

**THE IMPACT OF GOOD GOVERNANCE ON SERVICE DELIVERY IN
LOCAL AUTHORITIES: A CASE OF KHOMASDAL NORTH
CONSTITUENCY**

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ABSTRACT

Good governance in the public sector aims to encourage better service delivery and improved accountability. The aim of the study was to investigate the impact of good governance in enhancing the delivery of service within the Khomasdal North Constituency. The study used a mixed method approach , where questionnaires were distributed to 364 residents of Khomasdal North Constituency who were randomly selected from a population of 3,693 residents. For the qualitative approach, interviews were conducted with 15 Khomasdal Regional Council officials and the municipal authority officials. These were purposively selected. Descriptive statistics were used to analyse and present quantitative data, while thematic analysis was used to analyse the qualitative data. Results indicated that corporate governance has an impact on service delivery. The study also established that corporate governance practices are hindered by several challenges such as lack of decentralisation of decision-making processes. The study also noted that Khomasdal North Constituency tries to provide other services, but there is still need for more to be done for the community. It is recommended that the Government of the Republic of Namibia ought to provide a conducive environment that encourages stakeholder involvement in policy implementation in order to promote public participation in governance and service delivery; the Government of Republic of Namibia ought to provide adequate financial resources to sub-national levels of government in order to strengthen their financial capacities. Finally, Regional and Local government institutions in Namibia must be properly equipped with skilled and competent officials in areas that are fundamental to governance and service delivery.

Keywords: Corporate governance, local government, service delivery, Namibia

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ABBREVIATIONS

UN	United Nations
OECD	Organisation for Economic Co-operation and Development
IFA	International Federation for Accountants
PRSP	Public Service Reform Program
SPSS	Statistical Package for the Social Sciences
NSA,	National Statistics Agency
CVR	Content validity ratio
CVI	Content validity index

DEDICATION

I would like to first and foremost dedicate this work to my late cousin Honourable Veno Kauaria, who passed away while I was in the final year of my master's degree. I will forever be grateful for encouraging me to always aim high and genuinely praying for my success. Secondly, I would like to dedicate this research work to my siblings as this will be a motivation for them to aim high in academia.

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Above all, I thank God. To Him be the glory! Halleluyah!

DECLARATIONS

I, Mervin Jakuaa Katjivikua, hereby declares that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

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Date

CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1. INTRODUCTION

This section focused on the introduction and background of the study and the problems statement was formulated with specified research objectives and research question. The significance of the study was also explained and study hypothesis were stated. The section also described the limitation and delimitation of the study and the section concludes with the conclusion.

1.1 BACKGROUND OF THE STUDY

According to the United Nations (UN), good governance refers to the expeditious implementation of decisions within an institution (Kenosi, 2011). Public sector organisations are guided by good governance attributes to be effective and efficient in the provision of services to the public. From the public sector perspective, service delivery implies providing value for money by improving quality of service while minimising the costs involved in providing those services (Pricewater Coopers, 2007). Good governance, in these years has drawn public awareness of the operations of public institutions. It has also become an important factor in the consideration of a nation's ability to adhere to universally acceptable democratic standards (Bratton and Rothchild, 2012). It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (World Bank, 2014).

Good governance in the public sector aims to encourage better service delivery and improved accountability by establishing a standard for good governance in the public

sector (IFA, 2013). Effective governance in the public sector encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

According to IFA (2013) good governance is characterised by strong inspection which provides important pressures for enhancing public sector performance and tackling misconduct. It also improves management, leading to more effective implementation of the chosen interventions and transparency in providing high quality services. It also protects them from the tendency towards misconduct (Alaaraj, 2014). On the other hand, weak governance compromises service delivery and tends to benefit a selected elite. There is worldwide dissatisfaction with the quality of service offered in public institutions. Many people complain about the quality of customer service representatives, facilities, procedures/policies and the general atmosphere of public institutions.

Hossen (2011) posits that in Bangladesh, poor customer service quality in the public sector is due to lack of well-organised management and accountability on the part of public servants. OECD (2013) on Malaysia concludes there is poor quality customer service among employees in government agencies. The Australian Government's Overseas Aid Program (2013) reported that in Australia, public institutions lacked sufficient resources and had a leadership that does not adequately involve its stakeholders in decision making, which leads to customer dissatisfaction with the services provided in public institutions.

The issue of poor governance in the African public sector has also been well documented in other studies in the field of public management. Considering the fragile nature of governance policies in African public institutions, Mtui (2011) points out that public

service delivery in many African countries is riddled with bureaucracy, corruption, selfishness and favoritism that tends to benefit the privileged few at the expense of the impoverished many. This has the effect of undermining the quality of service offered by these institutions. The principles of good governance such as participation, rule of law, transparency, accountability, fairness and efficiency enable employees to be more effective and this has the effect of enhancing the quality of service offered by these institutions.

The challenge faced by the Namibian government today, particularly at sub-national levels, is to develop a governance system that can support and sustain effective service delivery to people in the country. Although governance and service delivery at sub-national levels have substantially been improved since independence in 1990, more still needs to be done in order to improve the socio-economic wellbeing of every citizen in Namibia (Government of Republic of Namibia, 2012). The democratic principles which were realised through the adoption and implementation of the Constitution of Namibia in 1990 have created new hope and expectations of a new beginning among the Namibian people.

In particular, the coming into effect of the constitution made people, especially those from the previously disadvantaged and marginalised communities, to realise that their predicament regarding basic services would receive high priority. This implies that people should be brought into the country's economic mainstream and benefit from government services on an equal basis. In other words, people expect government and its institutions to put in place good governance practices to ensure that much needed basic services are delivered to all citizens. Good governance practices, in the context of this study, refer to

best public service practices that are guided by rule of law, accountability, transparency, integrity and responsiveness from public institutions. In essence, these are ingredients of good governance and effective service delivery (Ribot, 2014).

Njunwa (2011) argues that good governance policies are a basic tenet of service delivery. This should help improve the livelihoods of the constituents. Furthermore, the delivery of basic services can augment the living standards of the people. In addition, Helao (2015) further states that public service agencies in Namibia are presumed to lack good governance practices which adversely affect service delivery. Khomasdal North constituency is no exception, and recent reports have indicated that good governance practices and service delivery are the single most important aspects that can improve the livelihoods of the previously disadvantaged citizens of Namibia. They also contribute to the socio-economic development of the country. However, governance practices at Local level seem to be poor, while service delivery at grassroots is done at a snail's pace. Issues of State funds mismanagement, poor coordination among public institutions, lack of accountability and transparency have been pointed out in various Auditor-General Reports of 2009, 2010 and 2011 (Smit, 2011).

In the context of Namibia, public sector governance and service delivery are rooted in the Constitution of the Republic of Namibia Act 1990 (Act 1 of 1990, henceforth referred to as the Constitution of Namibia Act 1990). The Constitution established the Republic of Namibia. Specifically, Article 1 of the Constitution provides for the establishment of Namibia "as a sovereign, secular, democratic and unitary State founded upon the principles of democracy, the rule of law and justice for all" (Government of Republic of Namibia, 1990:1). In this regard, the Constitution of Namibia vests all power in the people

of Namibia to exercise control and authority over government institutions in order to ensure proper governance and effective service delivery (Government of Republic of Namibia, 1990:1).

In addition, Article 18 states that “administrative bodies and administrative officials” must act justly and cautiously to ensure that the provisions of the Constitution are correctly applied in order to uphold the rights of people. This includes the rights to access basic services and to be treated equally, regardless of colour and status in society. Furthermore, the constitution of Namibia provides that “persons aggrieved by the exercise” of government and its decisions must have “right to seek redress before a competent Court or Tribunal” (Government of Republic of Namibia, 1990:12).

Furthermore, relevant to this study is Article 95 which provides for the “State to actively promote and maintain the welfare of the people” (Government of Republic of Namibia, 1990:50). In other words, this implies that government institutions should introduce strategies aimed at addressing people’s social and economic needs, especially at subnational levels. This includes establishing governance structures to facilitate service delivery, and ensuring that those who are affected by government policies are encouraged to participate and form part of decision making regarding issues that affect their day-to-day life.

Significantly, the Constitution of Namibia, under chapter 12 provides for the establishment of sub-national institutions (regional councils and local authorities) to regulate and manage government functions and service delivery at grassroots levels where the majority of previously disadvantaged people live. Grassroots in this sense refers to

institutions and areas, including remote areas, situated farther from central government. It is also used to denote “grassroots people” who constitute the rural segment of society in the Khomas region. This category of the population, who prior to independence in 1990, many of them may have been neglected, disadvantaged and marginalised by the colonial regime, need to be provided with basic services and amenities to bring them on par with other citizens in Namibia.

In order to complement the above-mentioned constitutional provisions and to augment good governance practices and service delivery at sub-national levels, various legal instruments were put in place. These are: the Regional Councils Act 22 of 1992, the Local Authorities Act 23 of 1992, the Public Service Act 1995, and the Decentralisation Enabling Act 33 of 2000. As it can be deduced from the afore-mentioned, these legal instruments require public sector officials to apply their mind, and act in the interest of the citizens, by putting in place good governance strategies and practices in order to effectively and efficiently deliver services to the people of Namibia. In this regard, good governance strategies refer to appropriate measures and methods of policy implementation, developing skills, knowledge, competences and capacities of officials in order to produce the outcomes required to meet the needs and demands of the people (Yirga, 2010).

Furthermore, practices involve correct rules and standards, directives and values that guide public sector officials’ performance. Monitoring and evaluation mechanisms should be put in place. Significantly, accountability, transparency, openness, integrity and honesty should be exercised to promote good governance. This study was significant as it established the effect of good governance practices on service delivery at local authority

level; whilst also analysing the challenges pertaining to good governance at sub-national level (Yirga, 2010).

1.2 STATEMENT OF THE PROBLEM

Regional and local governance in Namibia are not addressing services to citizens in a manner that is effectively contributing to equitable service delivery at grassroots levels. Government structures lack coordination, transparency and accountability. There seems to be lack of active citizen participation, while slow policy implementation adversely affects the public service and eventually service delivery (National Statistics Agency, 2011). The existing state of governance practices in Namibia, particularly at sub-national levels shows a different picture. The provision of essential services, for example, clean water, sanitation, education, health, electricity and road network is very slow (Omotoso, 2014).

Furthermore, poor service delivery in municipal constituencies has become a socio-economic phenomenon, which if left unattended may have long-term detrimental socio-economic effects for the nation at large and the residents of Khomasdal North Constituency in particular. Therefore, good governance practices need to be put in place at sub-national level to enhance community participation, promote transparency and accountability, and thus accelerate service delivery.

Furthermore, improved governance practices encourage public officials to focus and seriously consider community needs and expectations in the process of policy implementation. The aim of the study was to investigate the impact of good governance in enhancing the delivery of service within the Khomasdal North Constituency.

1.3 AIM AND OBJECTIVES

1.3.1 Main Aim of the study

The main aim of the study was to investigate the impact of good governance on service delivery in Khomasdal North local constituency.

1.3.2 Objectives of the study

The study was guided by the following objectives:

- To determine the level of good governance and its impact on service delivery within the Khomasdal North Constituency.
- To determine the governance practices being employed by the Khomasdal North Constituency local authority.
- To assess challenges related to governance practices and the provision of services within the Khomasdal North Constituency.
- To provide policy recommendations for the enhancement of good governance which would lead to improved service delivery.

1.4 SIGNIFICANCE OF THE STUDY

This study was significant as the findings should assist in coming up with strategies that would enhance good governance at local authority level with the ultimate objective of improving service delivery in the Khomasdal North Constituency. The findings of the study should provide information necessary to assist with policy making within the

Government of Namibia to be able to craft policies which support and aid good service delivery within the local authority.

1.6 LIMITATIONS OF THE STUDY

The limitations of the study were as follows:

Mistrust by some respondents: The study dealt with sensitive and complex issues such as governance and service delivery. As such, some politicians and administrative officials in the Khomasdal local authority were hesitant and uncomfortable to discuss governance and service delivery issues with the researcher. This was attributed to the fact that they felt uneasy in disclosing information that may discredit their respective offices at the end of the day.

Political intolerance: Some respondents, particularly ordinary members of the community in the Khomasdal north area appeared not to trust the researcher. Some respondents needed to be assured that the researcher was not collecting information to be used for political purposes. The assurance was provided to the respondents.

1.7 DELIMITATION OF THE STUDY

The study only focused on Khomasdal North constituency region, the findings cannot be generalised to inhabitants living in other constituencies/regions within Windhoek or Namibia.

1.8 SUMMARY OF THE CHAPTER

This Chapter introduced the thesis, and provided an overview and background of the

study. Fundamentally, it provided an overview of governance, good governance and service delivery. The Chapter presented, the problem statement, research questions and research objectives. In addition, this chapter also provided the research hypothesis, the significance of the study, limitation of the study and the delimitation of the study. Finally, it provided the conclusions of the chapter. The next chapter presents the literature review of the study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents the definitions of key terms, a theoretical literature review, an empirical literature review, the literature gaps and the conceptual framework. The reviews of literature led to the drawing of significant conclusions and served as a guide for the study.

2.2 DEFINITION OF THE KEY TERMS

The meaning of a word in terms of the theories of a specific discipline are given by a theoretical definition. This study depends on the type of definition that assumes both knowledge and acceptance of the theories. According to, Mercy Corps Team (2011) theoretical definitions are common in scientific contexts, where theories tend to be more precisely defined and results more widely accepted as correct.

2.2.1 Governance

International Federation of Accountants, (2013) defined governance as the formal and informal arrangements that determine how public decisions are made and how public actions are carried out from the viewpoint of maintaining a country's constitutional values. In addition, Hegedüs, *et al.* (2013) also defined governance as a network of private non-governmental bodies that have a role to play in the formulation and implementation of public policy and the delivery of public services.

Furthermore, Fukuyama (2011) asserts that good governance “is ultimately concerned with creating the conditions for ordered rule and collective action”. Chotary and Stoker (2014) highlight that governance is about the rules of collective decision-making in settings with a plurality of actors or organisations and where no formal control system can dictate the terms of the relationship between these actors and organisations. The African Good Governance Network (2010) defines governance as a style that promotes the creation of strong, open, equal and free economic and political institutions. For purposes of this study, the International Federation of Accountants (2013)’s guideline was adopted.

2.2.2 Good Governance

OECD (2013) defines good governance as the exercise of authority through political and institutional processes that are transparent and accountable and encourage public participation. OECD (2013) further explains that good governance makes institution to be democratic making them create avenues for the public to participate in policy making via formal or informal consultations. It also establishes mechanisms for the inclusion of multiple social groups in decision-making processes, especially on a local level.

The study also looked at the definition of good governance from O'Neal (2016), point of view as participation, transparency and accountability, effective, equity promoting rule of law. In addition, the International Federation of Accountants (2013) stressed that good governance in institutions is the key to successful and satisfactory efficiency and should thus be initiated and practiced within institutions in order to achieve better performance.

Furthermore, Mutahaba (2017) views good governance as transparent and accountable management of human, natural, economic and financial resources of a country in the drive

towards equitable and sustainable development. Good governance generally implies a number of institutions, which regulate the behavior of public bodies, stimulate citizens' participation in government and control public-private relations (Dayanandan, 2013). This proposed study used the O'Neal (2016) definition of good governance.

2.2.3 Public Institutions and Public Services

Public institutions are institutions which are backed by public funds and controlled by the state to provide services to the community (OECD, 2013). According to White, (2010) public institutions consist of all those organisations offering services to community members while fulfilling public policy as declared by authority. The study used OECD (2013) definition of public institutions. However, the term public services is defined as service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services (Dayanandan, 2013).

2.3 THEORETICAL LITERATURE REVIEW

This section summarizes the theoretical literature review of the study. The study made use of two theories that include the Intuitive theory and SERVQUAL Theory of Customer Satisfaction and these theories are discussed below.

2.3.1 Intuitive Theory

This is the theory which was developed from the philosophy of intuitionism defined by Fox and Meyer (1995) as the philosophy which states that moral and practical dilemmas

can be solved by means of intuitions or the basic truths which tend to be instinctively known. The intuitive theory was developed in reaction to the theory of rationalism.

According to intuitionism, one does not need to go through any kind of logical or experimental processes to discover what is right or wrong since everyone has been born with certain basic understanding ethical truths. (Sanborn *et al.* 2013). According to this philosophy, one's native intuition is capable of informing him immediately when something is wrong as the result of being transparent to our natural moral laws that are influenced by outside factors such as a healthy environment, sound political institutions, good economic situation, adequate education and religious belief as the fruits of one's intuitive inner powers. A good code of ethics may be of great importance in inculcating the principles of good governance such as transparency and accountability. (Rossouw & Van Vuuren, 2017).

According to, Bauer (2011) a code of conduct is significantly beneficial as enabling public officials to regain their correct intuitive powers and become transparent, responsible and accountable in their services to the community. This theory enabled the study to understand how public officials are supposed to act when delivering services to the community, where they are guided by a code of ethics in implementing policies that will contribute to the social and economic development of the nation.

2.3.2 SERVQUAL Theory of Customer Satisfaction

Parasuraman *et al.* (2010) embraced the initiated a research stream that many consider to be the most comprehensive investigation into service quality. Parasuraman *et al.* (2010) proposed service quality to be a function of pre-purchase customer expectations, perceived

process quality and perceived output quality. They defined service quality as the gap between customers' expectations of service and their perceptions of the service experience, ultimately deriving the now-standard

SERVQUAL multiple-item survey instrument (Parasuraman *et al.*, 2010).

The SERVQUAL scale is a principal instrument in assessing service quality. This instrument has been widely utilized by both managers and academics to assess customer perceptions of service quality for a variety of services. (Somchai, 2013) Based on Parasuraman *et al.*, (2010) conceptualization of service quality the original SERVQUAL instrument included items designed to measure customers' (service receivers) expectations for various aspects of service quality, and customers' perceptions of the service they actually received from the service organisation.

The SERVQUAL instrument is based on the gap theory and good governance that a consumers' perception of service quality is a function of the difference between his/her expectations about the performance of a general class of service providers and his/her assessment of the actual performance of a specific organisation/institution within that class (Cronin and Taylor, 2012). The results of the initial published application of the SERVQUAL instrument indicated that five dimensions of service quality emerged across a variety of services.

These dimensions include tangibility, reliability, responsiveness, assurance and empathy (Parasuraman *et al.*, 2010). Tangibles are the physical evidence of the service (e.g. physical facilities, the appearance of personnel, or tools or equipment used to provide the service), reliability involves consistency of performance and dependability (i.e. whether

the organisation/institution performs the service right and honors its promises) and responsiveness concerns the willingness or readiness of service providers or employees to provide service (e.g. timeliness of service), assurance corresponds to the knowledge and courtesy of service providers/employees and their ability to inspire trust and confidence and finally, empathy pertains to caring, individualized attention that an organisation provides to its customers. (Parasuraman *et al.*, 2010)

According to this theory the study understood, what customer's/community members expect in terms of quality of the service delivery provided by Khomasdal North Constituency. Therefore, it provides a benchmark on what customer should get determining good governance practices application in Khomasdal North Constituency. Thus for customers to be satisfied with the services, organisations/institutions should provide services that observe a high degree of tangibility, reliability, credibility, responsiveness and assurance.

2.4 EMPIRICAL LITERATURE REVIEW

In this section focused on the studies concerning the role of good governance in enhancing service delivery in public institution and the discussion was based on the perspectives of other authors.

2.4.1 Good Governance in Public Institutions

Good governance in public institutions was discussed in a study conducted by the Government of Malawi (2015) on Governance and Corruption Baseline Survey to identify the locus and extent of corruption in the country. The survey indicated that: Nine out of

ten Malawians perceived corruption to be a serious problem which destroys people's confidence in public institutions.

In addition, the survey revealed that sixty percent (60%) believed that it is common to bribe public officials in order to be served. It was further pointed out that money received was portioned out between superiors (26.9%), colleagues in the organisation (21%), politicians or political parties (24.6%) and the recipient. The survey added that Malawi society perceived public institutions as deliverer of inferior service and the departments identified in this regard were the Directorate of Road Traffic, office of the Director of Public Procurement, Administrator General, Malawi Revenue Authority, Malawi Housing Corporation and the Department of Immigration, which ranked high as departments particularly prone to corruption. The survey placed special emphasis on the need for the establishment of good governance in these institutions (Governance and Corruption Baseline Survey, 2015).

Magayane (2018) investigated the recruitment procedures and job satisfaction in the Police Force in Tanzania. A population sample of 145 respondents was used. Case study research design and qualitative research approach were used during the study. Interview, observations and documentary analysis methods were used to collect data. Content analysis was used for data analysis with large amount of data reduced to small portions for easy analysis. The findings revealed that respondents were not satisfied with recruitment in the Police Force. Recruitment was characterized by favoritism, corruption, nepotism, forgery of certificates and biasness. It was recommended that recruitment should be done direct from secondary schools, universities and other training colleges. It

was also recommended that further studies be done on the role of corruption in granting promotion in the Police Force.

Tikue (2014) conducted a study, worth mentioning, on the role of good governance in local development. This study aimed to examine the performance of good governance in Tigray Regional State. It assesses the performance of good governance in land administration. More specifically, the study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study was conducted using 182 household heads selected via convenience sampling. Furthermore, focused group discussion, interview and secondary data were employed to gather relevant data. The study found out that local governments that achieved better transparency, accountability and responsiveness are more likely to about development than their counterparts.

The study also concur with Yirga (2010) who confirmed a dearth of downward accountability and also indicated that the performance of responsiveness was also found unsatisfactory. This was despite the prioritization of the agenda of good governance, and the overall performance was found still to remain low, which makes it difficult to conclude that there is significant change. Furthermore, the results also concur with Yirga (2010) on the prime factors that inhibit the performance of good governance in the land administration include; corruption, poor public education, weak monitoring and evaluation system, low implementation capacity, low participation and low coordination among stake holders and low incentives among government employees. Therefore, the study recommends that the government should concentrate on overcoming the above bottlenecks by setting out clear guidelines and service standards, employing civic

engagement on monitoring and evaluating service delivery process, providing adequate incentives to land committees and local councils and setting up a code of conduct for land administrators. (Yirga, 2010)

Siswana (2012) conducted a study to establish the relationship between leadership and governance in the South African public service. Specifically, the study aimed to examine how good governance practices improve public finance management systems. The findings of the study show that good governance has resulted in the improvement of public finance management systems by improving accountability and transparency.

2.4.2 Good Governance versus Service Delivery in Public Institution

Leni *et al.* (2012) conducted a survey of the quality of customer service provided by public agencies in Malaysia, focusing on the road transport department. A sample of 100 respondents recruited through convenience sampling technique was used to gather reliable data for the study. The method used for data collection was online questionnaires. The study found that most of the respondents were unsatisfied with the quality of customer service representatives, facilities, procedure for receiving service and the general atmosphere of the department itself. It was recommended that employees in the department should be sent for training in customer care related courses.

Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum sector. The findings of the study show that lack of good

governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This points to a direct link between good governance and service delivery.

Dash (2012) conducted a study on the impact of good governance on service delivery by focusing on the power sector reforms in Orissa, India. Specifically, the study aimed at exploring the reforms initiated in the Orissa power sector and its impact on service delivery, equity and efficiency.

O'Neal and Cammack (2012) conducted a study on good governance and service delivery in Malawi. This study is based on case studies of two districts (Dedza and Rumphi) and one in Blantyre city and three services health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support. Boreholes are dug, schools built, babies delivered, children taught, health campaigns conducted and security ensured. While national social indicators are generally low, some show rapid improvement. On the other hand, the study also found that Malawi's health and education sectors face well-known, long-standing problems. For instance, the government has completely failed to guarantee adequate infrastructure, availability of essential materials (e.g. drugs, textbooks) and trained staff to meet the needs of most Malawians. Such shortcomings in the delivery of quality services are caused by lack of good governance practices. The study concluded that dysfunctional institutions at all levels of government directly affect local service

delivery because they mean that goods and services (medicine, water, doctors, mechanics to fix pumps) are not produced or do not reach those who are targeted and poor Malawians who will afford to opt out of the public system pay the price.

Bjerkili (2014) conducted a study on solid waste management in Addis Ababa with the objective of finding out the reasons behind the poor solid waste management situation in that city. The study used an ethnographic approach to explore the subjective perspectives of the actors involved in solid waste management in Addis Ababa. The main method used was semi-structured interviews, which were designed to collect the subjective views of the participants involved and identify conflicting interests. In addition, personal observation, documents and newspaper reviews were

used. The findings of the study showed that power and politics affect the way that solid waste is managed in Addis Ababa and that the promise of good governance has fallen short of attaining the official goals and remained merely a matter of rhetoric. The Ethiopian Government has adopted good governance policies to suit its own interests and agendas but this has not led to any improvement in the management of solid waste in the city.

Mughal (2015) examined the level of good governance and role of the government in the provision of sustainable public housing development in Malawi. Data was collected by interviewing district government officials, administrators, and politicians, planning organisations and by consulting professionals. The study highlighted the existence of poor governance practice in public organisations and recommended the establishment of dynamic vibrant institutions which would ensure the presence of participatory principle,

consensus orientation, strategic vision, effectiveness and efficiency, transparency and the rule of law in all administrative and political institutions. This study was done on the provision of sustainable housing while our study focuses on the provision of electricity services.

Tadesse (2013) conducted a study aimed at assessing the service delivery and governance system in the road agencies of the Benishangul Gumuz Regional State in Ethiopia. Specifically, the study examined the capacity and role of different actors and the good governance system in the public road service delivery in the regional state. The research revealed that, while private firms play a leading role among the non-state actors, the role of the public still remains negligible. The designing of platforms in different good governance programs that involved the public is still inadequate. The level of transparency is higher in the road agencies at higher level than those at

lower administrative levels. The road agencies in the region are less responsive to public needs. The main reasons for this problem are, limited human resource capacity and political interference. The absence of appropriate voicing mechanisms and media coverage has adversely affected public responsiveness. On the other hand, there is no direct mechanism to make the road agencies accountable to the road users

2.4.3 Challenges facing Good Governance in Public Institutions

Current demographic, financial and environmental challenges have increased the urgency for rethinking the role of government and the capacities it needs to govern. The quality, flexibility and effectiveness of public governance systems are central to countries' capability to address future issues. (OECD, 2017). The World Bank (2014) conducted a

National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government institutions faced a number of governance challenges which can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

It was further discovered that corruption was a very serious problem affecting public sectors within the country, leading to poor governance and impeding development. Again, the delivery of some public services was found to be poor and uneven across the country. Lastly, the study saw that public officials are rarely recruited on the basis of quality and transparency. It was recommended that the Public Service Reform Program (PRSP) be implemented to improve governance within the public sector. Waheduzzaman (2010) investigated the specific circumstances at the local level and the barriers to the process of people's participation in local government bodies. Both qualitative and quantitative approaches were used. Data was collected using the interview and questionnaire method. The findings revealed that there were various hindrances to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

Finally, the local people's lack of confidence in their elected leaders hindered effective people's participation through their elected leaders. It has recommended that a new system be devised to overcome existing barriers to serious people's participation in local development programs. The author concluded that laws and rules were required to make

the new people's participation system legally binding and to build trust among different actors by clarifying their roles in the system.

Hessen (2011) conducted a study on governance and good governance related issues and sustainable development in Bangladesh. An explanatory design was used as well as extensive literature review and secondary sources. It was discovered that democracy and governance in both public and private institutions in Bangladesh is still overwhelmed with violence, corruption, outdated policies, human rights abuse, absence of rule of law, non-accountability and heavy politicization of all government institutions including the judiciary. It was recommended that a strong political leadership with commitment to fight against deep rooted corruption, non-accountability, non-transparency and inefficiency is imperative for establishing good governance and for ensuring the sustainable development of both public and private sectors (Hessen, 2011).

Asiimwe and Steyn (2013) assessed factors hindering the effective governance of public universities in Uganda. Qualitative and quantitative approaches were used and data was collected using interviews, questionnaire and the focus group discussions method.. The study revealed that the key obstacles to public university governance in Uganda were internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, inadequate funding, insufficient remuneration and the effect of globalisation.

The study recommended that lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision- making, insufficient financing, financing higher education and insufficient remuneration should be

reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management.

Dayanandan (2013) wrote a dissertation assessing the governance practice and its impact on the performance of the community organisations (cooperatives) in Ethiopia. A sample of 125 members from eight primary cooperatives was obtained using the random sampling technique. Data was collected by a semi structured questionnaire and analyzed using SPSS (version 20) and simple statistics such as mean, percentages and chi-square test was used. A binary logistic regression model was also used. It is revealed that inadequate business participation, poor responsiveness, lack of awareness about the management, lack of democracy, corruption, a poor sense of ownership, double responsibility and lack of member awareness were found to be the reasons for weak performance. The binary logistic regression model results show that four predictor variables such as participation, accountability, transparency and rule of law are found to be significant on the impact of cooperative performance which calls for proper attention on the part of the stakeholders concerned in maintaining good governance practice (Dayanandan, 2013).

Uddin (2010) conducted a study on the impact of good governance on development in Bangladesh. Specifically the study aimed to establish how the absence of good governance practices hinders development in the country. The study found that good governance is more effective where it can overcome different forms of discrimination. Both genders should enjoy equal rights to render good governance more effective. The study also found that equality in development cannot be achieved without good governance. The study also discovered a direct link between accountability and good governance. The study concluded that good governance in Bangladesh is rare in practice because both the public

officials are not accountable and the decision-making process is far from transparent. The study further concluded that corruption is a major obstacle to good governance in Bangladesh. To ensure good governance the principal prerequisite is the minimization of corruption. Bangladesh is a least developed country with terribly low literacy rate. Bangladesh would do well to take its cue from developed countries in the matter of good governance.

Ntalaja (2011) conducted a study on the role of good governance in improving revenue collections and the delivery of public services in South Africa. The study found that public service delivery in Africa is hindered by various factors such as corruption, staff incompetence, absence of good governance structures and lack of more transparent revenue collection systems.

Dayanandan (2013) conducted a study on the impact of good governance on community organisations. Specifically, the study aimed to assess the effectiveness of community organisations in terms of the existence of pillars of good governance like, participation, accountability, transparency, predictability and the rule of law. The study involved a sample of 100 respondents selected from among the population of community workers. The findings of the study showed that the effective participation of members in their organisations demonstrated that vigilance is essential in creating a sense of responsibility among the board and the personnel.

The study considered, 125 sample members from eight primary cooperatives using proportionate random sampling technique to collect the primary data using a semi structured questionnaire. The collected data was analyzed using SPSS (version 20) and

simple statistics such as mean, percentages and chi-square test were used to arrive at the results. The findings indicate that inadequate business participation, poor responsiveness, lack of awareness about management, lack of democracy, corruption, poor sense of ownership, duplication of responsibility and lack of members' awareness were found to be the reasons behind weak performance. The results show that, participation, accountability, transparency and the rule of law have a significant impact on cooperative performance.

2.4.4 Namibian contents of governance on service delivery

Namibia is a state in transition in terms of institutional development and capacity building. Government institutions and civil service are still in the process of reform. Public administration literature shows that public service reform takes time (Government of Republic of Namibia, 2013). Therefore, in the case of Namibia, thirty one years of independence might not be necessarily sufficient to successfully transform public institutions to provide comprehensive governance and deliver sustainable services to the people. In the above-mentioned context, transition means an on-going process of reform to improve governance and service delivery in Namibia.

Transition and public service reform require both adequate financial and human resources. It also needs institutional capacities and stakeholders' involvement. Namibia has in place good legal and institutional frameworks to facilitate good governance practices and service delivery (Mbangula, 2014). This provided the opportunity for public service reform and ultimately the creation of governance structures at sub-national levels. In other words, it created a situation in which government is able to reach the majority of people

and provide the necessary services. It must be noted that the primary purpose of institutional transition and reform is to provide good Governance and deliver services to citizens.

Von Francois (2013 p. 27) states that “the business of the state in a transitional phase of reconstruction and development is to ensure effective service delivery so that all citizens can fulfil their basic needs and to enhance conditions of economic growth”. Therefore, if the current conducive political environment continues, Namibia has a greater opportunity to become one of the shining examples of democracy and good governance in Africa. This can be achieved if the government continues to establish functional public institutions, strengthen those institutions through respect of the constitutional provisions, application of good governance practices and accountability. Functional institutions and civil servants capacity are some of the prerequisites for effective and efficient public service and by extension Public Administration. It also calls for institutional capacity building. Ahrens (2011 p. 20) indicates that “capacity building as a major mean to improve the effectiveness and efficiency of governmental activities, and includes institutional reform, organisational strengthening, and human resources development”.

The study by Kauzya and Balogun (2015) noted that only after the attainment of Namibia’s independent the public service started addressing service delivery in earnest. This was because at independence appropriate legal frameworks were enacted. In this regard, the government created the necessary enabling environment by crafting suitable legislative frameworks to promote good governance practices and inclusive service delivery. Notable reforms on decentralisation, public ethics and integrity, bottom-up

administration and capacity building and all other institutional arrangements have taken place in Namibia.

In another study conducted by Totemeyer (2010) on State, society and democracy: Decentralisation and state building at the local level clarified the Namibia context, on citizen participation and involvement in decision making is evolving government programmes. The study concluded that decisions regarding government programmes are taken in the form of top-down with a tokenistic approach to citizens (Totemeyer, 2010,). Totemeyer (2010) added that matters pertaining to budget and policy making are decided and formulated at central level respectively and only implementation process is taking place at subnational levels.

The findings indicated that citizens' participation is minimal and the problem with this top-down approach is disproportionate distribution of state resources, skewed development at sub-national level and consequently low level of citizen participation and poor delivery of services. In this regard, this study argues that while the Namibian governance system does not make provisions for budget and policies to be decided and image at sub-national levels, citizens at grassroots levels should first be widely consulted before decisions are taken. This will ensure that their inputs and needs are considered during budgeting and policy making processes. In addition, it will also create a sense of ownership and compliance during implementation.

In addition, a study conducted by Helao (2014) on the impact of good governance practices on the delivery of services at sub-national levels in Namibia and in the Oshana Region concluded that the primary objective and focus of the Namibian government is to

deliver services in order to improve the living standard of all people. The study also added that the government should put in place appropriate governance frameworks, structures and practices to guide and shape public service performance in order to deliver effective and inclusive services. In order to answer the research question, study analysed relevant governance theories and models and the study used a systematic research approach to collect information necessary to answer the research question so as to address the identified research problem statement.

Namibia has made a remarkable stride since independence to improve governance and service delivery. The extent to which citizens have benefitted is enormous. In short, this study maintains that the context, in which governance practices are exercised at sub-national levels in Namibia, if improved, may address the problem of service delivery and subsequently improve the living standard of the people.

2.4.5 Knowledge Gap

Based on the various literature reviewed in this study, the study found that many investigations have been conducted on good governance and service delivery in public institutions. In our set up, very little research has been conducted to determine the link between governance in public institution and service delivery in the urban sub national level. The same is true in the case of Khomasdal North Constituency. The result is a knowledge gap that needs to be filled. The present research therefore aims to fill this gap as well as to provide material for further research and reference.

2.5 CONCEPTUAL MODEL

The conceptual model is known as the approach that shows the important variables to be studied in the research, either in graphical or narrative form as given by Fellows and Liu (2013). According to Kenneth (2015) a conceptual framework is structured from a set of broad ideas and theories that help a researcher to properly identify variables that he/she is looking at, frame his/her questions and identify the relevant literature. A conceptual framework helps the researcher to clarify his research question and aims. In this view, this conceptual framework was developed as shown in Figure 2.1 below

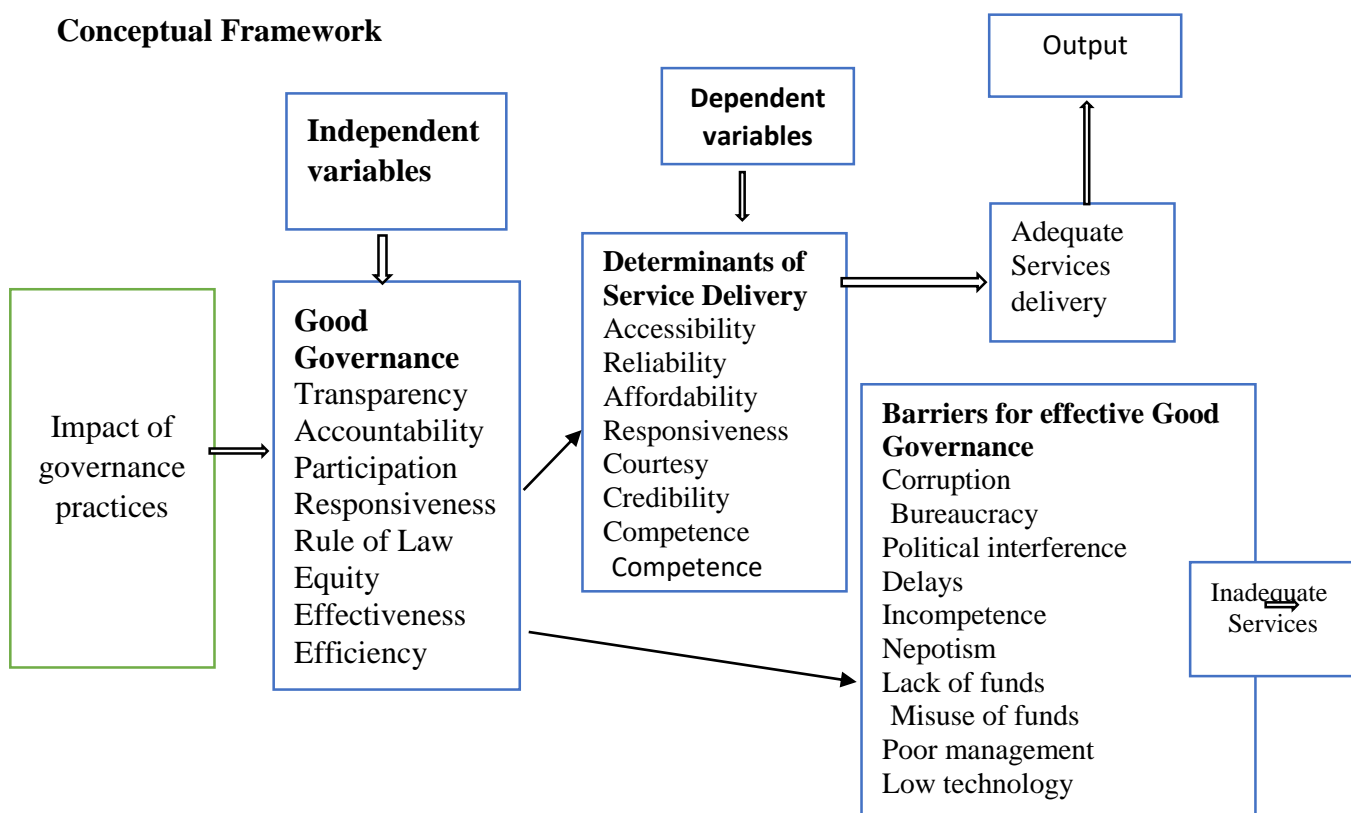


Figure 2.1: Conceptual framework

Source: Researcher's own construct from literature (2022)

2.5.1 Description of the Model

The model above was developed by the study based on the literature reviewed (Totemeyer ,2010 ; Balogun 2015; Mbangula, 2014). The model shows that the quality of the services delivered to the community by public officers working in the public institutions depends on the existence of good governance within a given institution. Independent variables were measured on the basis of the pillars of good governance namely: transparency in operating institutional activities, proper accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency in the management and delivery of the services. Each model was developed based precisely on cultural, historical and technological features, and they show the way and means in which the models appeared under the influence of national economic and social specific conditions. It turned out that no model of governance is perfect and even better, their existence over time showing that each one is effective in its own way, and corporate governance structure specific to a country is difficult to transfer to another countr (Jeffers, 2015)

Quality of services was determined using the following dependent variables; accessibility and affordability of the service which relates to physical facilities, equipment and general services delivery, reliability of service given by staff; the ability of staff to perform the promised service reliability and accurately. Responsiveness is the willingness of staff to help customers and provide prompt service. Courtesy and competence of employees/staff; characterized by caring, individualized attention and ability to inspire trust and confidence and an understanding of the service users.

In the study, other dependent variables (hindrance factors for good governance in public institutions) include; corruption, bureaucracy, political interference, delays, incompetence, nepotism, lack of funds, misuse of funds poor management and poor technology. All these variables were analyzed in the context of factors obstructing good governance in the public institutions.

2. 6 SUMMARY OF THE CHAPTER

This chapter provided the definitions of key terms, a theoretical literature review, an empirical literature review, the literature gaps and the conceptual framework. The following chapter focuses on the methodology used for this study.

CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

Kothari (2014) describes research methodology as the way a research problem can be solved systematically through exhaustive investigation. This chapter presents the methodology that was used in the study. It describes the research design, study population, sample selection and data collection methods. It also discusses techniques for data analysis and concludes with ethical consideration.

3.2 RESEARCH DESIGN

Research design is used to structure the research; to show how all of the major parts of the research project work together in addressing the research question (Kothari, 2014). Due to the nature of the proposed study, the researcher used the descriptive research design. The study adopted the mixed method. This research design makes use of both qualitative and quantitative data. It involves an interpretive, naturalistic approach to its subject matter and gives priority to what the data contributes to important research objectives or existing information.

3.3 RESEARCH APPROACH

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. This plan involves several decisions and they need not be taken in the order in which they

make sense and the order of their presentation. There are three research approaches that are used in research and these include: qualitative, quantitative, and mixed methods (Creswell, 2014).

3.3.1 Qualitative approach

Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engage in this form of inquiry support a way of looking at research that honours an inductive style, a focus on individual meaning and the importance of rendering the complexity of a situation (Creswell, 2014).

3.3.2 Quantitative approach

Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion. Like qualitative researchers, those who engage in this form of inquiry have assumptions about testing theories deductively, building in protections against bias, controlling for alternative explanations and being able to generalise and replicate the findings (Creswell, 2014).

3.3.3 Mixed methods approach

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone. These definitions have considerable information in each one of them (Creswell, 2014).

This research adopted the mixed approach, because it describes both situation/problem and comprehensive statistical survey. Qualitative is a method used to narrow down a very broad field of research into an easily researchable topic. A qualitative design was used to describe a unit in detail (when, how, altitude, feeling, and why questions are being imposed when the investigation has no control over events and when the focus is on contemporary phenomena within some real life context). Furthermore, Shuttleworth (2018) states that a qualitative design provides more realistic responses than a purely statistical survey. On the other hand, quantitative is a method for testing objective theories by examining the relationship among variables.

The study aimed to investigate the impact of good governance on enhancing service delivery within the Khomasdal North Constituency as well as identifying a root cause of the poor service delivery in this institution. The study therefore focused on the quality of public services offered by public institutions as the dependent variable and indicators of good governance practices as the independent variables.

3.4 TARGET POPULATION

Research population is a comprehensive group of individuals, institutions and objects with common characteristics that are of interest to a researcher (Kerlinger, 2007). The population of this study comprises 3,693 residents of Khomasdal North Constituency and 368 employees within the Regional Council (NSA, 2011). The total population was considered to be 4,061.

3.4.1 Sampling technique and sample size

Sampling occurs when researchers examine a portion or sample of a larger group of potential participants and uses the results to make statements that apply to this broader group or population (Salkind, 2010). Sample procedure is defined by Kothari (2012) as the process of selecting a part of the aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behaviour or other elements with which to conduct a study.

The study made use of the simple random sampling technique for selecting respondents for questionnaires and purposive sampling technique for interview participants. The purposive sampling technique, also called judgmental sampling, is the deliberate choice of an informant due to the qualities the informant possesses (Bridges & Lau, 2013). This study selected a sample of 364 respondents of which 334 were residents, 15 staff members from the Khomasdal Regional Council (Khomasdal North Constituency Office) and 15 staff members from the municipal authority which is the City of Windhoek. The researcher selected the respondents according to their capability for providing the information and also availability to participate in the study was considered. The City of Windhoek

staff/officials were purposively selected from different levels of management such as executive, middle and operational. Also, only residents of Khomasdal North Constituency at the time of collecting data were considered to participate in the study. Slovene's sampling formula was used to calculate the sample size as indicated below.

Slovene's Sampling Formula

Sample Size Using 95% Interval

Formula:	$n = N/(1+N(e^2))$		
Where :	N =	Population	
	n =	Sample Size	
	$e = (1-0.95)^2$	(0.05^2)	margin of error
Confidence level		95%	
Margin of error		5%	
	N	4061	
	e	0.0025	
Sample Size(n)		=	364

The inclusion criteria used to select the respondents of the study was that: one should be willing to take part in the study and lastly should be an adult aged twenty years or above. No specific characteristics of participants, such as gender or level of education were determined in advance. With these considerations the researcher was able to study what factors count for governance practices on the effectiveness of service delivery offered by the Khomasdal North Constituency Office.

3.5 RESEARCH INSTRUMENTS

According to Kothari (2012) a questionnaire is a set of questions which are usually sent to selected respondents to answer at their own convenient time and subsequently return them to the investigator. Structured questionnaires were employed in the study as they are easier and more convenient to be filled by respondents.

Quantitative data was collected through the use of research questionnaires while qualitative data was gathered through interviews, with the guidance of an Interview Schedule with public officials employed within the City of Windhoek and focus group discussions with residents of the Khomasdal North Constituency. The questionnaires were administered to the residents and the interviews were conducted with the employees of the city of Windhoek, as well the administration of a focus group discussion with the selected residents of Khomasdal north constituency.

The questionnaire consisted of five sections: section A to D consisted of structured questions, while section E focused on semi structured and structured questions. To address the first objective, the researcher used structured questions and five-point Likert scale questions. Responses to objectives two and three also used five-point Likert scale questions. The interviews used semi structured and structured questions and the reasons for using the interviews was to ensure that in depth information was obtained from the respondents. The questions for the interviews mainly focused on the knowledge of the concept of corporate governance and how they perceive the delivery of service in the constituency, considering their period of stay in the constituency.

3.6 PROCEDURE

Based on the work of Van-Zyl (2015) the data collection method is described as the specific approach used to gather information and the choice of methods depends on the research objectives and questions to be addressed. The researcher used questionnaires to collect data from the residents of Khomasdal North Constituency and employees of the City of Windhoek. The data was collected in May 2021 for two weeks. This was primary data in which the researcher collected himself by self-administering the questionnaires. The questionnaires were kept safe where only the researcher had access to. The data was collected to get different views from respondents who were available for participation daily and to get enough time to gather unbiased data and to also reach a total of 364 respondents, because the researcher could not have time to reach all the respondents.

Interviews

Primary data was also collected using an interview guide to interview Khomasdal Regional Council officials (Khomasdal North Constituency Office) and the municipal authority officials who were City of Windhoek staff/officials. All fifteen participants participated in the interview process. The entire interview process took seven working days, as the researcher scheduled two interviews, of forty five minutes each, every day. Interviews were conducted at the Khomas regional and local authority offices in Windhoek in private to ensure confidentiality, and the researcher took notes during the interview. In addition, permission for the interview to be recorded before the commencement was obtained. The researcher also collected data that includes policies

and copies of the minutes of the loan committee meetings. Data was also collected by grouping the respondents into groups of five for conducting focus group discussions.

3.7 DATA ANALYSIS

Data analysis is the process of developing answers to questions through the examination and interpretation of data (Creswell, 2014). Data was collected both qualitatively and quantitatively using a structured questionnaire and interview guide. All statistical procedures were conducted using the Statistical Package for Social Sciences (SPSS version 22). Descriptive statistics such as tables, diagrams and measures of central tendency such mean, mode, median and standard deviation and anova were used to analyse and present quantitative data. The Chi-square test was used to determine associations between the dependent and independent variables for categorical data. It was also used to establish differences between high risk and low risk groups. The level of significance was fixed at 0.05 ($p=0.05$). In order to test the statistical evidence of differences in means, One-Way ANOVA ("analysis of variance") was used to compare the means of independent groups. This was done to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA was considered to be the parametric test. For the purpose of this study the dependent variable and independent variable (also known as the grouping variable, or factor) were used in this test. The independent variables were used to divide cases into two or more mutually exclusive levels, or groups.

This study employed thematic content analysis to analyse qualitative data compiled through interviews and various forms of texts and publications (Creswell, 2014). This

data was analysed using themes, and the themes were developed into statements.

In analysing qualitative data, data was coded, investigated for integrity, analysed and presented in useful outputs, such as tables for easy drawing of conclusions and to make recommendations regarding the role of good governance practices in enhancing service delivery in Khomasdal North Constituency. Qualitative data was organised for the researcher to get to see trends in the responses. This was done by reading through the notes transcribed notes during the interviews. This gave the researcher a general feeling or idea of what the respondents said and what the results would look like. A formal system for the analysis of qualitative data was developed in order to help researchers get at the meaning of their data more easily. The systems involved, coding techniques for finding and marking the underlying ideas in the data, grouping similar kinds of information together in categories and relating different ideas and themes to one another.

3.8 VALIDITY AND RELIABILITY OF THE RESEARCH INSTRUMENT

3.8.1 Validity

Validity is concerned with whether the findings are really about what they appear to be (Saunders *et al.*, 2009). The various forms of validity are discussed below in detail:

Face validity

Face validity deals with the appearance of the tool, and the question is whether the scale the researcher is considering valid or not. In fact, face validity examines the level of difficulty, the degree of appropriateness, and ambiguity of questions in scale or questionnaires (Holden, 2010). Face validity can be measured in two ways, qualitatively

and quantitatively. In the qualitative method, several subjects or specialists (usually 5 to 10 people) are interviewed about the level of difficulty, appropriateness, and ambiguity in the questions. In a quantitative method, respondents are asked to rate each question in the questionnaire from "Not at all important", "Slightly Important", "Important", "Fairly important", and "Very Important". Finally, the average rating given to each question was calculated and multiplied by the percentage of people who considered that question important and very important, and finally, a score is calculated for each question. Questions with a score of less than 1.5 will be removed from the set of questions (Holden, 2010).

Content validity

Content validity on the other hand is the method that examine the content of the scale. Content validity can be evaluated qualitatively and quantitatively. In the qualitative method, experts are asked to express their views on the observance of language grammar and how to score each question's options. If corrections are needed, corrections should be made according to their opinion (Beckstead, 2012). In the quantitative method, the content validity ratio (CVR) is calculated by examining the necessity of having a question , and the content validity index (CVI) index is calculated to check the relevance of the question to the purpose of the research (Lawshe, 2015).

Construct validity

Construct validity refers to the degree of efficiency of a scale and seeks to answer whether the results presented by the tool in question are consistent with theoretical evidence. This

type of validity can be checked by factor analysis (exploratory and confirmatory factor analysis) (Brown, 2013).

Criterion validity

This type of validity compares the scale results with the results of other existing scales with the same meaning. The two most common forms of validity are predictive validity and concurrent validity (other types are convergent and discriminant). In predictive validity, based on the current scale, the characteristics of individuals in the future are predicted, and in simultaneous validity, the current instrument simultaneously examines the status of the participants with an existing instrument and compares their results. Pearson correlation coefficient is a measure to check this type of validity (Golafshani, 2013).

For the purpose of this study the researcher adopted face validity and conducted a pilot study with 10 participants who were part of the population but not part of the sample. This helped the researcher to make some corrections to the questionnaires on questions that were not clear and not answering to the objectives of the study.

3.8.2 Reliability

Reliability is the consistency of measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. Reliability of the instrument according to Amin (2005) refers to the degree to which the said instrument consistently measures whatever it is supposed to be measuring. To check for reliability, the questionnaire was given to 20 people and after a month, they

were given the same questionnaire. This method is called test-retest reliability. The variance was determined and it was found that the questionnaire was reliable since the degree of variation from the earlier response was negligible.

Cronbach's Alpha was used to measure the reliability of the instruments. According to Sekaran (2013) the closer the reliability coefficient gets to 1.0, the reliability is better. In general, a reliability coefficient less than 0.60 is considered as poor, that in the range of 0.70 is acceptable and that above 0.80 is considered as good. The Cronbach's Alpha calculated on 34 items shows that the reliability coefficient was 0.890 and therefore was acceptable.

Table 3.1: Reliability statistics

Cronbach's Alpha	N of Items
.890	34

3.9 RESEARCH ETHICS

Research ethics are a set of ethical guidelines that guides one on how research should be conducted and disseminated (Irny & Rose, 2015). The researcher ensured that he was ethically responsible for protecting the rights and welfare of the participants who participated in the study (Diener & Crandall, 2018). For this study, the researcher obtained an ethical clearance from the University Ethics Committee. The researcher also ensured that ethical guidelines for informed consent, confidentiality and anonymity were complied with.

The researcher ensured that the participants in the study were informed of the purpose of the study, and they have to willingly accept to participate in the research. The participants were assured of confidentiality and anonymity, as well as the opportunity to withdraw from the research at any given time. The time and date to meet with participants for answering the questionnaires was negotiated with the participants so as not to interfere with their other daily activities. This was the initial phase of gaining a trusting relationship with the participant. Upon agreeing to participate, consent forms were given to participants in order to obtain informed consent from the participants.

The researcher had to seek the permission of participants to have their interviews recorded and their responses to be used in the presentation of the study findings, however, due to technical constraints the recording did not take place. Confidentiality and anonymity were also important ethical concerns that were discussed with the participants. The participants were ensured that their names would not be recognisable in print. To ensure anonymity of the participants, they were identifiable by code names.

3.10 SUMMARY

This section described the methodology and design that was employed in this study. The section began by highlighting the research method, providing an explanation of the research design. The study adopted a mixed approach. A defining characteristic of case study research is the ability to use a combination of methods to collect data. As such, the researcher made use of the mixed methods approach and data was collected by use of a questionnaire, semi-structured interviews, and desk review. The chapter further presents a summary of how the data was presented and analysed. Issues of reliability and validity

as they are related to the data collection procedures were also examined. Lastly, the ethical considerations for the study were highlighted.

CHAPTER 4: RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

Results and discussions of data are a very important part of any research. Although, the quality of data collected matters, it is important to understand that what matters more is the interpretation of that data. This chapter deals with the presentation of data analysis and discussions of the findings. Data from all the respondents to the questionnaires was compared, to provide a better understanding of the situation. This comparison was used to achieve the objectives of the study.

4.2 SAMPLE RESPONSES

The study had a sample size of 364 participants and out of a total of 364 questionnaires distributed, only 350 completed the questionnaires and these formed the base for computing the results. Eight (8) questionnaires were not returned and six (6) with a lot of missing data were subtracted from the total sample size. This means that 14 questionnaires, out of 364 questionnaires distributed, were completely discarded from the analysis. The rest, (350 questionnaires) were used to interpret the results.. Figure 4.1 below shows that there was a 92% response rate.

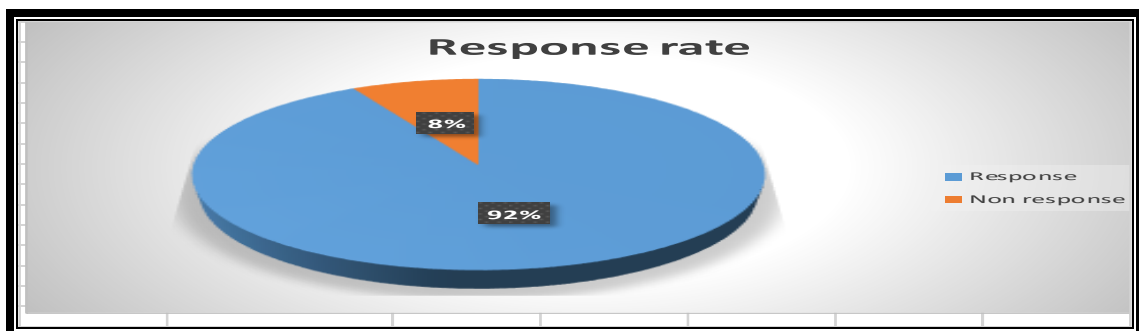


Figure 4.1: Response rate

4.3 DEMOGRAPHIC CHARACTERISTICS

This section aims at discussing the demographic characteristics of respondents to help the study establish the extent of judgment the respondents might have in the area of the study. The respondents' characteristics included sex, age, level of education and experience in providing services. Johnson and Engelhard (2012) confirm that, personal attributes like gender, age, education and experience have a significant effect on understanding governance practices.

4.3.1 Gender of the Participants

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	184	52.6	52.6	52.6
Female	166	47.4	47.4	100.0
Total	350	100.0	100.0	

The study recorded the gender of the respondents to show that respondents came from both sexes. Table.4.1 shows the sample size responses of the study was 350 respondents; interestingly it was made up of 184 male representing 52, 6% and 166 females representing 47.4% percent. The study wanted to have an equal number of males and females due to government advocacy of women empowerment and equal opportunities, however there were more males who participated in the study. However, the study associated this difference with a patrilinealism mode of life whereby more males than female own houses and go to follow up public services in public institution.

4.3.2 Age of Participants

Table 4.2 and figure 4.2 below present the respondents age. The study indicates that the majority of the respondents $n= 175$ (50%) were in the 41-50 years' age bracket, $n= 117$ (33.4%) of respondents were in 51-60 years' age bracket, $n= 58$ (16.6%) of respondents were in the 31-40 years' age bracket. These results implied that those majority respondents were mature people who understood well the topic under investigation.

Table 4.2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 30-40 years	58	16.6	16.6	16.6
41-50 years	175	50.0	50.0	66.6
51-60 years	117	33.4	33.4	100.0
Total	350	100.0	100.0	

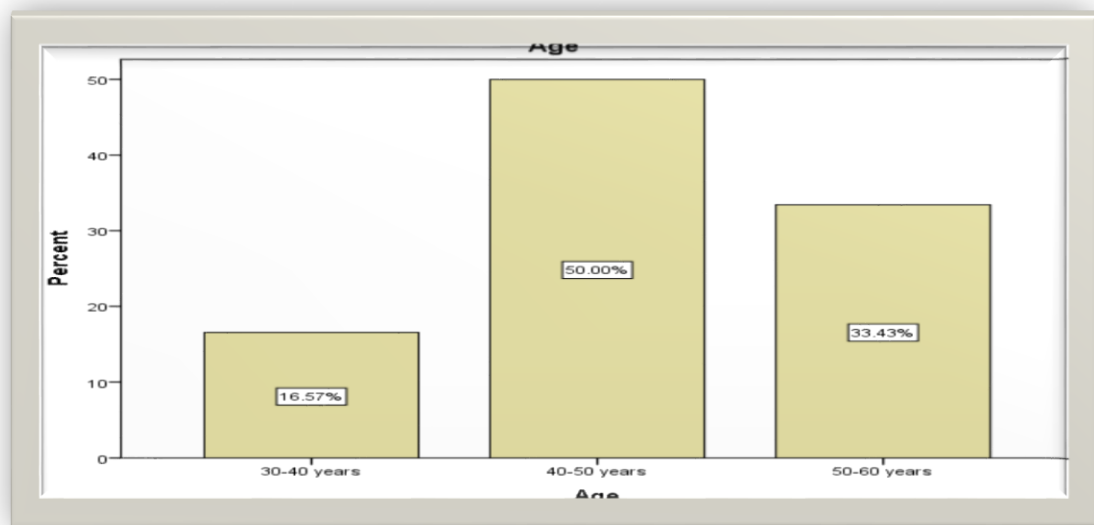


Figure 4.2: Age

4.3.3 Level of Education of Respondents

Table 4.3: Level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary Level	58	16.6	16.6	16.6
Diploma Level	175	50.0	50.0	66.6
Under graduate Degree	117	33.4	33.4	100.0
Total	350	100.0	100.0	

The level of education was important for this study because the education level of respondents is relevant in understanding good governance. This is asserted by Kearney (2014), who studied management and found out that those people with low education brought no change towards understanding management practices.

Table 4.3 shows that 117 respondents had under graduate degree qualifications representing 33.4%, 175 respondents had diploma level qualification (50%) and 58 respondents represented 16.6%. The study needed to know if the education level had any relationship to the understanding of corporate governance practices.

4.3.4 Length of service provided to residents

Table 4.4: Years of service receiving

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5-10 years	58	16.6	16.6	16.6
11-15 years	234	66.9	66.9	83.4
16-20 years	58	16.6	16.6	100.0
Total	350	100.0	100.0	

The study wanted to know how long the city of Windhoek has been providing service delivery to the residents of Khomasdal North constituency. The study show n= 266 (66.9%) indicating that they have received service delivery for a period of between 10-15 years, while n= 58 (16.6%) and also n= 58(16.6%) confirmed receiving service delivery for a period between 5-10 years and 15-20 years respectively.

4.4 QUANTITATIVE ANALYSIS

Quantitative data was analysed using the computer package, Statistical Package for Social Sciences (SPSS) Version 22. Descriptive statistics was used to analyse continuous and categorical data. This was presented in form of frequencies and percentages. The Chi-square test was used to determine the relationship between good governance and service delivery. Anova was also used to compare the relationship of variables and the significance of the variables were determined. The level of significance was fixed at 0.05 ($p=0.05$). The analysis of the quantitative data was analysed according to the objectives of the study.

4.4.1 Objective 1: To determine the level of good governance and its impact on service delivery within the Khomasdal North Constituency.

In order to answer objective 1, the respondents were asked to respond to information that include, awareness on good governance practices, knowledge on the existence of Regional/ Nationals service delivery Charter, the extent to which Khomasdal North constituency abide to its service delivery charter, to provide their perception on the quality of Khomasdal North constituency's service and the extent to which the following good governance practices (transparency, accountability, participation, responsiveness, rule of

law, equity, effectiveness and efficiency) are adhered to at Khomasdal North constituency. Frequency tables and Anova was used to present the data and five Likert scale was used for the presentation of the data on Anova, where, (1= strongly disagree, 2= disagree, 3 neutral, 4= agree and 5 strongly Agree).

4.4.1.1 Awareness on good governance practices

The awareness of good governance practices was important for the study. The respondents were asked if they were aware of good governance practices that and organisation can adopt in order to manage service delivery within the constituencies.

Table 4.6: Awareness of good governance practice

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Totally aware	234	66.9	66.9	66.9
Aware	116	33.1	33.1	100.0
Total	350	100.0	100.0	

The results in table 4.6 above show n = 234 (66.9%) are totally aware of the good governance practices that should be in place, while also n = 116(33.1%) are aware of good governance practices that should be practiced. There were no responses on the partially aware and not aware.

The results from this question were important in enabling the respondents to give more light on the understanding of relationship between good governance practices and service delivery and the challenges that the Khomasdal North constituency may be facing in implementing the good governance practices.

4.4.1.2 Knowledge of National delivery service charter

Table 4.7: Knowledge of National

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Have Knowledge	175	50.0	50.0	50.0
Have no knowledge	175	50.0	50.0	100.0
Total	350	100.0	100.0	

The study analysed feedback from respondents on the existence of City of Windhoek's Customer Service Charter. The feedback from respondents is summarized in Table 7 above. Table 7 show that n= 175(50%) of respondents have knowledge of the existence of City of Windhoek's Customer Service Charter while also n= 175 (50%) have no knowledge of its existence. These findings, although present mixed feelings show that City of Windhoek's has not made sufficient efforts to create awareness about its Customer Services Charter and this denies its customers the right to know what to expect from City of Windhoek's as their service provider.

4.4.1.3 Abide to Service Delivery charter

The results of the feedback from the respondent's opinion on the extent to which City of Windhoek abide to its customer service charter was analysed. The feedback was presented in a frequency table indicated below in table 8. Table 8 show that n= 58(16.6%) of respondents had the opinion that the extent to which City of Windhoek abides by its Customer Service Charter is "Average", while n= 292 (83.4%) of the respondents had the opinion that the extent to which City of Windhoek abides by its Customer Service

Charter is “Minimum”. There were no responses on ‘ Maximum and None’. This indicate that City of Windhoek does not abide by its service charter.

Table 4.8: Abide to service charter

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	58	16.6	16.6	16.6
Minimum	292	83.4	83.4	100.0
Total	350	100.0	100.0	

4.4.1.4 Perception on the quality of Khomasdal North service delivery

The results on the perception on the quality of Khomasdal North service delivery was documented in table 4.9 below. Out of N= 350, respondents 320 respondents were the residents of Khomasdal North Constituency.

Table 4.9: Perception on the quality of service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	175	50.0	50.0	50.0
Minimum	175	50.0	50.0	100.0
Total	350	100.0	100.0	

The findings shown in in Table 4.9 above show that n= 175(50%) of respondents perceive the quality of service delivery provided in Khomasdal North constituency to be average, while n = 175(50%) also show that the service delivery provided to be minimum. This show that the service delivery is not good and the indications imply it to be poor.

The results in Table 4.9, concur with the results in table 4.8, above which clearly mean that the failure of City of Windhoek to abide to its customer service charter may have resulted in the failure to provide a good service.

4.4.1.5 Adherences to good governance practices

The study also measured the adherence of the service providers to the good governance practices that includes, transparency, accountability, and participation, and responsiveness, rule of law, equity, effectiveness and efficiency.

Table 4.10: Anova

		Sum of Squares	df	Mean Square	F	Sig.
Adhering to good governance - Transparency	Between Groups	1.976	1	1.976	4.216	.041
	Within Groups	163.079	348	.469		
	Total	165.054	349			
Adhering to good governance - Accountability	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			
Adhering to good governance - Participation	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			
Adhering to good governance - Responsiveness	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			
Adhering to good governance - Rule of Law	Between Groups	7.769	1	7.769	5.024	.026
	Within Groups	538.120	348	1.546		
	Total	545.889	349			
Adhering to good governance - Equity	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			
Adhering to good governance -Effectiveness	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			
Adhering to good governance - Efficiency	Between Groups	7.769	1	7.769	38.556	.000
	Within Groups	70.120	348	.201		
	Total	77.889	349			

One-Way ANOVA ("analysis of variance") was used to compare the means of the eight selected independent groups that includes (transparency, accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency) in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA was considered to be the parametric test. For the purpose of this study the dependent variable and independent variable (also known as the grouping variable, or factor) were used in this test. The independent variables were used to divide cases into two or more mutually exclusive levels, or groups. In the One Way Anova in Table 4.10 above, eight comparisons were performed at the same time to provide the researchers with an overall measure of confidence in all the conclusions. All the eight independent variables that includes, (transparency, accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency), were all compared to the dependent variable (abide to service delivery charter).

The results in Table 10 above indicate the mean square and the significance of between groups. All the eight (8) variables show significance levels of p values < 0.05 . The study concludes that the means of transparency, accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency is significantly different for all groups (transparency $F_{1,976} = 4.216, p < 0.041$; accountability $F_{7,769} = 38.556, p < 0.000$, participation $F_{7,769} = 38.556, p < 0.000$, responsiveness $F_{7,769} = 38.556, p < 0.000$; rule of law $F_{7,769} = 5.024, p < 0.026$; equity $F_{7,769} = 38.556, p < 0.000$; effectiveness, $F_{7,769} = 38.556, p < 0.000$ and efficiency $F_{7,769} = 38.556, p < 0.000$). The results indicate that there is close influence of abiding to service delivery charter and the practices of good governance practices.

4.4.2 Objective 2: To determine the governance practices being employed by the Khomasdal North Constituency local authority

The respondents were asked the questions that support the determination of the governance practices employed by the Regional council offices.

4.4.2.1 Governance practices

The descriptive statistics was used to determine the governance practices employed by the regional council’s office. The governance practices that were evaluated include, transparency, accountability, participation, responsiveness, rule of law, equity, effectiveness and efficiency. Out of the eight variables used to evaluate the practice of governance in the constituency the results show that only Rule of Law is being practiced, while the rest are not being practiced. This is shown by mean values (rule of law = 2.334, transparency = 1.831, accountability = 1.666, participation = 1.666, responsiveness = 1.666, equity = 1.666, effectiveness = 1.666 and efficiency = 1.666). This clearly show that the respondents believe that the regional council office has not practicing good governance. This is believed to have impact on the service delivery

Table 4.11: Descriptive statistics 1

Descriptive Statistics					
Adhere to Governance practices	N	Minimum	Maximum	Mean	Std. Deviation
Transparency	350	1.00	3.00	1.8314	.68770
Accountability	350	1.00	2.00	1.6657	.47242
Participation	350	1.00	2.00	1.6657	.47242
Responsiveness	350	1.00	2.00	1.6657	.47242
Rule of Law	350	1.00	4.00	2.3343	1.25066
Equity	350	1.00	2.00	1.6657	.47242
effectiveness	350	1.00	2.00	1.6657	.47242
Efficiency	350	1.00	2.00	1.6657	.47242
Valid N (listwise)	350				

4.4.2.2 *The relationship between good governance and service delivery*

In order to test the hypothesis, the chi - square test for independence was used . The study wanted to find out whether the two variables (*Extent of the relationship of good governance and services delivery and perception on the quality of Khomasdal North service delivery. are* associated with each other. The chi-square test was appropriate for that test. The study used chi square because the study needed to determine if there is a deference between the two hypothesis.

The results indicate that the value of the chi square statistic is 69.521. The result is significant as this value is p-value (0.000) less than the designated alpha level (normally .05)

The *p*-value is smaller than the standard alpha value, so we reject the null hypothesis that asserts the two variables are independent of each other. This means the result *is* significant and the data suggests that the variables extent of the relationship of good governance and services delivery and perception on the quality of Khomasdal North service delivery are associated with each other.

Table 12: Chi- square test 1

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	69.521 ^a	1	.000		
Continuity Correction ^b	67.144	1	.000		
Likelihood Ratio	92.003	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	69.322	1	.000		
N of Valid Cases	350				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 29.00.

b. Computed only for a 2x2 table

4.4.3 Objective 3: To identify challenges related to governance practices and the provision of services within the Khomasdal North Constituency

The study also wanted to know the challenges hindering good governance practices at City of Windhoek. Respondents were asked to choose among ten (10) challenges that may be hindering good governance practices at City of Windhoek namely; corruption, bureaucracy, political interference, delays, incompetence, nepotism, lack of funds, misuse of funds, poor management and low technology. Respondents were asked to choose as many challenges as suitable and the challenge which is mentioned most frequently is considered to be the most prominent challenge. Descriptive statistics were used to analyse the responses. The statistics used are the mean, median, mode and standard deviation. The results are presented in table 13 below.

The results in table 4.13 below show that the majority indicate that out of the ten (10) challenges nine (9) challenges have hindered the implementation of the good governance practices. This is shown by the mean values that are 3.500 and above. The results show that corruption with a mean value of 3.8343, bureaucracy 3.843, political influence, 3.4971, incompetence, 4.000, Nepotism 3.814, Lack of funds 4.165, Misuse of funds 4.165, poor management 4.166 and low technology all show that the respondents agree that these challenges are the reasons there has been poor services delivery. On the other hand, the respondents were not sure if delays were the cause of the challenges for implementing good governance challenges. These results imply that a relationship exists between good governance and service delivery which is unfortunately constrained by many challenges.

Table 13: Descriptive statistics 1

Which of the following challenges hinder the implementation of good governance? at Khomasdal North constituency ?	N	Minimum	Maximum	Mean	Std. Deviation
Corruption	350	2.00	5.00	3.8343	.89633
Bureaucracy	350	2.00	5.00	3.8343	.89633
Political influence	350	2.00	5.00	3.4971	1.11963
Delays	350	2.00	5.00	3.1657	1.21404
Incompetence	350	3.00	5.00	4.0000	.57652
Nepotism	350	3.00	5.00	3.8314	.68770
Lack of funds	350	4.00	5.00	4.1657	.37236
Misuse of funds	350	4.00	5.00	4.1657	.37236
Poor management	350	4.00	5.00	4.1657	.37236
Low technology	350	2.00	5.00	3.4971	1.11963
Valid N (listwise)	350				

4.5 QUALITATIVE ANALYSIS

The purpose of this section was to collect in-depth information about the study. The section focused on corporate governance and service delivery from the perspectives of

ordinary community members, community leaders and Community activists who are the residents of Khomasdal North constituency. In this regard, the researcher conducted focus group discussion with the selected participants and their views and opinions have been interpreted and analysed in this section.

In addition, to get more insight into the quality-of-service delivery in the Khomasdal North constituency, structured interviews were also conducted with the employees of the regional council (only those who are in charge with the service delivery decision making) as well as Governor of Khomas region respectively. The purpose of these interviews was for the officials to provide their respective views and opinions on issues of governance and service delivery at sub-national levels in the Khomasdal North constituency.

4.5.1 Level of good governance and its impact on service delivery

In order to determine the level of governance and its impact on service delivery the study focused on the discussion on existence of governance structures, understanding of good governance as emerging themes. The interview were conducted with the governor, the constituency councilor and the administrative officer . The study asked the participants on their knowledge of the existence of the governance structure and their understanding of the concept of good governance, with clarification on the importance of good governance within their constituency. The discussion of the findings are discussed below.

4.5.1.1 Interview with the Governor

For the purpose of this study the term ‘political office-bearers’ is used to denote political

leaders in the Khomas Region which include the governor. The governor indicated that she has been a governor of the Khomas Region since 2012. The above-mentioned question was important to determine whether the governor has an understanding of the governance structure within her region. The governor confirmed that the governance structures are in existence and rooted in the Constitution of the Republic of Namibia Act 1990 (Act 1 of 1990). In her response on the governance structure, '*the governor states that; "the structures are in place to ensure that the government addresses people's social and economic needs especially at subnational levels"*'.

The governor was also asked to provide her views on the concept of good governance, and she pointed out that good governance implies representative governance where the planning and decision making pertaining to social and economic benefit of the people in the Constituency involve all stakeholders

The governor added that her office is a public office and is there to serve all the people irrespective of their status and political affiliation. The governor further indicated that this may happen if politicians consult and communicate with the people and provide them with the information necessary for governance and service delivery. The views of the governor were in line with the literature reviewed on good governance by the International Federation of Accountants (2013) that stressed that good governance in institutions is the key to successful and satisfactory efficiency and should thus be initiated and practiced within institutions in order to achieve better performance.

The interview with the Governor indicated that, "as a political head of the Region, her office plays an important role in the governance of the Region by coordinating

development activities and service delivery between central government ministries and the Khomas Regional Council”. The discussion with the Governor further highlighted that her office “monitors progress of government’s programmes implementation in the Region, and in consultation with Constituency Councillors, advises line ministries on how best to address the needs of the people in the Region”. When the Governor was asked about effectiveness of service delivery requirements she pointed out that it has to be “a well organised and coordinated governance environment”. In her final remarks she indicated that proper planning and coordination is required to enhance service delivery to the people. She also added that good institutional arrangement, coordination, capacity building, and public participation in decision making are some of the ingredients of good governance practices, and eventually equitable service delivery. Furthermore, she pointed out that the primary purpose for establishing sub-national institutions is to bring government institutions closer to the people in order to deliver effective services.

4.5.1.2 Interviews with the councillors

During the interview the researcher was informed that in terms of governance structures, the Khomas Region is sub-divided into ten constituencies of which Khomasdal North is one of the constituencies. The constituency was created as a result of the Fourth Delimitation Commission’s recommendations of 2013. Constituencies are geographical areas at sub-national levels to which regional councils’ offices are further decentralized to grassroots to enable government structures to govern and deliver essential services to the people. The councillors also confirmed that all ten constituencies in Khomas region have proper offices where government officials are operating from. Each office is staffed with a councillor and administrative staff to facilitate governance practices and coordinate

service delivery at constituency level. Also all the constituencies are allocated with government vehicles to be used by administrative staff to enable them to carry out their duties and access various parts of the constituency.

Also during interviews with the constituency Councilors, they provided diverse evidence of understanding and explanation of the concept “good governance”, as well as their respective responsibilities regarding service delivery in the Khomasdal North Constituency. The basic understanding of the good governance from the councilor’s perspective highlighted that there is good governance when sufficient basic services are provided, while other indicated that the existence of decentralization promotes good governance and service delivery and also the other group indicated that community participation promote good governance.

Three councilors said that “*good governance denotes public officials’ accountability and transparency as well as effective service delivery*”. One councilor specifically stated that, “*once a councilor has been elected to office, it is required that he/she serve all people in his/her constituency regardless of their political affiliation*”. The councilor continued by saying that “*once a councilor has been sworn in he/she will become public servant for all people*”.

The discussions with the counselors concur with Mughal (2015) who examined the level of good governance and role of the government in the provision of sustainable public housing development in Malawi. Data was collected by interviewing district government officials, administrators, and politicians, planning organisations and by consulting professionals. The study highlighted the existence of poor governance

practice in public organisations and recommended the establishment of dynamic vibrant institutions which would ensure the presence of participatory principle, consensus orientation, strategic vision, effectiveness and efficiency, transparency and the rule of law in all administrative and political institutions.

Generally, the responses to the question of good governance, indicated all the constituency councilors, who were interviewed, clearly view the concept good governance as signifying democracy, free and fair elections, citizens' participation, accountability, transparency and honesty. In addition, they indicated that good governance means governing by the will of the people. Government agencies should provide for the needs of the citizens. In particular, the Councilor of the Khomasdal North Constituency stated that "good governance practices require a democratic governance system, inclusiveness and a political system that allows citizens to actively participate in government activities concerning social and economic development of the Region". Therefore, the responses confirmed that good governance calls for functional governance structures at sub-national levels.

The Councilor highlighted that government representatives at constituency level, both elected and appointed, should listen to, and effectively respond to the needs, demands and aspiration of the people. The Councilor clarified that generally "*politicians are elected to advance government initiatives and strategies regarding socio-economic development of the country, and those in the Khomasdal North Constituency are of no exception*". In the Councilor's view, good governance calls for "effective leadership both at central and sub-national levels". According to the Councilor, good governance requires political leadership to understand and consciously apply the Regional

Councils Act 22 of 1992.

4.5.1.3 Interviews with administrative officials

Data was collected from administrative officials both at constituency and local authority levels in the Khomas Region. Fifteen administrative officers employed at constituency offices in the Khomas Region were asked to provide their views on governance practices and service delivery. The interview discussions confirmed that all administrative officials' interviewed hold tertiary education, and the majority of them have more than five years work experience. In the researcher's view, this suggests that respondents have vast knowledge and understand of governance and service delivery-related aspects. Analysis of the data provided by administrative officials in the Khomasdal North Constituency is discussed below.

On the question whether administrative officials understand the concept good governance, all respondents stated that they know and understand what good governance is all about, and the importance of governance practices in a day-to-day running of the public institutions. The purpose of this question was to determine whether administrative officials, as civil servants, understand the significance of governance and good governance practices. Significantly, such understanding enables them to correctly apply those practices in order to deliver services to the communities in a more transparent and accountable manner. All participants were able to define and explain the concept. The following explanations on the concept good governance were provided by some participants:

“Good governance implies the ability of the government to exercise its

authority and render equitable services to communities; the ability of the government to manage civil society and promote development in a democratic manner; accountability and transparency in conducting public affairs to ensure effective service delivery especially at grassroots levels where the majority of previously marginalised communities live; administration of government affairs in the constituency in a more accountable and transparent way; governance system that encourages citizens' participation in decision-making pertaining to service delivery in their localities; effective leadership and coordination that influence citizens' involvement in governance practices; and the democratic manner in which government resources are managed and shared with the citizens”.

From an administrative responses, the above explanations revealed that administrative officials at the constituency level are acquainted with governance frameworks that guide the activities of the regional council and local authorities. For example, the Namibian Constitution's Article 8 'Respect of Human Dignity'; Article 18 'Administrative Justice' and Article 95 'Promotion of the Welfare of the People'. Likewise, the responses indicated that constituency administrative officials understand the Regional Councils Act 22 of 1992. In particular, section 28 of the Regional Council Act provides for the powers, duties, functions, rights and obligations of the regional councils.

The Constitution and the Regional Councils Act requires government institutions and public officials to put measures in place to ensure that government services are provided to all people on an equal basis. Similarly, it also means that good governance practices

should be put in place and indiscriminately exercised. Good governance principles are more enforceable in a society that respects the constitution and all democratic values attached to it. Therefore, this description of the concept ‘governance’ implies being cautious and aware of the obligation of sub-national levels’ responsibilities related to service delivery.

Further, interview discussions with administrative officials indicated that constituency offices, in collaboration with constituency councilors, put in place governance structures to ensure effective delivery of services to communities. It was mentioned that the provision of clean water, electricity, sanitation, health and education form part of the basic and essential services needed by every person in the community. To promote good governance, the above-mentioned services are provided in consultation with affected communities. Similarly, respondents indicated that proper coordination with line ministries contributes to inclusive service delivery. In this regard, respondents claimed that communities are encouraged to participate, not only in the implementation of the government programmes, but also during planning and decision making regarding issues that affect society.

4.5.2 Governance practices and service deliveries

The researcher conducted interviews with the regional governor and councilors and also conducted interviews and a focus group discussion with the residents in trying to gather information on the state of service delivery through governance practices currently in place. A question was asked regarding the government services that government institutions provide to community members in the Khomasdal North Constituency. The

findings from the interviews were compared with the findings of the study conducted by Tikue (2014), on the role of good governance in local development. This study aimed to examine the performance of good governance in Tigray Regional State. It assesses the performance of good governance in land administration. More specifically, the study assessed the performance of good governance in terms of transparency, accountability and responsiveness. The study found out that local governments that achieved better transparency, accountability and responsiveness are more likely to provide development than their counterparts.

4.5.2.1 Interviews with Councilors

Through the interview discussion with the Councilors revealed that since independence in 1990, the government programmes have achieved a lot in terms of service delivery in communities to improve the livelihoods of people especially the previously marginalised communities within the Regions. The councilors specifically mentioned that services such as “clean water, health and education facilities, and electricity, road and communication networks” were provided in the constituency. However, as observed by the researcher, the constituencies lacks proper road networks, clean water, health and education facilities and electricity.

The councilors of Khomasdal North Constituency also confirmed that their constituency finds it difficult to access basic services such as health facilities, clean water and electricity. Furthermore, they stated that “there is only one clinic available in the Khomasdal North Constituency, while there is no proper clean water taps within the resident’s houses and no proper electricity connection in the constituency and this poses

a danger to the safety of residents

The lack of the above-mentioned facilities is a clear indication that community members in the constituency are not happy with the service delivery delivered by the regional council. A follow up question was asked as to whether the regional office has made effort to provide these services. The Councilors of Khomasdal North constituency indicated that they have tried on various occasion to “request and convince the authority to put up running tape water and build health clinics but to date there is only one (1) clinic and there is no proper electricity connection”.

The findings from the councilors concur with Leni *et al.* (2012) who conducted a survey of the quality of customer service provided by public agencies in Malaysia, focusing on the road transport department. The study found that most of the respondents were unsatisfied with the quality of customer service representatives, facilities, procedure for receiving service and the general atmosphere of the department itself.

4.5.2.2 Interviews with Residents

The response from the Khomasdal North Constituency residents highlighted that although more services are being provided to members of the community especially those residing in proclaimed areas of other constituencies; they are still not sufficiently benefiting all the people in the town. Services such as water, electricity, sewerage and sanitation system, refuse removal and fire brigade services are provided to town residents on a cost recovery basis. One of the residents of Khomasdal North Constituency indicated that the region has undergone major developmental changes since independence in 1990.

Massive housing construction took place, resulting in many residents acquiring formal housing. The resident also indicated that many streets were tarred, and streetlights were installed to improve safety and security of the residents. However, the resident together with the others raised concern on the increasing informal settlements in the Khomasdal North Constituency, stating that such high rate of urbanisation has put more strains on the constituency safety.

It also becomes difficult for the constituency to provide proper services, such as water, sewerage and sanitation facilities, to the residents living in the Khomasdal North Constituency because most of the land where they settled on has not been serviced. In addition, the residents pointed out that they were informed that the resources at the council's disposal are not sufficient to meet the demands of residents. One resident mentioned that '*this becomes problematic especially when town residents want the council to provide services*'. However, the residents all concur that in order for the regional councils office to ensure that people understand the development process, Councilors need to hold regular meetings with residents to discuss issues related to town development and service delivery and explained to town residents in such meetings.

In the resident's view, meetings are some of the communication instruments used to promote good relationship between Councilors and community members. The views of the residents in this study concur with the study conducted by Egwaikhide and Udon (2012) conducted a study on the role of service delivery and good governance in the institutionalization of taxation in Nigeria. Specifically, the study aimed to examine how good governance in tax collection can be improved through good governance and how service delivery can be improved by increasing tax collection especially in the petroleum

sector.

The findings of the study show that lack of good governance practices in the petroleum sector in Nigeria has led to rampant tax evasion and corruption which undermine revenue collection. This, in turn, translates into poor service delivery and unequal distribution of wealth. This points to a direct link between good governance and service delivery

4.5.2.3 Interviews with the regional governor

Lack of services in the Khomasdal North Constituency was also confirmed by the Khomas Regional Governor, who explained that “the allocation of resources, provision of services and the amount of development in a particular constituency are first and foremost determined by the size of the population and the government requirements regarding the allocation of a specific service”. Concerning the health facility, clean water and electricity, the Governor pointed out that “the construction of a health clinic, a school or even electricity connection, is determined by the number of people in that particular area”. Therefore, the Governor said that, “the number of inhabitants in the constituency justify the construction of more health clinics and provision of clean tape water.

The Governor advised that the residents of Khomasdal North constituency where a there is only one clinic should make use of other service facilities in neighbouring constituencies”. The regional governors view on governance and service delivery was in contrast with the views of the participants in the study conducted by O’Neal and Cammack (2012) on good governance and service delivery in Malawi.

This study is based on case studies of two districts (Dedza and Rumphi) and one in Blantyre city and three services health, education and water and sanitation. Data was collected through interviews with key informants from central and local government, civil society and local communities. The findings of the study show that many local government employees and service providers are doing good work and some remarkable success is achieved with little money or support

4.5.3 Governance and service delivery challenges

Participants that include the Governor, councilors, residents and administrative officers were asked to mention and explain the challenges that hinder governance and service delivery at sub-national levels.

4.5.3.1 Interviews with councilors

The emerging theme from the interview with the councilors was associated with decentralisation of decision-making process as the function that has been a main challenge affecting service delivery. One participant stated that *“since the enactment and promulgation of the Decentralisation Enabling Act 33 of 2000 only few functions and services have been decentralised”*. They indicated that decisions on budget and service delivery are made at central government level.

Councilors indicated that, though elected by the people to serve them, they only act as facilitators of line ministries service delivery programmes. Therefore, they felt that delegated decentralisation relegated them to coordination functions only. One of the issues that councilors have concern with is the fact that constituency offices have no

operational budget of their own. Also another participant states that “*There is no doubt, financial resources are fundamental to service delivery and constituency offices cannot function properly if they lack funds*”.

As a result, it was also argued in Namibian constitution that the Government of Republic of Namibia should consider devolving key functions such as finance to sub-national levels. This may allow constituency offices in the Khomasdal Region to have their own budget in order to deal with socio-economic development issues timely and in an expedient manner. Constituencies rely on transfers from the Central government through the Regional Council. Councilors said that the process takes long to be realised. As such, many community projects that are aimed at promoting community empowerment and development cannot be implemented due to lack of funds.

Another councilor highlighted that “*lack of decentralisation of administrative power regarding the delivery of services, poses an insurmountable challenge to the Constituency. Communities experienced problems regarding service delivery because central government line ministries that have financial resources and personnel to deliver those services take long to respond to community needs*”. The councilor, therefore, suggested that Regional Development Fund should be established to enable constituencies to provide much needed services to communities in their respective localities. The other councilor also supported by stating that:

“fixing of a broken water pipe, small community projects, youth development initiatives and even fixing a vehicle tyre can be decided and funded at constituency level if constituency offices are allowed to keep a specified amount of funds for day-to-day

exigencies. Now that the above-mentioned functions are carried out by line ministries, a broken water pipe may take days before it is repaired. Good ideas regarding youth projects may die out because there are no funds available to implement them. Councilors indicated that they are the closest government officials to the people and they are in a better position to know what the people want”.

The findings from the interviews with the councilors concur with the study by the World Bank (2014) conducted a National Governance Baseline Survey in Zambia to identify the governance challenges facing the government. The interview method was used for data collection. It was found that Zambia government institutions faced a number of governance challenges which can only be addressed through the application of a series of institutional reforms in key areas to improve transparency and accountability.

4.5.3.2 Interviews with the governor

The Governor also shared her views of challenges of service delivery at sub-national levels due to the slow pace under which decentralisation of administrative powers takes place. She indicated that quite a number of line ministries are still reluctant to devolve administrative powers to regional councils. The Governor emphasised that some line ministries have even withdrawn some of the decentralised functions and are currently providing those functions on a delegated basis. However, the Governor was quick to state that even though most of the functions are not decentralised, *constituency councilors are empowered to initiate, in consultation with communities, development programmes and communicate such programmes to line ministries through the Regional Council”.*

According to the Governor, these initiatives and planning should be done well in advance to allow central government ministries to consider them when they prepare their respective budgets. Notwithstanding the above, the Governor said ‘*central government budgeting and, funding of development programmes or projects, are done based on many competing priorities*’. The study also aligns to the findings of Asimwe and Steyn (2013) assessed factors hindering the effective governance of public universities in Uganda. Qualitative and quantitative approaches were used and data was collected using interviews, questionnaire and the focus group discussions method.

The study revealed that the key obstacles to public university governance in Uganda were internal politics, lack of commitment, bureaucracy in management, conflicting values and cultures in the institution, centralization of authority and decision-making, inadequate funding, insufficient remuneration and the effect of globalisation. The study recommended that lack of commitment, bureaucracy in management, conflicting values in the institution, centralization of authority and decision- making, insufficient financing, financing higher education and insufficient remuneration should be reduced by maximizing delegation and decision-making, increasing governance financing and balancing bureaucracy in management.

4.5.3.3 Interviews with administrative officials

The opinion of the constituency administrative officials, assert that involving residents means that decisions that affect the people are taken by common people. According to participants it is important to “establish different committees in the communities and to hold meetings on regular basis to discuss social and economic development issues that

have an impact on the livelihoods of the people”. Administrative officials indicated that one of their responsibilities is to advise constituency councilors and community members on administrative matters regarding the delivery of services.

However, the administrative officials at constituency levels indicated, that there are numerous challenges facing constituency offices in the Khomas Region. The challenges affecting governance and service delivery were categorized into main themes as budget constraints, lack of staff and proper training; institutional bureaucratic procedures which at times delay service delivery. One participant explained the above-mentioned challenges in the following way:

“Service delivery in the Khomasdal North Constituency requires active participation of the people and both regional, local and community levels. Such active participation is only feasible if public officials are properly training and possess knowledge of the issues that should be addressed to improve the people’s living standard. Financial resources, for example, sufficient budget enables administrative officials to reach communities in all corners of the constituencies in order to deliver the necessary services. Institutions and avenue for public participation are established using available financial resources. Similarly, it requires needs human capacity in terms of quantity and quality to plan and implement government programmes. Therefore, service delivery is not only a question that need community involvement; it is also a matter of financial and human resources and training”.

The other issues that came out of the discussions was institutional capacity building, administrative officials at constituency level felt that there is considerable need for capacity building. According to participants, capacity building will obviously improve governance and service delivery at sub-national levels. Lack of training among administrative staff at constituency level was also pointed out as a challenge to good governance and service delivery in the Khomasdal North Constituency. It was indicated that,

“some staff members lack knowledge and skills which made it difficult for them to apply governance practices”. Therefore, those carrying out above-mentioned responsibilities should receive constant workshops and training to enable them to deliver services to community. In essence, available skills and competences should be utilised to ensure that those without skills and knowledge are trained. Administrative officials claimed that there is a need to train constituency officials in governance and service delivery related issues. According to them, training and regular workshops will improve officials’ performance. In the same vein, it was suggested that members of the Community Development Committee need to be trained and equipped with skills on service delivery related aspects in order to fast track decision making by the Committee. Participants are of the opinion that delivery of services, at times, is delayed by long processes of decision making. They said that *“lack of understanding of governance and service delivery issues among committee members contributes to long and sometimes unnecessary discussions before a consensus is reached”*.

4.5.3.4 Interviews and Focus group discussion with Residents

Ordinary community members were interviewed and asked to give their respective views on issues of service delivery in the Khomasdal North Constituency. Interviews took place at different places such as homesteads, community water points, cucashops, and community centres where people meet to either discuss issues that affect the community. Participants were interviewed depending on their availability. In this regard, it was also necessary to ensure that the researcher receive participants' views and opinions which are in no way influenced by others. Questions were focussed on the delivery of services, the availability, accessibility and affordability of such services to rural people.

Participants were also asked to indicate the institutions that provide services to them and the manner in which such services are provided. In addition, participants' were asked to provide their respective view on the availability of governance structures and practices in the Khomas region. Furthermore, community members were asked to describe how often basic services are provided to them, and whether they are involved in planning, designing and implementation of government programmes aimed at addressing their predicament. It must be noted that in this section the concepts "participants and community members" were used interchangeably to refer to, community activists and ordinary community members who were interviewed. The responses of the community residents are discussed below.

The answers that were provided on the questions asked revealed mixed opinions depending on the participants' view. For instance, ordinary members of the community

who reside in the areas where the land is not serviced mentioned that although “services are available some of those are not accessible and affordable to many people”. Majority, of the participants’ residing in the informal settlements of the Khomasdal North Constituency indicated that they are “struggling to make ends meet because basic services are not made accessible to them by the local authorities”.

Similarly, participants in the same unserviced areas of the constituencies grieve over government for lack of services such as clean water for human, lack of electricity, lack of health facilities, and schools. In addition, the majority of ordinary community members (mentioned that “affordability of services is a challenge especially to pensioners, minors and unemployed who head households”. Some participants’ called on the government to subsidise essential services such as clean water, sanitation and electricity. The claim by participants ‘might be justifiable because basic services are fundamental to human survival.

People in communities need clean water, sanitation, education and health facilities. The problem with service delivery in this regard is that some much needed services are situated far away from communities. This is because the allocation of those services was done without proper consultation with the ordinary members of the community, which in fact made it difficult for them to be involved. Therefore, it is high time that the Government of Republic of Namibia consider involvement of ordinary members of the community as fundamental to government programmes implementation and subsequently addressing societal problems. Basically, such practice will improve not only service delivery but also governance at sub-national levels in Namibia.

These findings concur with Waheduzzaman (2010) study that investigated the specific circumstances at the local level and the barriers to the process of people's participation in local government bodies. Both qualitative and quantitative approaches were used. Data was collected using the interview and questionnaire method. The findings revealed that there were various hindrances to effective participation by the people. Firstly, there is lack of awareness by government officials of the value of people's participation. Secondly, the mechanisms for direct people's participation through different management committees were found to be flawed.

On the question whether the community members of Khomasdal North Constituency had access to water and electricity, participants 'indicated that electricity is not available in some areas in the constituency. They also indicated that in some areas there are few community water points. Therefore, community members stated that the provided clean water is very expensive. Despite the above explanation, participants' at Khomasdal North Constituency have applauded good communication that existed between them and the constituency councillor, saying that the councillor is always hands-on to assist and advise where and when needs arise.

Furthermore, participants indicated that, even though electricity is available in some areas of the constituency, it is not accessible and affordable to the poor. They stated that only government institutions and some cucashops are electrified. One participants in the Khomasdal North constituency highlighted that, *electrification of cucashops has resulted in young people spending more times at cucashops*". The word 'cucashops' refers to informal small business establishments in the constituency areas that sell basic commodities to community members in a particular community. In most cases cucashops

sell fast food and alcohol. In this respect, some community members spend long hours and sometimes until night hours at cucashops because of availability of electricity there.

A primary school teacher in the Khomasdal North Constituency indicated that “non-availability of electricity in homesteads in the constituency has contributed to poor performance by learners because they studied under very difficult conditions”. According to this respondent (take note that the teacher was interviewed as part of community members, and not in his teaching capacity), “learners find it difficult to do their homework due to insufficient lighting instruments in their respective homes.

The findings also concur with the study conducted by Ntalaja (2011) conducted a study on the role of good governance in improving revenue collections and the delivery of public services in South Africa. The study found that public service delivery in Africa is hindered by various factors such as corruption, staff incompetence, absence of good governance structures and lack of more transparent revenue collection systems.

4.6 SUMMARY

This chapter discussed the findings of the study. The first section presented the demographic factors of the respondents. The quantitative analysis section presented the descriptive analysis of the study by use of graphs and tables and the qualitative section discussed the findings from the point of views of the community members, councilors and regional and local council officials.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter is presented in four sections. The first section constitutes an overall summary of findings and their conclusions. After this, are the recommendations based on the data analysed in the previous chapter.

5.2 SUMMARY OF THE FINDINGS

Good governance in the public sector aims to encourage better service delivery and improved accountability by establishing a standard for good governance in the public sector. The aim of the study was to investigate the impact of good governance on service delivery in Khomasdal North local constituency through the four objectives listed below:

- To determine the level of good governance and its impact on service delivery within the Khomasdal North Constituency
- To determine the governance practices being employed by the Khomasdal North Constituency local authority
- To identify challenges related to governance practices and the provision of services within the Khomasdal North Constituency
- To provide policy recommendations for the enhancement of good governance which would lead to improved service delivery

5.2.1 Objective 1: To determine the level of good governance and its impact on service delivery

The findings show the existence of governance structures as evidenced by the representative governing as guided by the Constitution of the Republic of Namibia Act 1990 (Act 1 of 1990). In addition, the findings also show that all ten constituencies in the Khomas region have proper offices where government officials are operating from and each office is staffed with a councillor and administrative staff to facilitate governance practices and coordinate service delivery at constituency level. Also, the findings reveal that the administrative officers at both regional and local level are all acquainted with governance frameworks that guide the activities of the regional council and local authorities. The findings clearly show that governance practices are aligned with the provision of service delivery.

Also, distinct knowledge and understanding of the concepts of good governance demonstrated by all the participants shows that there are levels set by the regional government in order to provide effective and efficient service delivery at both national and constituency levels.

5.2.2 To determine the governance practices being employed by the Khomasdal North Constituency local authority

The findings show that there is progress made by the government in providing services such as clean water, health and educational facilities, electricity, road and communication networks in the region. However, the findings show that, the constituency under study still lacks proper road networks, clean water, health and

educational facilities and electricity. The findings clearly show that it is difficult for the constituency to provide proper services, such as water, sewerage and sanitation facilities, to the residents living in the Khomasdal North Constituency because most of the land where they settled on has not been serviced.

In addition, the findings revealed concerns from the participants highlighting constant communication between the regional council's office and the residents, to ensure that people understand the development process. From the findings, emphasis was given for the councilors to hold regular meetings with residents to discuss issues related to town development and service delivery. The researcher also explained to town residents in such meetings government social and economic development programmes that address the wellbeing a community.

5.2.3 To identify challenges relating to governance practices and the provision of services within the Khomasdal North Constituency

The findings on the challenges of governance practices and service delivery distinctly highlighted decentralisation of the decision making process as the main challenge affecting service delivery. The findings further indicate that due to lack of decentralisation of the decision-making process, decisions on budget and service delivery are made at central government level. That makes the regional council office that is elected by the people to serve them, have no decision but only act as facilitators of line ministry service delivery programmes. Also the findings reveal the calls for the Government of Republic of Namibia to consider devolving key functions such as finance to sub-national levels. If implemented, this may allow constituency offices in the Region and

constituency to have their own budget in order to deal with socio-economic development issues in a timely and expedient manner.

The other challenges that emerged from the findings, affecting governance and service delivery were categorised as budget constraints, lack of staff and proper training. Also, institutional bureaucratic procedures which at times delay service delivery.

The findings also reveal the involvement of ordinary members of the community in matters of service delivery. The non-involvement of the community members stands out as a challenge because the allocation of services was done without proper consultation with the ordinary members of the community, which in fact made it difficult for them to be involved.

5.3 CONCLUSIONS

The conclusions on the findings regarding the objectives of the investigation on the impact of good governance on service delivery in Khomasdal North local constituency are based on the findings of the impact of governance on service delivery. The conclusions are as stated below:

- The study concludes that although there is evidence of the existence of governance structures and the regional council office has made efforts to ensure that the governance frameworks are known and understood, there is still a lot to be done by the government to ensure effective and efficient service delivery provision. This is because the findings reflect a close relationship between governance practice and service delivery.

- The needed services are still lacking in the constituency as the constituency office have failed to adhere to the governance practices such as accountability and transparency.
- A number of governance practices and service delivery challenges were observed in the constituency. The issues of decentralization of decision making processes is the outstanding challenge experienced, coupled with lack of staff and training of staff to deal with matters of service delivery.

5.3 RECOMMENDATIONS

For the purposes of this study, various recommendations were put forward. It has to be noted that the recommendations suggested by this study have taken into consideration the political, social and economic environment of Namibia. Thus, practical application of the under-mentioned recommendations may vary from one administrative region to another, depending on the socio-economic environment. The recommendations are as follows:

- The Khomasadal Constituency Council Management should ensure that the municipality adopts and applies good governance practices across all sectors of public service; this can be done through scheduling of training and workshops.
- The Government of Republic of Namibia ought to provide a conducive environment that encourages stakeholder involvement in policy implementation in order to promote public participation in governance and service delivery;
- The Government of Republic of Namibia ought to provide adequate financial

resources at sub-national levels of government in order to strengthen their financial capacities;

- Regional and local government institutions in Namibia must be properly equipped with skilled and competent officials in areas that are fundamental to governance and service delivery.

5.5 SUMMARY

This study has dealt with and discussed governance structures and good governance practices, and the impact they may have on service delivery at sub-national levels in Namibia. The purpose was to provide an in-depth understanding of the relationship between good governance practices and service delivery, and the extent to which they promote socio-economic development in order to address the plight of the Namibian people. In so doing, it came to light that good governance practices will not achieve the intended objectives in the absence of democratic principles such as rule of law, accountability, transparency, integrity and openness and active public participation.

The above explanation denotes an acknowledgement by this study that in addition to issues that have been identified, examined and discussed in this thesis, there are still many aspects that need to be scientifically researched in order to provide further understanding of governance and service delivery in Namibia. Against the backdrop of the above-mentioned exposition, this study suggests that future researchers should consider studies on the importance of financial and human resources management on service delivery, public participation, and the impact of decentralisation on social and economic development and sustainability at sub-national levels in Namibia.

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APPENDICES

Appendix 1: Questionnaire

This survey is purposely designed to collect data for the following topic **THE IMPACT OF GOOD GOVERNANCE ON SERVICE DELIVERY IN LOCAL AUTHORITIES. A CASE FOR KHOMASDAL NORTH CONSTITUENCY.** The Information provided is purely for academic purposes and would not be published in any form without your consent.

SECTION A: Particulars of Respondent (Public officials of the Khomasdal North constituency (politicians and administrative officials))

1. What is your gender?

Male	Female

2. Select your age group.

20-30 years	30-40 years	40-50 years	50-60 years	Over 60 years

3. Select your highest academic qualification?

Below Secondary Education	Secondary Level	Diploma Level	University Degree	Post Graduate

SECTION B: First Objective

4. Select your years of experience in providing delivery services?

0-5 years	5-10 years	10-15 years	15-20 years	20 years or more

5. What is your awareness on good governance practices?

Totally aware	Aware	Partially aware	Not aware

6. Do you have any knowledge on the existence of Regional/ Nationals service delivery Charter?

Have knowledge	Have no knowledge

7. To what extent does Khomasdal North constituency abide to its service delivery charter?

Maximum	Average	Minimum	None

8. What is your perception on the quality of Khomasdal North constituency's service delivery?

Maximum	Average	Minimum	None

9. To what extent are the following good governance practices adhered to at Khomasdal North constituency? Likert scale was used for the responses to this question.(1= strongly disagree, 2= Disagree, 3 Neutral, 4= Agree and 5 Strongly Agree.

S/N		Strongly disagree	disagree	Neutral	Agree	Strongly agree
i	Transparency					
ii	Accountability					
iii	Participation					
iv	Responsiveness					

v	Rule of Law					
vi	Equity					
vii	Effectiveness					
viii	Efficiency					

Section C: Second objective

10. Is there any relationship between good governance and the following determinants of service delivery at Khomasdal North constituency? Likert scale was used for the responses to this question.(1= strongly disagree, 2= Disagree, 3 Neutral, 4= Agree and 5 Strongly Agree.

S/N		Strongly disagree	disagree	Neutral	Agree	Strongly agree
i	Reliability					
ii	Affordability					
iii	Responsiveness					
iv	Courtesy					
v	Credibility					
vi	Competence					
vii	Accessibility					

11. What is the extent of relationship of good governance and service delivery?

Very High	High	Medium	Low

Section D: Third objective

12. Which of the following challenges hinder the implementation of good governance at Khomasdal North constituency? Likert scale was used for the responses to this question. (1= strongly disagree, 2= Disagree, 3 Neutral, 4= Agree and 5 Strongly Agree.

S/N		Strongly disagree	disagree	Neutral	Agree	Strongly agree
i	Corruption					
ii	Bureaucracy					
iii	Political interference					
iv	Delays					
v	Incompetence					
vi	Nepotism					
vii	Lack of funds					
viii	Misuse of funds					
ix	Poor management					
x	Low technology					

Section E: Semi-structured questions

Ordinary community members, community leaders and Community activists.

1. How long have you been living in this constituency/town?
2. What services do you receive from Khomasdal North constituency?
3. Are these services accessible and affordable to you as an individual member of this community?
4. Explain whether the services referred to in question 2 are readily available to the community members, and how are they being communicated to your community?
5. How do you compare the service delivery in your constituency/town to that of other constituencies/towns in the khomas Region during the past five years?
6. What are the governance structures in place to promote service delivery in your Constituency?
7. What are the community members doing to ensure that the Khomasdal North constituency provides the basic services that meet the needs and expectations of the people in your constituency?

8. In your view, what must the Khomasdal North constituency offices do to improve governance and service delivery in your constituency/town?

Structured questions

Public officials of the Khomasdal North constituency (politicians and administrative officials)

1. Can you explain to me what is meant by the concept 'good governance'?
2. Why are good governance practices important to public service and service delivery in Namibia in general and the Khomasdal North constituency in particular?
3. What governance structures does the Khomasdal North constituency have in place to promote good governance practices and service delivery?
4. Mention and explain the strategies that the Khomasdal North constituency put in place to ensure that administrative components meet the needs of the communities at constituency level?
5. What are the challenges facing the Khomasdal North constituency in terms of service delivery programmes and projects implementation
6. What is being done by the Khomasdal North constituency to mitigate the challenges related to governance practices and the provision of services?

THANK YOU FOR YOUR TIME AND RESPONSE

Appendix 2: Language Editing Certificate



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LANGUAGE & COPY-EDITING CERTIFICATE

25th May 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF MERVIN JAKUAA KATJIVIKUA's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **MERVIN JAKUAA KATJIVIKUA's Thesis** for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **THE IMPACT OF GOOD GOVERNANCE ON SERVICE DELIVERY IN LOCAL AUTHORITIES: A CASE FOR KHOMASDAL NORTH CONSTITUENCY**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I have edited many Postgraduate Diploma, and Masters' Thesis, Dissertations for students studying with universities in Namibia. I have also copy-edited company documents and publications for Non-Governmental Organisations (NGOs) around the Southern African region.

Please feel free to contact me should the need arise.

Yours Sincerely,

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