanye nokuhlinzekwa kwezinsizakalo? Uma kunjalo, chaza. Uma kungenjalo, chaza kabanzi?.....

10. Ngabe unazo izinselelo mayelana nokuphathwa kanye nokuhlinzekwa kwezinsizakalo eMasipala wesifunda saseUgu ongathanda ukuzichaza ngalesi sikhathi? Uma kunjalo, chaza. Uma kungenjalo, chaza.....

ANNEXURE D

South Africa, Cell: 078 885 4321

2004 Christopher Street

Margate 4275

KwaZulu-Natal

South Africa

23 September 2023

Ugu District Municipality
CORPORATE SERVICES DEPARTMENT
PO Box 33, Port Shepstone
28 Connor Street

Dear Mr. VO Mazihuko

REQUEST FOR A LETTER OF PERMISSION (GATEKEEPER'S LETTER) TO CONDUCT RESEARCH

I am kindly requesting permission in the form of a letter (a gatekeeper's letter) to carry out my research and use your organisation as my focal case study. This study will benefit the municipality, since a copy of the key findings will be given to the top management. The topic is entitled, "*Role of good governance practices in enhancing service delivery: a case study of the department of human settlements at ugu district municipality*". I am a registered master's student in the Department of Public Management at the Durban University of Technology under the supervision of Dr R. Utete

I guarantee you that the information that you will give to me will be kept with utmost confidentiality and will not be disclosed to any other party. Your formal letter of informed consent is greatly appreciated since it is a pre-requisite for me to pursue with my study at this stage. Should you have any further information, please do not hesitate to contact me on my cell number above.

Yours Sincerely

Ndimphiwe Mlamli Marawu

Student Number: 21514224

ANNEXURE E

PO Box 33, Port Shepstone 4240
KwaZulu-Natal
South Africa



28 Connor Street
Tel: (039) 688 5843
Fax: (039) 682 4598

Ugu Distrik Munisipaliteit

Ugu District Municipality

Ugu umasipata wesifunaa

CORPORATE SERVICES DEPARTMENT

29 SEPTEMBER 2023

Enquires: Mr VO Mazihuko
0396885704

Durhan University of Technology
P.O. Box 1334
Durban
SOUTH AFRICA
4001

Attention: Mr Ndimphiwe Mlamli Marawu

PERMISSION TO CONDUCT A RESEARCH AT UGU DISTRICT MUNICIPALITY

It is a great pleasure to inform you that the request that you have made Mr Ndimphiwe Mlamli Marawu to conduct a research study for your Master's titled: "**ROLE OF GOOD GOVERNANCE PRACTICES IN ENHANCING SERVICE DELIVERY: A CASE STUDY OF UGU DISTRICT MUNICIPALITY IN THE DEPARTMENT OF HUMAN SETTLEMENTS**" has been granted.

It is hoped that the outcome of the research will benefit the Ugu District Municipality.

MR VELA O MAZIBUKO
ACTING MUNICIPAL MANAGER

EDITING LETTER

696 Clare Road
Clare Estate
Durban
4091
1 July 2024

To: Whom it may concern

Editing of Master's: NM Marawu (21514224)

**Role of Good Governance in enhancing Service Delivery: a case of the
Department of Human Settlements at Ugu District Municipality**

This letter serves as confirmation that the aforementioned dissertation has been language edited. The requisite grammatical conventions have been met. Suggestions have been made to the researcher.

Any queries may be directed to the author of this letter.

Regards

MP MATHEWS

Lecturer and Language Editor

Mercimathews4@gmail.com

083 676 4778

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practices in enhancing service
delivery A case study of the
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by Ndimphiwe Marawu

Submission date: 30-Oct-2024 12:19PM (UTC+0200)

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LETTER OF INFORMATION

Title of the Research Study: Role of good governance practices in enhancing service delivery: A case study of Ugu District Municipality in the Department of Human Settlements.

Principal Investigator/s/researcher: Ndimphiwe Mlamli Marawu, Masters candidate in Public Management

Co-Investigator/s/supervisor/s: Dr R. Utete (Phd)

Brief Introduction and Purpose of the Study: Several municipalities in the south African local government are not performing as expected because of many issues including poor governance. The purpose of this study is to investigate the role of good governance practices in enhancing service delivery in the department of human settlements at Ugu district. The Department of Human Settlements in developing countries continues to fail to provide proper housing facilities to the citizens which has led to unsustainable concentration of population in informal structures. These informal structures are usually congested and filthy which become a breeding haven for diseases such as typhoid, cholera and other contaminable diseases. In South Africa, poor service delivery has been pointed to poor governance as the prime source of dilemma. The living conditions in Ugu District Municipality residents are only getting worse with little to no improvement. This study seeks to find out the extent to

which the Department of Human Settlements adheres to good governance practices. Furthermore, to explore the challenges which is experienced in practicing good governance.

Good Day

I am a student at Durban University of Technology (DUT) doing research for my Masters Degree in Public Administration within the Department of Public Management, Law & Economics. I would like to invite you to participate in the research study.

Research is a systematic search or enquiry for generalised new knowledge. You are allowed to ask as many questions as you can be regarding this research study and should you no longer wish to participate, you can withdraw by informing the researcher. You are entitled to discuss the research study with your family and friends and know that you are under no obligation to commit at this stage. You are assured that by participating in this study, there will be no adverse or negative effects. For this purpose, a copy of the letter of information document is given to you to take home.

Outline of the Procedures: The purpose of this study is to investigate the role of good governance practices in enhancing service delivery in the Department of Human Settlements using Ugu district Municipality as case study. A mixed research approach was utilised to accomplish the study's objectives with semi-structured interviews conducted to traditional leaders and close-ended questionnaires administered to municipal officials and councilors at Ugu District Municipality in South Africa. For the quantitative part of the research, the researcher did not have a sample because the target population of 113 participants was too little to warrant a sample selection. Hence, a census technique was utilised. The statistician was consulted by the researcher, and they advised including all of the target population as the sample. A census technique relates to the inclusion of the whole population, which is different from the chosen sample utilising a sampling technique

(Lampard and Pole, 2020:30). For the qualitative part of the study, a purposive sampling technique was used to choose the sample, and the sample of 15 was adequate.

Risks or Discomforts to the Participant: There are no risks and discomforts if you participate in this study.

Explain to the participant the reasons he/she may be withdraw from the Study: Participation is voluntary, and you can at any time, without coercion, withdraw participation and consent in the study and research will be terminated with immediate effect, if such circumstance arises.

Benefits: The findings of this study will help you, as the study will provide recommendations to ugu district Municipality to address the challenges emanated from poor governance.

Remuneration: You will not be remunerated for participating in this study.

Costs of the Study: You do not need to pay anything to participate in this study.

Confidentiality: The information that will be obtained from you through the survey will only be accessible to the researcher only. Your confidentiality and anonymity will be preserved and your personal information will not be included in the study findings. The survey data will be kept in the passworded computer and saved in an encrypted folder that has a password. The data will be stored for a period of five years and thereafter it will be deleted.

Results: I will disseminate a summary of the key findings to you and the managers of the ugu district Municipality.

Research-related Injury: You will not be exposed to any kind of injuries during your participation in this study.

Storage of all electronic and hard copies including tape recordings: The data collected from you will be retained on a safe locked cabinet and captured data will be stored on a password-protected computer for a period of five years. After five years, all hard copies will be shredded, and captured data will be permanently deleted.

Persons to contact in the Event of Any Problems or Queries: (Ethics Administrator on 031 373 2375. If you have any questions about the study, please contact the researcher -Ndimphiwe Mlamli Marawu on 078 885 4321 or supervisor -Dr. Reward Utete 073 064 1668. Complaints can be reported to the Acting Director: Research and Postgraduate Support on RPS Director: researchdirector@dut.ac.za.



INCWADI YOLWAZI

Isihloko socwaningo: Indima yemikhuba emihle yokubusa ekuthuthukiseni ukulethwa kwezinsizakalo: Ucwangingo lwecala likaMasipala Wesifunda sase-Ugu eMnyangweni Wezokuhlaliswa Kwabantu.

Umcwangingini noma abacwaningi abakhulu: u-Ndimphiwe Mlamli Marawu, Masters in Public Management

Abambisene nabo noma abeluleki: UDkt R. Utete (PhD)

Isingeniso esifushane nenhloso yocwaningo : Omasipala abaningana kuhulumeni waseningizimu Afrika abenzi njengoba bekulindelekile ngenxa yezindaba eziningi ezihlanganisa ukubusa kabi. Inhloso yalolu cwangingo ukuphenya ngendima yemikhuba emihle yokubusa ekuthuthukiseni ukulethwa kwezinsizakalo emnyangweni wezokuhlaliswa kwabantu esifundeni sase-Ugu. UMnyango Wezokuhlaliswa Kwabantu emazweni asathuthuka kuyaqhubeka nokwehluleka ukuhlinzeka ngezindawo ezifanele zezindlu kwizakhamuzi okuholele ekugxileni okungazinzile kwabantu ezakhiweni ezingahlelekile. Lezi zakhiwo ezingahlelekile zivame ukugcwala futhi zingcolile eziba yindawo yokuzala izifo ezifana ne-typhoid, ikholera nezinye izifo. ENingizimu Afrika, ukungahanjiswa kahle kwezinsizakalo kukhonjwe ukubusa okungalungile njengomthombo oyinhloko wenkinga. Izimo zokuhlala kubahlali bakaMasipala wesiFunda sase-Ugu ziba zimbi kakhulu. Lolu cwangingo lufuna ukuthola ukuthi

uMnyango wezokuHlaliswa kwaBantu unamathela kangakanani ezinkambisweni ezinhle zokubusa. Ngaphezu kwalokho, ukuhlola izinselelo ezihlangabezana nazo ekwenzeni ukubusa okuhle.

Sawubona

Ngingumfundi eDurban University of Technology (DUT) ngenza ucwaningo ngeMasters Degree in Public Administration yami ngaphakathi koMnyango wezokuPhathwa koMphakathi, iLaw & Economics. Ngithanda ukukumema ukuba ubambe iqhaza ocwaningweni. Ucwaningo ukusesha okuhlelekile noma uphenyo lolwazi olusha jikelele. Uvunyelwe ukubuza imibuzo njengoba ungaba khona mayelana nalolu cwawano, futhi uma ungasafisi ukubamba iqhaza, ungasaxa ngokwazisa umcwawano. Unelungelo lokuxoxa ngocwaningo nomndeni wakho nabangane futhi wazi ukuthi awuphansi kwesibopho sokuzibophezela kulesi sigaba. Uqinisekisiwe ukuthi ngokubamba iqhaza kulolu cwawano, ngeke kube nemiphumela emibi. Ngale njongo, ikhophi yedokhumenti yencwadi yolwazi inikezwa ukuthi uyithathe ekhaya.

Uhlaka lwezinqubo: Inhloso yalolu cwawano ukuphenya indima yemikhuba emihle yokubusa ekuthuthukiseni ukulethwa kwezinsizakalo eMnyangweni wezokuHlaliswa kwaBantu kusetshenziswa uMasipala wesifunda sase-Ugu njengesifundo. Kwasetshenziswa indlela yocwaningo exubile ukufeza izinhloso zocwaningo ngezingxoxo ezihlelekile ezenziwe kubaholi bendabuko kanye nemibuzo eseduze enikezwe izikhulu zikamasipala kanye namakhansela kuMasipala wesifunda sase-Ugu eNingizimu Afrika. Engxenyeni yobuningi yocwaningo, umcwawano akazange abe nesampula ngoba inani labantu abahlosiwe labahlanganyeli abangu-113 lalincane kakhulu ukuqinisekisa ukukhethwa kwesampula. Ngenxa yalokho, kwasetshenziswa inqubo yokubalwa kwabantu. Isazi sezibalo sabonisana nomcwawano, futhi beluleka kufaka phakathi bonke abantu abahlosiwe njengesampula. Inqubo yokubalwa kwabantu iphathelene nokufakwa kwabantu bonke, okuhlukile kwisampula ekhethiwe esebenzisa inqubo

yokusampula (Lampard and Pole, 2020: 30). Engxenyeni yekhwalithathive yocwaningo, kwasetshenziswa inqubo yokusampula ye-purposive ukukhetha isampula, futhi isampula ye-15 yayanele.

Chaza kumhlanganyeli izizathu zokuthi angase ahoxe eSifundo: Ubamba iqhaza ngokuzithandela, futhi ungakwazi nganoma yisiphi isikhathi, ngaphandle kokuphoqeelwa, ukuhoxisa iqhaza nokuvuma ocwaningweni futhi ucwaningo luzoqedwa ngokushesha, uma kuvela isimo esinjalo.

Izinzuzo: Okutholakele kulolu cwaningo kuzokusiza, njengoba ucwaningo luzonikeza izincomo kuMasipala wesifunda ugu ukubhekana nezinselelo ezivela ekubuseni okungalungile.

Iholo: Ngeke ukhokhelwe ngokuhlanganyela kulolu cwaningo.

Izindleko Zocwaningo: Awudingi ukukhokha lutho ukuze ubambe iqhaza kulolu cwaningo.

Ukugcinwa okuyimfihlo: Ulwazi oluzotholakala kuwe ngokusebenzisa inhlolovo luzofinyeleleka kumcwaningi kuphela. Imfihlo yakho nokungaziwa kuzolondolozwa futhi imininingwane yakho siqu ngeke ifakwe kokutholakele kucwaningo. Imininingwane yocwaningo izogcinwa kwikhompyutha enephasiwedi bese igcinwa kufolda eyimfihlo enephasiwedi. Imininingwane izogcinwa isikhathi esiyiminyaka emihlanu futhi ngemuva kwalokho izosuswa.

Imiphumela: Ngizosabalalisa isifinyezo sokutholakala okuyisihluthulelo kuwe kanye nabaphathi bomnyango wezokuHlaliswa kwaBantu kuMasipala wesifunda ugu.

Ukulimala okuhlobene nocwaningo: Ngeke uvezwe kunoma yiluphi uhlobo lokulimala ngesikhathi uhlanganyela kulolu cwaningo.

Ukugcinwa kwawo wonke amakhophi kagesi kanye namakhophi ayiphepha okuhlanganisa namakhasethi aqoshiwe: Imininingwane eqoqwe kuwe izogcinwa kwikhabhinethi ephephile ekhiyiwe. futhi imininingwane

ebanjwe izogcinwa kwikhompyutha evikelwe enephasiwedi isikhathi esiyiminyaka emihlanu. Ngemuva kweminyaka emihlanu, wonke amakhophi aqinile azochotshozwa, futhi idatha ebanjwe izosuswa unomphela.

Abantu oxhumana nabo esimeni sanoma iziphi izinkinga noma imibuzo:
(Umphathi Wokuziphatha ku 031 373 2375. Uma unemibuzo ngalolu cwaningo, sicela uxhumane no-researcher -Ndimphiwe Mlamli Marawu ku-078 885 4321 noma umphathi -Dr. Reward Utete 073 0641668. Izikhalazo zingabikwa kuMqondisi oyiBamba: Ucwangingo kanye nokwesekwa kwe-Postgraduate uDkt V. Govender ku-Vanesh@dut.ac.za

QUALITATIVE

Section A: Biographical information

7. Please indicate your gender.

1.1	Male	1
1.2	Female	2

8. Please indicate your age group.

2.1	21-25 years	1
2.2	26-30 years	2
2.3	31-35 years	3
2.4	36-40 years	4
2.5	41-45 years	5
2.6	46- 50	6
2.7	> 51 years	7

9. Please indicate your racial group.

3.1	African Black	1
3.2	White	2
3.3	Colored	3
3.4	Indian	4
3.5	other	5

10. Please indicate the period of service

4.1	0-4 years	1
4.2	5-9 years	2
4.3	10-14 years	3
4.4	15-19 years	4
4.5	20-24 years	5
4.6	>25 years	6

11. Please indicate your qualification.

5.1	Doctorate	1
5.2	Master's Degree	2
5.3	Honors	3
5.4	Bachelor's degree	4
5.5	Diploma	5
5.6	Certificate	6
5.7	Matric /secondary	7
5.8	No formal education	8

	1. Gender	2. Age group	3. Racial group	4. Qualification
Participant 1	1	5	1	5
Participant 2	1	7	1	7
Participant 3	2	7	1	8
Participant 4	1	7	1	8
Participant 5	1	4	1	4
Participant 6	2	5	1	4
Participant 7	1	7	1	8
Participant 8	1	4	1	5
Participant 9	1	7	1	8
Participant 10	2	6	1	4
Participant 11	1	6	1	8
Participant 12	1	6	1	6
Participant 13	1	7	1	8
Participant 14	2	7	1	8

SECTION B

	QUESTIONS	ANSWERS				
		Participant 1	Participant 2	Participant 3	Participant 4	Participant 5
1.	Are community resources managed, and what steps are taken to prevent mismanagement or corruption? If yes, explain. If no, elaborate.	<i>Yes, community resources are managed. There are clearly documented policies that outlines how community resources are identified, allocated, and utilized.</i>	<i>Yes, community resources are managed. We have Introduced independent oversight bodies to review and monitor resource management activities. This assist to scrutinize and helps identify potential issues.</i>	<i>Yes, community resources are managed. By Developing and enforcing policies regarding conflicts of interest. We do that to prevent individuals from making decisions that benefit them personally rather than the community.</i>	<i>Yes, community resources are managed, and different steps are taken to prevent mismanagement or corruption. These steps involve transparency in resource allocation and accountability.</i>	<i>Yes, various steps are taken to prevent mismanagement or corruption. That includes clear policies, training for resource managers and whistleblower protections.</i>
2.	If the ward councillor wants to meet with the community, does he ask your office for permission? If yes, explain. If no, elaborate.	<i>Yes, the councillor asks for permission. Reason being that we must work together to make the community a better place.</i>	<i>Yes, councillor ask for permission when there is going to be a meeting. As a traditional leader need to know everything that is taking place in the area.</i>	<i>Yes, councillor does ask for permission from my office. We have a mission or objective of improving the lives of the people. We have an agreement to work together as a team.</i>	<i>Yes, the ward councillor would coordinate with my office to arrange meetings with the community. This ensures effective communication and collaboration between the local government representative and traditional leadership.</i>	<i>No, the ward councillor does not ask for permission from the traditional leader's office to meet with the community. The is lack of coordination and communication between the ward councillor and the traditional leader's office.</i>
3.	Do you receive resources as the traditional leader to enable your people to live better lives? If yes, explain. If no, elaborate.	<i>Yes, the government does provide us with resources. Traditional leaders must make sure that citizens' lives are improved. Those resources are provided through channels that are established by our government.</i>	<i>Yes, we receive resources from the government. Those resources are provided through channels that are necessary.</i>	<i>Yes, the government provides resources. As a result, the lives of the people are improved. We work together very well with the ward councillor.</i>	<i>Yes, as a traditional leader, I receive resources to support community development initiatives. These resources include funds for infrastructure projects, social programs and other initiatives aimed at improving the quality of life for community members.</i>	<i>No, traditional leaders' resources are not directly allocated. Traditional leaders often rely on external sources or government initiatives for resources and the allocation process lack transparency or accountability.</i>
4.	Do you have governance structures in your constituency or town council to encourage good governance? If yes, explain. If no, elaborate.	<i>Yes, structures are in place to monitor and execute service delivery. As a result, those structures assist in encouraging good governance practices in the community.</i>	<i>Yes, in our community we have structures in place that are formulated and mandated to promote good governance.</i>	<i>Yes, community has structures in place to promote good governance. Those structures make the duties of each member easier.</i>	<i>Yes, we have governance structures in place to encourage good governance within our constituency or town council. These structures include traditional councils, community forums and other bodies responsible for</i>	<i>No, there are no formal governance structures in place within the constituency or town council to encourage good governance. The absence of structures leads to a lack of</i>

					decision-making and oversight.	accountability and responsiveness to community needs.
5.	Are these RDP houses distributed fairly for community members? If yes, explain. If no, elaborate.	Yes, Observationally, these houses are distributed fairly to the citizens.	Yes, Sometimes RDP houses are distributed, they are not distributed fairly. I'm saying this because of bribes which sometimes occurs.	Yes, in my community houses are distributed fairly. The allocation process is influenced by established procedures and policies.	Yes, RDP houses are distributed fairly among community members. The allocation process follows established criteria to ensure equitable distribution based on need.	No, RDP (Reconstruction and Development Programme) houses are not always distributed fairly among community members. The allocation process is influenced by factors such as political affiliation or personal connections, leading to inequalities and dissatisfaction within the community.
6.	How would you compare the quantity and quality of houses built in your area to those in other districts or towns? Please explain.	The quality of the houses built in the area is like those that are built in other districts. The challenge is that these houses are of -low quality and are small.	The quality of houses built are like those that are built in another district. The houses built during apartheid are stronger than those that are built during democracy.	The quality of houses built in my area is the same as those built in other areas.	The quantity and quality of houses built in our area vary compared to other districts. Factors such as available resources, government priorities and local needs influence housing development. However, efforts are continually made to improve both the quantity and quality of housing in our community.	The quantity and quality of houses built in the area is lower compared to those in other districts. Although, this discrepancy can be attributed to insufficient resources and ineffective implementation of housing projects policies.
7.	Are you involved in Integrated Development Plans, and if yes, what are your responsibilities? If no, elaborate	Yes, I am involved in an integrated development plan. It is constitutional that a traditional leader should participate in municipal council.	Yes, as traditional leader I am involved in integrated development plans. Furthermore, the legislature stipulate that we must participate.	Yes, I am involved in integrated development plans. My role is to mediate between the people and the state.	Yes, I am involved in Integrated Development Plans (IDPs), and my responsibilities include providing input on community needs. I collaborate with local government authorities and other stakeholders to ensure that the IDP reflects the aspirations of our community.	No, traditional leaders are not involved in Integrated Development Plans (IDPs). They do not have defined responsibilities within the planning process. The exclusion of traditional leaders from IDPs result in a lack of representation in decision-making process.

8.	How has the establishment of good governance improved lives of ordinary people in your area? Please explain.	<i>The community has disadvantaged people. As a result, the implementation of good governance has resulted to the lives of those who are disadvantaged improved</i>	<i>comparing to apartheid government. Lives of the people have been improved. That is the result of the practice of good governance in the community.</i>	<i>Service delivery speed has improved due to the practice of good governance. The speed in which service delivery take place also has gained momentum. Lastly, a development has taken place to the community.</i>	<i>The establishment of good governance has improved the lives of people in our area. This has led to better infrastructure, social services, and economic opportunities for our community members.</i>	<i>The establishment of good governance significantly improved service delivery in the area.</i>
9.	What can the Ugu District Municipality Council/Town Council do, in your opinion, to enhance local government and service provision? If yes, explain. If no, elaborate?	<i>Yes, I wish the district can fulfill its mission which is to ensure that all communities have access to quality and descent living conditions</i>	<i>Yes, I wish that the municipality could improve the lives of the community. Especially the middle class.</i>	<i>No, there is nothing that I can recommend, because service delivery is much better in the community.</i>	<i>Yes, The Ugu District Municipality enhanced local government and service delivery by investing in infrastructure development, improving service delivery mechanisms, promoting transparency and accountability, engaging with communities in decision-making processes, and prioritizing the needs of marginalized groups.</i>	<i>The Ugu District Municipality Council/Town Council could enhance local government and service provision by increasing transparency, accountability, and community participation in decision-making processes. However, this improvement requires a significant overhaul of existing systems and practices.</i>
10.	Do you have any challenges about the governance and the provision of services in the Ugu district Municipality that you would want to expand upon at this time? If yes, explain. If no, elaborate?	<i>Yes, there are many challenges that I can highlight. But the most important one is the issue of corruption, which is the greatest enemy of service delivery.</i>	<i>Yes, service delivery is slow. If the government can improve this, I will be a happy individual.</i>	<i>Yes, there are no challenges. The municipality is doing very well.</i>	<i>Yes, there are challenges related to governance and service delivery in the Ugu district Municipality, such as inadequate infrastructure, limited access to basic services, bureaucratic inefficiencies, and insufficient resources.</i>	<i>Yes, there are several challenges regarding governance and service delivery in the Ugu district Municipality. These challenges include corruption, inefficiency, inadequate infrastructure, and lack of basic services. Addressing these issues requires concerted efforts from all</i>

	QUESTIONS	ANSWERS				
		Participant 6	Participant 7	Participant 8	Participant 9	Participant 10

1.	Are community resources managed, and what steps are taken to prevent mismanagement or corruption? If yes, explain. If no, elaborate.	<i>No, community resources are not managed effectively, and there are no steps in place to prevent mismanagement or corruption. Misuse of resources is rampant, with little accountability or transparency. Corruption is widespread, with those in power often exploiting resources for personal gain, leaving the community impoverished and neglected.</i>	<i>Yes, as a traditional leader, I can attest that community resources are managed, and various steps are taken to prevent mismanagement or corruption. Transparency is upheld through clear documentation of budgets and expenditures,</i>	<i>No, community resources are not managed. The absence of management mechanisms leaves resources vulnerable to mismanagement and corruption without any preventive measures in place.</i>	<i>Yes, community resources are managed, by involving community members in decision-making processes. There are established policies and procedures to manage resources. These measures collectively work to safeguard community resources and ensure they are used for the benefit of all members.</i>	<i>No, community resources are not managed. Traditional leaders have informal control over certain resources.</i>
2.	If the ward councillor wants to meet with the community, does he ask your office for permission? If yes, explain. If no, elaborate.	<i>No, the ward councillor does not seek permission from our office to meet with the community. This lack of consultation indicates how ward councillors undermine our authority within the community. It highlights a broader disregard for traditional leadership and exacerbates existing tensions between elected officials and traditional structures.</i>	<i>Yes, the ward councillor seeks permission from our office before meeting with the community. This allows for coordination and ensures that the meeting serves the best interests of our constituents.</i>	<i>No, the ward councillor does not ask for permission from our office. Our office does not have a formal role in regulating or coordinating meetings between the ward councillor and the community.</i>	<i>Yes, in some cases. Ward councillors coordinate directly with traditional leaders for community meetings, while in other cases, they may not require permission from the traditional leader's office. The extent of involvement may vary based on local traditions and governance structures.</i>	<i>No, the ward councillor does not ask for permission from the traditional leader's office to meet with the community. In many cases, ward councillors operate independently.</i>
3.	Do you receive resources as the traditional leader to enable your people to live better lives? If yes, explain. If no, elaborate.	<i>No, we do not receive adequate resources to improve the lives of our people. Despite our crucial role in community governance and cohesion, we are often overlooked when it comes to resource allocation. This neglect perpetuates socio-economic</i>	<i>Yes, as a traditional leader, I receive resources to improve the lives of my people. These resources are allocated for various community development projects, such as infrastructure improvements.</i>	<i>No, as a traditional leader, I do not receive resources to enable my people to live better lives. There is no direct allocation of resources to traditional leaders.</i>	<i>No, traditional leaders do not receive resources to support their communities, which could include funds for infrastructure development, social programs. The nature and extent of these resources can vary depending on government policies, local agreements, and</i>	<i>No, traditional leaders often do not receive resources directly.</i>

		<i>disparities and hampers our ability to address pressing needs within our communities.</i>			<i>available funding sources.</i>	
4.	Do you have governance structures in your constituency or town council to encourage good governance? If yes, explain. If no, elaborate.	<i>No, there are no governance structures in place to promote good. The absence of such mechanisms fosters a culture of corruption to flourish. It erodes public trust in the leadership and undermines efforts to foster accountability and transparency.</i>	<i>Yes, Governance structures are indeed established in our constituency to promote good governance. These structures include local councils and committees responsible for decision-making and oversight</i>	<i>No, there are no governance structures in place. Specifically, it is designed to encourage good governance. The lack of such structures contributes to challenges in governance effectiveness</i>	<i>Yes, governance structures are established to promote good governance. These structures include councils, committees, or other bodies responsible for decision-making.</i>	<i>No, there are no formal governance structures in place. Traditional leadership structures lack the capacity or resources to establish and maintain effective governance structures.</i>
5.	Are these RDP houses distributed fairly for community members? If yes, explain. If no, elaborate.	<i>No, RDP houses are not distributed fairly among community members. Nepotism and political favouritism often dictate the allocation process, leaving many deserving individuals overlooked.</i>	<i>Yes, RDP houses are distributed fairly among community members, with eligibility criteria. Our goal is to provide adequate housing to all those in need within our community.</i>	<i>No, RDP houses are not distributed fairly for community members. There are often issues in the distribution process, leading to unfair allocation.</i>	<i>Yes, the fairness of RDP house distribution can vary depending on factors such as eligibility criteria. Efforts are generally made to ensure equitable distribution, but challenges arise due to factors such as limited resources and administrative errors</i>	<i>No, in some cases political considerations, nepotism influence the allocation of RDP houses.</i>
6.	How would you compare the quantity and quality of houses built in your area to those in other districts or towns? Please explain.	<i>The quantity and quality of houses in our area are poor compared to those in other districts. This disparity perpetuates socio-economic inequalities and deprives our community of essential.</i>	<i>The quantity and quality of houses built in our area are poor as comparable to those in other districts. We strive to meet the needs of our community members while maintaining high standards of construction and design.</i>	<i>There are fewer houses built in our area compared to other districts. The quality of the houses is often subpar.</i>	<i>The comparison of housing quantity and quality can vary greatly between areas and is influenced by factors such as funding. Traditional leaders may have insights into the specific challenges and achievements in their area compared to others.</i>	<i>The quantity and quality of houses built in the area is lower as compared to other districts. Limited resources and corruption contribute to delays development initiatives.</i>

7.	Are you involved in Integrated Development Plans, and if yes, what are your responsibilities? If no, elaborate	<i>No, we are not involved in Integrated Development Plans (IDPs). Our exclusion from the planning process undermines our ability to represent the interests of our community effectively. It reflects a broader disregard for traditional leadership and perpetuates a top-down approach to governance.</i>	<i>Yes, I am involved in Integrated Development Plans (IDPs), and my responsibilities include providing input and feedback on development priorities and strategies.</i>	<i>No, I am not involved in Integrated Development Plans. Traditional leaders typically do not have formal roles or responsibilities in the development and implementation of such plans.</i>	<i>No, traditional leaders may be involved in Integrated Development Plans (IDPs) depending on local governance structures and arrangements.</i>	<i>No, traditional leaders are not directly involved in Integrated Development Plans (IDPs). Their roles and responsibilities may not be formally recognized within the IDP process, limiting their participation in decision-making.</i>
8.	How has the establishment of good governance improved lives of people in your area? Please explain.	<i>The establishment of good governance had impact on improving the lives of people in our area. Corruption and mismanagement have hindered service delivery.</i>	<i>The establishment of good governance has improved the lives of the people in our area. It has led to more efficient and transparent service delivery.</i>	<i>There has been no tangible improvement in the lives of the people in our area. Due to the lack of establishment of good governance.</i>	<i>Good governance led to improved service delivery. This ultimately contributes to overall well-being and prosperity of the community members</i>	<i>The establishment of good governance have improved the lives of the people. Without effective governance there may be ongoing challenges related to service delivery.</i>
9.	What can the Ugu District Municipality Council/Town Council do, in your opinion, to enhance local government and service provision? If yes, explain. If no, elaborate?	<i>Yes, Ugu District Municipality should take steps to enhance local government. This includes improving transparency and accountability in resource allocation. Additionally, those who are corrupt should be punished harshly.</i>	<i>To enhance local government and service delivery, the Ugu District Municipality can prioritize investment in infrastructure development, improve communication and collaboration with local stakeholders to enhance transparency and accountability in resource management</i>	<i>No, there is no suggestion on what the Ugu District Municipality can do to enhance local government and service provision.</i>	<i>Yes, local government authorities need to enhance governance and service delivery, which could include initiatives to improve infrastructure, strengthen community engagement, enhance transparency and accountability.</i>	<i>Yes, the Municipality should include local government and increase community participation in decision-making processes.</i>
10.	Do you have any challenges about the governance and the provision of services in the Ugu district Municipality that you would want to expand upon at	<i>Yes, we face numerous challenges. These include rampant corruption, inadequate service delivery, and a lack of</i>	<i>Yes, we do face challenges. These include limited access to essential services. These challenges require concerted efforts from all</i>	<i>No, there are no challenges that I can highlight regarding the governance and provision of services in the Ugu District Municipality.</i>	<i>Yes, challenges such as inadequate resources and political interference. These challenges impact community well-being and require collaborative efforts</i>	<i>Yes, there are challenges. These challenges include issues such as corruption and limited access to basic</i>

	<p>this time? If yes, explain. If no, elaborate?</p>	<p>meaningful engagement with traditional leadership structures. These challenges perpetuate socio-economic inequalities and undermine the well-being of our community.</p>	<p>stakeholders, local government, traditional leadership and community members</p>		<p>to address effectively.</p>	<p>services. Addressing these challenges requires concerted efforts.</p>
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QUESTIONS		Participant 11	Participant 12	Participant 13	Participant 14
1.	<p>Are community resources managed and what steps are taken to prevent mismanagement or corruption? If yes, explain. If no, elaborate.</p>	<p>No, community resources are not managed effectively, and there are no steps in place to prevent mismanagement or corruption. Misuse of resources is rampant, with little to no accountability. Corruption widespread with those in power, often exploiting resources for personal gain, leaving the community impoverished and neglected.</p>	<p>Yes, community resources are managed. To prevent mismanagement or corruption, measures such as transparency are often implemented</p>	<p>No, community resources are not managed. The absence of management mechanisms leaves resources vulnerable to corruption without any preventive measures in place.</p>	<p>Yes, because we maintain transparent, accounting practices and documenting all expenditures. Ensuring that community members have access to information about how resources are being used.</p>
2.	<p>If the ward councillor wants to meet with the community, does he ask your office for permission? If yes, explain. If no, elaborate.</p>	<p>No, the ward councillor does not seek permission from our office to meet with the community. This highlights a broader disregard for traditional leadership and elected officials.</p>	<p>Yes, in our community, the ward councillor communicates directly with our office to arrange meetings. We facilitate these interactions to ensure smooth communication and collaboration between the elected representative and our traditional leadership.</p>	<p>No, the ward councillor does not ask for permission from our office. Our office does not have a formal role in regulating or coordinating meetings between the ward councillor and the community.</p>	<p>Yes, the ward councillor seeks permission from our office before meeting with the community. This is to ensure coordination and collaboration in addressing community needs and concerns.</p>
3.	<p>Do you receive resources as the traditional leader to enable your people to live better lives? If yes, explain. If no, elaborate.</p>	<p>No, we do not receive resources to improve the lives of our people. We are often overlooked when it comes to resource allocation.</p>	<p>Yes, as a traditional leader, I often receive resources to support community development initiatives. These resources include financial allocations.</p>	<p>No, as a traditional leader, I do not receive resources to enable my people to live better lives. There is no direct allocation of resources to</p>	<p>Yes, as a traditional leader, I do receive resources to support the well-being of my people. These resources include funding for community development projects, infrastructure improvements, or social</p>

				<i>traditional leaders for this purpose.</i>	<i>programs aimed at improving livelihoods.</i>
4.	<i>Do you have governance structures in your constituency or town council to encourage good governance? If yes, explain. If no, elaborate.</i>	<i>No, there are no governance structures in place to promote good. The absence of such mechanisms fosters a culture of corruption. It erodes public trust in the leadership and undermines efforts to foster accountability and transparency.</i>	<i>Yes, we have established governance structures to promote good governance practices. These structures include councils, committees, and forums where community members participate in decision-making.</i>	<i>No, there are no governance structures in place. The lack of such structures contributes to challenges in governance effectiveness</i>	<i>Yes, we have governance structures in place to promote good governance. These structures include traditional councils, community forums, or advisory boards that work collaboratively to address community needs and uphold ethical standards.</i>
5.	<i>Are these RDP houses distributed fairly for community members? If no, explain. If no, elaborate.</i>	<i>No, RDP houses are not distributed fairly among community members. Nepotism and political favouritism often dictate the allocation process, leaving many deserving individuals overlooked or marginalized. This inequality exacerbates social tensions and undermines community cohesion.</i>	<i>Yes, RDP houses are distributed fairly among eligible community members. However, challenges may arise, such as limited resources which impact the distribution process.</i>	<i>No, RDP houses are not distributed fairly for community members. There are often issues with transparency and favoritism in the distribution process, leading to unfair allocation.</i>	<i>Yes, RDP houses are distributed fairly among community members. Additionally, because they are distributed based on established criteria and need assessments. However, challenges arise, such as bureaucratic delays or political influence.</i>
6.	<i>How would you compare the quantity and quality of houses built in your area to those in other districts or towns? Please explain.</i>	<i>The quantity and quality of houses in our area is bad as compared to those in other. This disparity perpetuates socio-economic inequalities and deprives our community of essential services and opportunities for development.</i>	<i>The quantity and quality of houses built in our area vary depending on factors such as available resources, government policies and local priorities. We strive to provide adequate housing for our community members.</i>	<i>There are fewer houses built in our area compared to other districts. The quality of the houses is often subpar. This discrepancy in quantity and quality indicates disparities in development priorities and resource allocation.</i>	<i>The quantity and quality of houses in our area vary depends on various factors such as government priorities, funding availability and local capacity. There are disparities compared to others due to resource constraints.</i>
7.	<i>Are you involved in Integrated Development Plans, and if yes, what are your responsibilities? If no, elaborate</i>	<i>No, we are not adequately involved in Integrated Development Plans (IDPs). Our exclusion from the planning process undermines our ability to represent the interests of our community effectively. It reflects</i>	<i>Yes, I am often involved in the development and implementation of Integrated Development Plans (IDPs). My responsibilities include providing input on community needs and priorities, participating in</i>	<i>No, I am not involved in Integrated Development Plans. Traditional leaders typically do not have formal roles or responsibilities in the development and implementation of such plans.</i>	<i>Yes, I am involved in Integrated Development Plans (IDPs), and my responsibilities include providing input on community priorities and identifying development opportunities.</i>

		<i>a broader disregard for traditional leadership and perpetuates a top-down approach to governance that marginalizes local voices.</i>	<i>consultations and planning meetings.</i>		
8.	<i>How has the establishment of good governance improved lives of ordinary people in your area? Please explain.</i>	<i>The establishment of good governance has had minimal impact on improving the lives of ordinary people in our area. Persistent corruption and mismanagement have hindered development initiatives and exacerbated socio-economic inequalities.</i>	<i>The establishment of good governance practices has had a positive impact on the lives of people. This has led to more effective service delivery.</i>	<i>There has been no tangible improvement in the lives of people in our area due to the lack of establishment of good governance. Without effective governance, essential services and development initiatives are often inadequate or non-existent.</i>	<i>The establishment of good governance has improved the lives of people in our area. By ensuring equitable access to resources and service delivery.</i>
9.	<i>What can the Ugu District Municipality Council/Town Council do, in your opinion, to enhance local government and service provision? If yes, explain. If no, elaborate?</i>	<i>The Ugu District Municipality should take steps towards people who are not adhering to the rules and regulations to enhance local government and service delivery. This includes improving transparency and accountability in resource allocation, fostering greater collaboration with traditional leadership structures, and prioritizing community-driven development initiatives.</i>	<i>In my opinion, the Ugu District Municipality should prioritise community members. Use the relationship between traditional leadership structures and local as a tool to address the diverse needs of our communities.</i>	<i>No, there is no opinion that I can provide. The reason is that by the look of things everything so far is going well.</i>	<i>The Ugu District Municipality enhance local government and service provision by prioritizing community needs. Additionally, strengthening accountability which helps in decision-making processes.</i>
10.	<i>Do you have any challenges about the governance and the provision of services in the Ugu district Municipality that you would want to expand upon at this time? If yes, explain. If no, elaborate?</i>	<i>Yes, we face numerous challenges regarding governance and service delivery. These include corruption, inadequate service delivery and a lack of engagement with traditional leadership structures. These challenges perpetuate socio-economic</i>	<i>Yes, there are challenges related to governance and service delivery such as inadequate infrastructure, limited access to basic services and disparities in resource allocation. Addressing these challenges requires concerted efforts from all stakeholders, traditional leaders, local authorities,</i>	<i>No, there are no challenges regarding the governance and provision of services.</i>	<i>Yes, there are challenges. These challenges include inadequate resources and political interference.</i>

		<i>inequalities and undermine the well-being of our community.</i>	<i>government agencies and community members.</i>		
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Role of good governance practices in enhancing
 delivery A case study of the Department of Human
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Annexure G: Data analysis certificate



DATA ANALYSIS (SPSS) CERTIFICATE LETTER

Date: 01 October 2024

Re: Ndimphiwe Mlamli Marawu (21514224)

Department: Faculty of Management Sciences

Topic: Role of Good Governance in enhancing Service Delivery: a case of the Department of Human Settlements at Ugu District Municipality

I confirm that I consulted and guided the Masters Candidate **Ndimphiwe Mlamli Marawu** on the use of the IBM SPSS Statistic version 28 for his Quantitative Data Analysis.

Sincerely,

Christopher Chamunorwa

EDITING LETTER

696 Clare Road
Clare Estate
Durban
4091
1 July 2024

To: Whom it may concern

Editing of Master's: NM Marawu (21514224)

**Role of Good Governance in enhancing Service Delivery: a case of the
Department of Human Settlements at Ugu District Municipality**

This letter serves as confirmation that the aforementioned dissertation has been language edited. The requisite grammatical conventions have been met. Suggestions have been made to the researcher.

Any queries may be directed to the author of this letter.

Regards

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