

**Assessing the efficiency of administrative
intervention in the North West Department of
Health in South Africa**

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requirements for the degree *Master in Business
Administration* at the North-West University

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DECLARATION

I, Philadelphia Lillian Sedio declare that this dissertation:

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ABSTRACT

Maladministration, corruption, and unethical and immoral leadership practices represent substantial challenges for the public sector in South Africa. Consequently, public funds are wasted and service delivery is impeded. These elements appear to exert the most influence on local governments. In response to service non-delivery, communities frequently engage in violent service delivery protests. According to Section 100(1)(a) – (c) of the *Constitution of South Africa* (1996), a provincial department may be placed under national financial control in the event of local government financial crises and other problems. The North West Department of Health rebounded after being placed under financial administration. This study attempts to assess the efficiency of administrative intervention in the North West Department of Health in South Africa. This study examines the events that led to the North West Department of Health's placement under financial administration and the strategic modifications that transformed the department's financial status. This study examines the significance of good governance in creating improved audit results for North West Department of Health, as well as the impact of transformational leadership on the implementation of good governance.

This is a qualitative exploratory descriptive study backed by interpretivism. This single-case study examines the financial viability of the North West Department of Health using the executive leadership as the units of analysis. The study was guided by a meta-theoretical framework in which financial viability was the dependent variable and qualities of good governance and transformational leadership were the independent factors. 8 members of the departmental executive committee were interviewed. Data were examined using a combination of discourse analysis, content analysis, matrix analysis, and thematic analysis.

The study found, among other things, that the implementation of good governance and transformational leadership had a positive effect on the turnaround strategy of the department. Among the outcomes of the reformed department were the strategic establishment of pragmatic core units, the adoption of internal controls, the commitment to maintaining improved audit outcomes, and the building of connections between the administration and the executive leadership. This highlights the

relationship between effective governance and transformational leadership. Conclusions, recommendations, and policy implications are drawn from the study's findings, which may be applicable to communities experiencing similar conditions.

Keywords:

Good Governance, Leadership, Transformational Leadership, Communicative Action, Provincial Government, South Africa.

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ABBREVIATIONS AND ACRONYMS

AGSA	Auditor General of South Africa
CPO	Chief Procurement Officer
DPME	Department of Planning, Monitoring, and Evaluation
DPSA	Department of Public Service and Administration
DA	Democratic Alliance
DDG	Deputy Director General
DG	Director General
EMS	Emergency Medical Services
EMS-REC	Economic and Management Sciences Research Ethics Committee
HoD	Head of Department
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Relations Framework Act
IMTT	Inter-Ministerial Task Team
LDoH	Limpopo Department of Health
LP	LP
MEC	Member of the Executive Committee
MoU	Memorandum of Understanding
MPL	Member of the Provincial Legislature
MP	Member of Parliament
NCoP	National Council of Provinces
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers' Union
NHDoH	North West Department of Health
NHI	National Health Insurance
NMM	Ngaka Modiri Molema District
NPM	New Public Management
NT	National Treasury
NWP	North West Province
NWPT	North West Provincial Treasury
OoP	Office of the Premier
OLC	Oversight Legislative Committee
PGDS	Provincial Growth and Development Plan

PARI	Public Affairs Research Institute
PEC	Provincial Executive Council
PFMA	Public Finance Management Act
PHC	Public Health Care
POPIA	The Protection of Personal Information Act
REC	Research Ethics Committee
RSM	Ruth Mogomotsi Mompoti District
REC	Research Ethics Committee
SALGA	South African Local Government Association
SARB	South African Reserve Bank
SCoPA	Standing Committee on Public Accounts
SDF	Spatial Development Framework
SIU	Special Investigating Unit
SOP	Standard Operating Procedure
TR	Treasury Regulations
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific

CHAPTER 1

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

South Africa has been riddled by endemic corruption in a variety of forms in recent years, which poses a serious threat to governmental governance and legitimacy. Section 40 (1) of the *Constitution of South Africa* (1996) divides administrative responsibilities among three levels of government: national, provincial, and municipal administrations; all of these are distinct, interconnected, and intertwined. In general, one area cannot be given precedence over another. Section 100 of the *Constitution of South Africa* (1996) empowers the national executive, which includes the President and Deputy President, as well as Ministers and Deputy Ministers in the Cabinet, to intervene in rare cases where a provincial government appears unable to fulfil its executive obligations as enshrined in the constitution (Ngobeni, 2016:1).

The *Constitution of South Africa* (1996) seeks to strike a balance between provincial autonomy and the concept of South Africa as a single sovereign state, with all levels of government sharing the responsibility for respecting, defending, and enforcing constitutional rights (Hedling, 2011:16). According to the Constitutional Court, the national government can only intervene if it is "allowed by the Constitution or by legislation passed in accordance with the Constitution." Mdledle (2015):24. This restricts the use of Section 100(1)(a) powers as stipulated in the *Constitution of South Africa* (1996), limiting their authority for commanding the province to comply with an existing statutory or constitutional requirement. The intervention and suspension of provincial authority are to be temporary only, and should also entail increasing the capacity of the provincial agency to carry out the job successfully (Mdledle, 2015:25). Unfortunately, in practice, intervention is typically a lengthy and open-ended process (Mdledle, 2015:25). Furthermore, the structure of Section 100 of the South African Constitution (1996) often indicates that attempts at collaboration between national and provincial ministries will have failed by the time Section 100(1) (b) of the South African Constitution is invoked (Madue, 2012:431). As a result, their association may have become stressed and uncooperative, making it even more difficult to assign responsibility and address difficulties quickly (Madue, 2012:431).

Understanding the distinction between a section 100(1) (a) and a section 100(1) (b) intervention under the *Constitution of South Africa* (1996) is crucial. A constitutional intervention under section 100(1) (a) of the Constitution of South Africa (1996) is less intrusive than one under section 100 (b) (1996). The first involves the national government sending a directive to the provincial executive, which identifies the severity of the failure and outlining the necessary methods or procedures to rectify it. A provincial department subject to a section 100(1)(a) intervention often retains its executive authority, which it must execute in accordance with the directive's terms. This is not the case with an intervention under section 100 (b). This type of provincial engagement is the most intrusive because it requires full accountability for "the appropriate obligation" (Anon, 2019). Therefore, the national government revokes the province Executive's executive authority, which is subject to interference under section 100(1) (b) of the *Constitution of South Africa* (1996). This indicates a full-fledged 'intervention,' rendering the provincial government in question impotent, if not utterly ineffective.

On 9 May 2018, the Cabinet voted to activate section 100(1) of the *Constitution of South Africa* (1996) in the North West Provincial Government due to grave governance issues in the North West Province (PMG, 2018). The extensive disintegration of internal governance systems was identified as one of the primary justifications for the Section 100 (1) (b) of the *Constitution of South Africa* (1996) intervention in the North West Department of Health. In order to investigate the situation, the Cabinet established an Inter-Ministerial Technical Team. According to President Cyril Ramaphosa's cabinet, the intervention in the province was scheduled to stop by the end of March 2021. However, in order to address outstanding difficulties, it was extended to June 2021 (Makinana, 2021). Following the administration of the departments in the NWP, including the NWDoH, the desired outcome was for the departments to be able to be independent and assume responsibility, as well as have systems in place to implement effective financial management, improve the departments' overall financial health, and enhance service delivery (PMG, 2021).

The National Council of Provinces endorsed the recommendation of the Ad Hoc Committee to extend the Section 100 of the *Constitution of South Africa* (1996) intervention in the NWP until June 23, 2021. The House of Representatives received

the report for formal approval. In March 2022, the province underwent a follow-up evaluation to determine how effective the method was. During the NCoP's virtual session, the report was scrutinised. NCoP chairperson Amos Masondo read aloud the results of the vote, reiterating that the Western Cape Province was opposed to the NWP remaining under Section 100 of the *Constitution of South Africa* (1996) administration, while the remaining eight provinces voted in favour and asserted that the report was accepted in accordance with Section 65 of the Constitution (Besent, 2021).

Good governance has moved to the top of the list of traits that describe public administration in general, according to Asmal (2019:1). Good governance is a set of principles governing the behaviour of public authorities, and it is crucial to the development of a nation (Asmal, 2019:1). The basis of excellent management is morality, principles, honesty, and genuineness. Governance challenges have come to the top of the list of public and private sector performance metrics worldwide (Mungiu-Pippidi, 2020:19). Given the IMTT's strategies, governance in the NWDoH should be bolstered, and the NWDoH must fight hard to overturn Section 100 1(b) of the *Constitution of South Africa* (1996) (PMG, 2018).

1.2 PROBLEM STATEMENT

The South African public sector faces numerous challenges, primarily as a result of maladministration, corruption, and unethical and amoral key competencies, all of which result in the loss of public funds and impediments to service delivery (Wissink 2015:126). Maladministration has a significant impact on the operations of the government and the delivery of services (Reddy & de Vries 2015:52). To effectively change the lives of South Africans, consistent service delivery is required (Monkam 2014:292). To maintain the country's attractiveness to investors and international competitiveness, public authorities must employ holistic management strategies (Monkam 2014:293).

The NWDoH was mismanaged. The IMTT led by Minister N.C. Dlamini Zuma conducted extensive engagements with the NWP following the decision to place the NWDoH under administration on May 9, 2018. Placing a department under

administration (Section 100(1) of the *Constitution of South Africa* (1996) suggests the NWDoH was mismanaged. Despite the fact that, since 2018, the NWDoH was placed under a new administration as an intervention to maladministration to manage its operations; the intervention was still ongoing as of 2022. Hence, this study seeks to investigate the efficiency of administrative interventions in the NWDoH, and raises the critical question: how effective was the administrative intervention in the NWDoH in addressing governance challenges?

1.3 PRIMARY AND SECONDARY OBJECTIVES

For this study, the following objectives were established:

1.3.1 PRIMARY OBJECTIVES

The primary objective of this study is “to assess the efficiency of the intervention strategies implemented in NWDoH during the intervention”.

1.3.2 SECONDARY OBJECTIVES

The secondary objectives for this study are:

- To identify the causes that led to the NWDoH being put under the administration of Section 100 of the Constitution of South Africa (1996).
- To offer an explanation of oversight.
- To describe the influence of good governance on service delivery within the NWDoH.
- To determine the influence of transformational leadership on the implementation of good governance.

1.4 RESEARCH QUESTION

When a provincial department is unable to meet their predetermined objectives and goals, being placed under administration becomes necessary. In particular, Zolani and Nzewi (2018:1) describe Section 100 of the *Constitution of South Africa* (1996) as a "government affairs" intervention that is "authorised when provincial departments are in financial crisis, unable to provide basic services, improve people's lives, develop policies, initiate bylaws, and fail to implement legislation related to provincial government."

If the government sector's financial management is not thoroughly addressed, government departments' service delivery initiatives may be impeded rather than benefited. After the invoking and implementation of section 100 (b) of the *Constitution of South Africa* (1996), it seems that this is not far from reality, considering the state of the province's health facilities. Service providers were not paid on time, medicines and pharmaceuticals were in limited supply, security services provided to the department were costly, and financial optimisation could not be shown, among other issues. Having said that, the key questions that this research study aims to address are:

- What were the causes that led to the NWDoH being put under the administration of Section 100 of the *Constitution of South Africa* (1996)?
- What do the legal frameworks say about oversight?
- What is the influence of good governance on service delivery within the NWDoH?
- What is the influence of transformational leadership on the implementation of good governance?

1.5 DELIMINATION OF THE STUDY

The scope of this study is limited to the NWDoH, which is located in the NWP in South Africa. The department comprises 8 programmes that are aimed at improving service delivery and health objectives for the North West Province. The programmes are Administration, District Health Services, Emergency Medical Services, Provincial Hospitals, Central & Tertiary Hospital Services, Health Sciences & Training, Health Care Support Services, and Health Facilities Management. The study's focuses on the department's senior executives. The Departmental Executive Committee (DEC) comprises the Member of Executive Committee (MEC), Head of department (HoD), Chief Financial Officer (CFO), Deputy Director General of Health Services, Deputy Director General of Hospitals and Clinical Support Services, Chief Director: Corporate Services, Chief Director: Infrastructure Development and Technical Services, and Chief Director: Supply Chain Management.

1.6 RESEARCH DESIGN AND METHODS

According to Schwardt (2007:195), research methodology is a perspective concerning how a study should be conducted. It requires delving into the assumptions, concepts, and methodologies that underpin a certain research method. Methodologies define and explain the kinds of issues worth considering, and determine what comprises a relevant research problem and quantifiable hypotheses. They also determine the best way to structure a challenge so that it can be explored utilising unique features and processes, as well as how to identify and assess suitable methods for data collection (Schwardt, 2007 (197); Creswell & Tashakkori, 2007; Teddlie & Tashakkori 2007).

This study uses a qualitative research method, which will include semi-structured interviews to collect data. In qualitative studies, Evans (2017:2) notes that "semi-structured interviews are one of the most popular and widely used methods of data collection within the social sciences." This is because it allows the researcher to ask intensive questions, and the participants to express themselves subjectively by supplying detailed data (Evans 2017:2). Interview questions will be derived from the literature research. During the interview, the interviewer may probe for further information on a given topic by asking additional questions. To find codes that were classified into themes, the transcribed interviews will be analysed using a thematic analysis technique.

1.6.1 LITERATURE REVIEW

According to Swart (2013:10), the literature review is the first step in resolving a research topic, and the empirical review is the next step in interpreting the collected data. According to Salkind (2013:110), the literature review provides a theoretical framework for successful research and contextualises the planned research by referring to existing literature. The literature review, according to Bloomberg and Volpe (2016:105), aids the researcher in identifying and attempting to understand gaps in the body of knowledge.

For the purposes of executing this study, professional and academic journal articles, government publications, books, newspaper articles, as well as legislative and policy

frameworks, departmental annual reports, the internet, and AG reports were used inter alia.

1.6.2 EMPIRICAL STUDY

1.6.2.1 RESEARCH PARADIGM

A research paradigm, according to MacDonald and Headlam (1986:67), is a philosophical and theoretical framework within which hypotheses, laws, and generalisations are produced, as well as the tests that support them. Basic assumptions, essential issues or problems to be addressed, research procedures to be applied, and illustrations of what constitutes effective scientific research are all included (Newman, 2014:96). Presumptions, essential issues, quality research models, and methodologies for finding solutions are all included in this fundamental organising framework for theory and research.

1.6.2.2 RESEARCH APPROACH

Forming rapport, creating trust, and defining expectations are all important ethical issues when conducting research that involves personal contact with participants in order to collect data. Developing a reputation for reliability and mutual trust can be achieved by displaying an invested attitude in participants' narratives, employing suitable body language and facial expressions, exhibiting that one cares about the research work and the participants' perspectives, and disclosing personal information, such as one's interest in the subject (Leavy, 2017:39). It is critical to demonstrate honesty, integrity, and a caring attitude.

Inductive and deductive reasoning are two strategies that can be used for arriving at a conclusion or proposition (Anon, 2021). Inductive reasoning starts with an experience, builds on it using patterns, and ends with a theoretical proposition, whereas deductive reasoning starts with a theory, builds on it with observations, and ends with a conclusion (Anon, 2021). The main difference between the deductive and the inductive approach is that inductive reasoning attempts to develop a hypothesis, whereas deductive reasoning attempts to test an existing theory (Streefkerk, 2019).

1.6.2.3 METHODOLOGICAL CHOICE

To fulfil the research aims, a qualitative technique in the form of semi-structured interviews will be utilised in the research study. Following Harrell and Bradley (2009:35), semi-structured interview questions with a guide containing questions, themes, and topics were utilised to collect data. These were discussed and administered informally, and the researcher had the option of asking probing questions. According to Sarantakos (2013:277), interviews are one of the most used methods of data collection. Furthermore, according to De Vos et al. (2007:287), semi-structured interviews are one of the most commonly used data collection procedures in qualitative research.

Qualitative research approaches, which are derived from fields such as sociology, anthropology, and psychology, can yield reliable results (Mohajan, 2018:24). Mohajan (2018:24) adds that qualitative research stimulates interaction among respondents because it focuses on people's comments, views, viewpoints, opinions, and ideas, allowing researchers to employ projective approaches to elicit data. According to Leedy (1993:142), the aforementioned qualitative research characteristics are particularly applicable to a study of this kind for the following reasons: first, the contexts of this study are not contrived but authentic; second, very little in this study is predetermined or assumed; and third, qualitative researchers focus on the observation as a whole rather than on independent variables. The purpose of qualitative research is to know and experience everything simultaneously (Ngobeni, 2016:7).

The qualitative research design allows the investigator to obtain a deeper understanding of the issues at hand by bringing them closer to the individuals and situations under investigation. Interviews with pertinent individuals would be necessary for the qualitative method. Because this issue affects not only the institution but also the industry's important players (Maylor, 2005:63). This technique was chosen to convey the truth regarding the current state of the NWDoH, and how the intervention's shift in decision-making authority affected senior executives and their decision-making.

1.6.2.4 RESEARCH STRATEGY

According to Walia and Chetty (2020), a study design enables a researcher to conduct research in a systematically consistent way. The primary aim is to establish the significant elements of the study, including the research topic, focus areas, research design, and research methods. Walia and Chetty (2020) go on to say that an appropriate approach should be chosen based on certain criteria and that the following factors should be examined before doing research:

- The study's objectives;
- The time available to the researcher;
- The range of resources available to a researcher; and
- The researcher's philosophical foundation.

The case study technique will be used in this study's research strategy. According to Yin (2018:4), case study research designs are appropriate for research that requires comprehensive and broad explanations of social phenomena. A case study, as opposed to a broad statistical survey, is an in-depth investigation of a specific event. It is a technique used for condensing a large amount of information into a single and simple topic. Case study research is used in exploratory research to investigate "how" and "why" questions (Yazan, 2015:148).

The research for this study was conducted in two phases. The first phase comprised a literature review was conducted to provide background information and to obtain an overview of the intervention. The second phase, which was a qualitative study, considered the intervention team's NWDoH strategies and how effective they were during the intervention process. The interviews were used to determine whether these strategies would prevent vital service delivery from collapsing, and to provide recommendations for the study.

1.6.2.5 TIME HORIZON

For the purposes of this study, interviews were conducted (using a semi-structure interview guide) over the course of a month. After the required authorisation from the HoD was received, the participants were invited to participate

1.6.2.6 STUDY POPULATION AND SAMPLING

The following section elaborates on the demographic from which the sample was recruited and then interviewed in order to meet the study's primary and secondary objectives.

1.6.2.6.1 POPULATION

The study took place within the NWDoH, which has a total population of 28 852 employees (NWDoH Annual Report 2021/2022). The population is the entire set of items from which the sample is drawn. The term "population" is not used in the traditional meaning in research; the sample population for a study doesn't have to be representative of humans (Saunders et al., 2007:206).

1.6.2.6.2 SAMPLING

Following the identification of the element and population of interest, the research population, also known as a sampling frame, must be identified (Leavy, 2017:76). MacDonald and Headlam (1986:12) define a sample as a subset of a larger population who will participate in semi-structured interviews, whereas sampling is the method by which the researcher determines which potential participants to contact. Korstjens and Moser (2018:120–124) define sampling as the process of choosing or seeking circumstances, contexts, and/or participants that generate rich data on the topic of interest.

1.6.2.6.3 SAMPLING TECHNIQUE

By focusing on data from a specific selection rather than all possible cases or elements, sampling techniques enable several options for decreasing the amount of data that must be acquired (Babbie, 2010:225). There are two types of sampling techniques:

- Probability or representative sampling; and
- Non-probability or judgemental sampling.

Probability sampling, also known as representative sampling, is most typically associated with survey-based research methods in which the researcher must interpret characteristics about a sample population to answer the research question/s

or reach the research goals (Cooper & Schindler, 2014:368). Non-probability sampling (also known as non-random sampling) refers to a class of sample selection methods that is centred on personal choices.

This study made use of a non-probability purposive sampling approach. Purposive sampling is a qualitative research method that identifies and selects data-rich settings to make the best use of limited resources (Patton, 2002). This necessitates the identification and recruitment of participants who are extremely knowledgeable or qualified in a particular field of study (Cresswell & Plano Clark, 2011:255). Using non-probability sampling, the sample for this study was drawn from senior executives who are key decision-makers within the NWDoH.

1.6.2.6.4 SAMPLING SIZE

(Zamboni, 2018:20) defines sample size as the number of individual samples or inclusions in any statistical setting, such as a scientific experiment or a public perception poll. A widespread misunderstanding about sampling in qualitative research is that statistics play no role in establishing an appropriate sample strategy (Sandelowski, 1995:179). However, sample sizes that were selected without a statistical rationale might not withstand accusations of informational redundancy or theoretical saturation, or they may be too large to support case-centred analysis - which is the *raison d'être* of qualitative research (Zamboni, 2018:20). In qualitative research, selecting a suitable sample size is ultimately a question of judgment and expertise in balancing the quality of the obtained material against its applications, the specific research method and purposive sampling strategy employed, and the intended research outcome (Sandelowski, 1995:179). In qualitative research, the sample size is determined contextually and, in part, by the underlying scientific paradigm. For the inclusion criteria, the sample will comprise eight senior executives, including the MEC, HoD, CFO, two DDGs, and three Chief Directors. The selected sample consists of individuals who hold decision-making positions inside the NWDoH, and thus have in-depth knowledge of administrative procedures.

1.6.2.7 DATA COLLECTION AND ANALYSIS

Data collection is the method by which researchers collect information and data from their subjects. In this study, data was collected using semi-structured interviews with

eight senior executive members of the NWDoH. Thematic analysis was performed to analyse the data after it had been collected. Thematic analysis, according to Nowell et al., (2017:2), is a qualitative research method that may be applied to a variety of epistemologies and study topics. It is an approach for detecting, analysing, organising, characterising, and reporting themes found within a data set (Braun & Clarke, 2006:79).

1.6.2.8 RELIABILITY AND VALIDITY

Qualitative researchers strive to develop and use methodological procedures that ensure the trustworthiness of the findings. Human error occurs during the analytical process, according to Bengtsson (2016:11). This might occur because of weariness, incorrect interpretations, or personal bias on the part of the researcher. Therefore, it is critical for the researcher to retain objectivity at all times and to ensure that the results are accurate and reliable.

In qualitative research, validity refers to the project's credibility and trustworthiness, as well as that of any assertions or findings (Leavy, 2017:135). Some academics favour the term credibility, while others prefer trustworthiness (Leavy, 2017:154); both terms refer to the quality of the project, the rigour of the technique, and whether those who read the findings of the study believe that the researcher has established trustworthiness (Leavy, 2017:154).

1.7 ETHICAL CONSIDERATIONS

The term "ethics in research" refers to a set of guidelines that can be used to conduct research ethically. These considerations can aid researchers in ensuring that they adhere to ethical standards. Research ethics norms bind individuals and organisations together. Researchers and research institutions have different responsibilities pertaining to ensuring high-quality ethical research. According to Fetterman (1989:129), permission, truthfulness, confidentiality, fairness, and diligent labour are all crucial ethical norms that must be considered in research. The researcher sought ethical approval with the input and guidance of the study supervisor; accordingly, an application was submitted to the North West Department of Health, requesting approval for the researcher to conduct research within the department. The approval

was granted on 26 April, 2022. An application for ethical clearance was also submitted to the North-West University's Economic and Management Sciences Research Ethics Committee and was subsequently approved with the ethics number NWU-00633-22-A4. Researchers, in particular, should make sure that their applications cover both the risks and benefits of their work. The EMS-REC evaluated the risk of the study and indicated that it was low.

The EMS-REC reviews all study proposals that seek to collect data from or about persons; thereafter, they decide whether to grant ethics clearance, recommend amendments, or request clarification. The EMS-REC's principal objective is to educate rather than to enforce laws. In order to achieve these goals, the EMS-REC's aim is to boost ethical awareness and enhance research proposals. This educational and facilitative goal is in keeping with Section 12(2)(c) of the *Constitution of South Africa* (1996), which prohibits research participation without informed consent.

The Protection of Personal Information Act, No. 4 of 2013 (POPIA) took effect on July 1, 2021. All research activities that entail the collection, processing, or storage of personal data are affected by POPIA. Section 7 of POPIA, on the other hand, has several exclusions, exemptions, and exceptions, some of which apply to the processing of personal data for research purposes. POPIA regulates the processing of personal data for research purposes, as well as the transit of data beyond the borders of South Africa. This is done to ensure that any constraints on the right to privacy are justified; it also aims to protect other fundamental rights and interests.

Upon obtaining the North West Department of Health's Head of Department's clearance and adhering to the POPIA guidelines, the researcher invited the participants via personal letters to participate in the study; they were informed that participation is completely voluntary and that they may withdraw from the study at any time. Each participant was required to sign a consent form. Participants' identities are kept anonymous; personally identifiable information is excluded; participants are referred to as 'the cohort in question'. As a result, respondents were informed of the objectives of the study and assured that their responses will be kept confidential and used only for this study.

This research process was rigorously guided and monitored by the research supervisor to ensure that acceptable objectivity is maintained and that no limits were exceeded during the research process. Research misconduct was avoided at all costs. Research misconduct may take several forms, including:

- Fabrication - when data or discoveries are fabricated in order to record or report them;
- Falsification - when study materials are modified, or data or findings are changed or omitted from the research record, causing the research to be inaccurately reported; and
- Plagiarism - when someone takes another's ideas, procedures, results, or words without crediting them (Ballyraml & NienaberII, 2019).

1.8 CONTRIBUTIONS OF THE STUDY

The objective of the study was to raise the overall value of knowledge available in the context of good governance and public leadership in provincial government. This study supplied lessons in administration that may lead to enhanced methods and guidelines for the adoption of quality governance procedures. Empirical evidence can assist in determining what makes a provincial department function best and how to develop and maintain good governance practices inside the organisation. Public accountability is crucial in the administration of public resources. According to Cloete (1996:187), the cornerstone of democracy demands that all officials in positions of government authority are accountable to all relevant stakeholders for all elements of their official responsibilities. Thus, rigorous compliance with all governance laws is advocated and encouraged. The proposals are not confined to the NWDoH, but can also be applied to other South African provinces facing comparable governance difficulties. The significance of the study is principally because of its contribution to implementing the NWDoH's turnaround strategy. The insights could benefit other departments, both provincial and national, facing similar situations in enhancing their overall governance strategy and service delivery to constituents.

1.9 LIMITATIONS OF THE STUDY

Every effort was made to ensure that this research was conducted as thoroughly and impartially as possible. Despite that fact, Price and Murman (2004:66) believe that the following constraints, which would apply to this study, may have a negative impact:

- Limited sample sizes for relevant interviews due to scheduling constraints.
- Limited access to all necessary data for completion of the research, as well as access to a diverse group of managers, because of geographical dispersion.

The study's goal is to establish the effectiveness of the administrative intervention in the NWDoH; however, the study has several limitations. The geographical demarcation was the greatest drawback of this investigation. Because the majority of the departments in the NW were placed under administration, this study may not be typical of the North West Province, and, on a larger scale, the rest of South Africa. The study's generalisability is limited by the sample size, which confines the study's focus to senior executives within the NWDoH.

1.10 LAYOUT OF THE STUDY

This research study is structured as follows:

Chapter 1: Introduction

This chapter provides an overview of the research problem as well as an introduction to it. The research objectives, questions, and a summary of the methodology are also offered. The study's ethical implications, limits, and significance are discussed.

Chapter 2: Literature Review

This chapter provides an overview of public financial management concepts as well as an assessment of the literature.

Chapter 3: Research Methodology

The goal of this chapter is to lay out the study's research approach, research design, and research techniques.

Chapter 4: Data presentation, analysis, and interpretation

The study's collected data, analysis, and interpretation are all covered in this chapter.

Chapter 5: Summary and recommendations.

This chapter contains the study's key findings as well as recommendations on the most significant topics. Also included are some key areas that merit further research.

1.11 CONCLUSION

This chapter provides an in-depth description of the research problem, as well as an introduction to it. It contains a discussion of the research aims, questions, and methodology. The significance of the study, as well as its ethical implications, are highlighted in the proposal for this research report.

CHAPTER 2 - LITERATURE REVIEW

2.1 INTRODUCTION

The goal of the literature review section is to provide background information on the concepts required to address the study's main goal successfully. In order to obtain a comprehensive understanding of the existing body of material about this issue, this literature review is based on peer-reviewed journals, government legislation and policies, other similar studies, and publications. Subsequent sections include discussions on the importance of conducting a literature review, the different spheres in government, and what Section 100 of the *Constitution of South Africa* (1996) entails. This is followed by a review of the role of the NCoP, the principles of corporate governance, a reflection on leadership and organisational culture, and a brief chapter summary.

2.2 IMPORTANCE OF LITERATURE REVIEW

When writing about research at any level, a thorough and comprehensive assessment of the literature is essential (Ngobeni, 2016:13). Such an assessment is expected in all research articles, according to Ngobeni (2016:13), and is a basic prerequisite for proper research. By including a literature review, which is generally placed before the thesis statement, the reader can be confident that research principles have not been ignored (Mouton, 2012:87). It evaluates, summarises, compares, and connects numerous scholarly papers, research articles, and other important resources that are directly related to the study project under consideration (Kim, 2018:1). Given the importance of having a literature review at the start of any research effort, Kim (2018:1) asserts that a research report without one is likely to be rejected. It is critical to know how other researchers addressed and conceived of the problem, what they discovered empirically, what tools they used, and how their findings influenced their conclusions (Mouton, 2012:87).

The goal of a literature review (Anon., 2022) is to:

- Establish a knowledge base on the topic;
- Identify areas of past scholarship to prevent duplication and to give credit to other researchers;

- Look for gaps in the research, earlier study disagreements, and unanswered questions;
- Determine the relationship between works and their contributions to the topic and other works (in order to justify one's research);
- Determine whether more study is required, and
- Make a case for additional research by situating your findings within the context of previous research.

Considerable research was conducted to ensure that the literature review demonstrates familiarity with and comprehension of recent findings regarding the impact of Section 100 of the *Constitution of South Africa* (1996), intergovernmental relations, the role of the NCoP, the principles of corporate governance, and concepts of leadership and organisational culture. This was done concurrently with the objectives of recognising what research has already been conducted on the topic and determining what is unknown in order to justify the need for this research.

2.3 SOUTH AFRICAN SPHERES OF GOVERNMENT

According to Thornhill (2011:46), the ratification of the *Constitution of South Africa* (1996) marked a notable constitutional achievement in conjunction with the establishment of the democratic Republic of South Africa in 1994. This inaugurated a new period of democracy in South Africa. According to Botha and Olivier (2004:42), it was in vogue to assert that the Republic was neither a federal nor a unitary state. Its claimed mission was to "Lay the Foundations for a Democratic and Open Society in which Government is built on the Will of the People and Every Citizen is Equally Protected by the Law", and it was organised in a particular way to achieve this goal (Layman, 2003:9).

South Africa has three levels of governance, according to Oelofse (2010:159): the national, the regional (provincial), and the municipal (local). These domains are described as different, interrelated, and related in South Africa (Munzhedzi, 2014:699). The *Constitution of South Africa* (1996), which is regarded as the nation's supreme law, firmly establishes the state's unity (Oelofse, 2010:160). The areas of government are autonomous and should not be viewed as hierarchical. They all operate

concurrently in accordance with the *Constitution of South Africa* (1996) and the laws and policies adopted by the national legislature, which are divided into three parts:

- The elected representatives (legislatures) who represent the people, enact laws and policies, and oversee the operations of the executive branch and agencies;
- The Cabinet, sometimes known as the Executive Committee (executive), oversees the formation and implementation of laws and policies by various government departments; and
- The departments and public officials responsible for carrying out government activities on behalf of the Executive and answerable to the Executive (Understanding Government).

2.3.1 NATIONAL GOVERNMENT

Parliament, which consists of the National Assembly and the NCoP and whose members are elected every five years to serve in the National Assembly, is responsible for enacting laws and policies (Craythorne, 1997:26). The NCoP was established to give municipal and state governments a voice in Congress. It is comprised of federal, provincial, and municipal government members (Thornhill, 2011:47). A specified number of permanent and rotating MPs are assigned to each province. The NCOP must debate and decide on all laws and policies impacting provincial or municipal government (Craythorne, 1997:26).

According to Mentzel and Fick (1996:107), each government department is responsible for implementing the laws and policies set by Parliament or the Cabinet. The Presidency provides strategic direction and support to ministers and agencies while coordinating government activities. The Presidency supervises and analyses the overall accomplishment of government objectives (Thornhill, 2011:48). At both the national and provincial levels, the Department of Public Service Administration publishes regulations pertaining to public service. According to Mentzel and Fick (1996:107), any action taken by a province or local government must comply with the laws and regulations of the federal government. The Treasury branch of the federal government provides the majority of provincial government funds. Additionally, the Treasury assists local governments with grants and loans (Mdliva, 2012:21). National

coordination between provinces and municipalities is the responsibility of the Department of Provincial and Local Government, which is positioned at the national level (Understanding Government). Each province has a local government agency that assists and oversees municipalities (Mdliva, 2012:21).

2.3.2 PROVINCIAL GOVERNMENT

According to Mentzel and Fick (1996:109), there are nine provincial governments in South Africa. Each province's legislature is comprised of between 30 and 90 Members of Parliament (Craythorne, 1997:44). Some provincial laws must be approved by legislative bodies. The Legislature also annually approves the provincial budget, with Legislators elected at provincial and national elections that occur every five years (Understanding Government). The Legislature selects a Premier, who then selects MECs to lead each provincial department on a political level. The PEC comprises the Prime Minister and MECs (Cabinet) (Craythorne, 1997:44). A DG controls the administration of a province, while the HoD or DDG is in charge of provincial departments (Thornhill, 2011:50), and the government employs directors (managers) and civil workers to carry out its duties (Craythorne, 1997:44).

Different provinces' departments are amalgamated, resulting in slightly different titles (Understanding Government). Some examples are: Finance/Provincial Treasury, Education, Health, Social Development, Transportation, Public Works, Agriculture, Local Government, and Community Safety. Each province is required to produce a Provincial Growth and Development Strategy Guidelines that outlines the fundamental structure and plan for enhancing services and growing the economy. Each province's SDF specifies where and how commercial and residential development should occur, as well as the environmental protection measures that must be taken (Mentzel & Fick, 1996:109). Each province's MEC and Department of Local Government must coordinate, supervise, and support the municipalities (Mdliva, 2012:22).

2.3.3 LOCAL GOVERNMENT

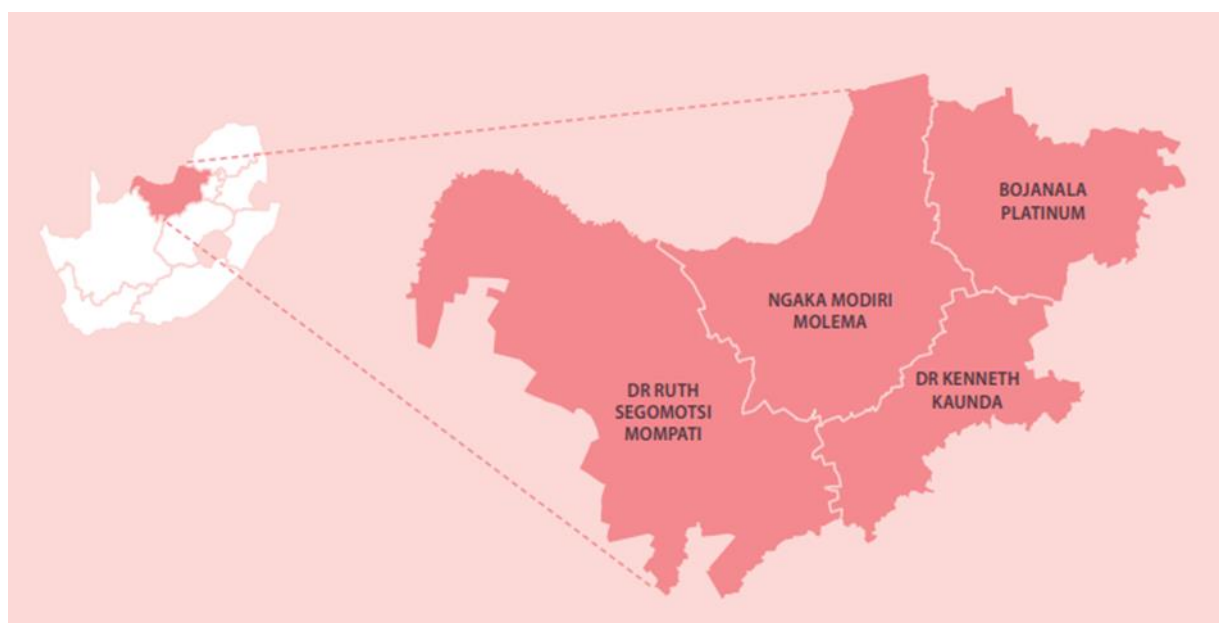
Regional municipalities exist in each of the nine provinces (Understanding Government). According to Mentzel and Fick (1996:109), each municipality has an elected council that determines the policies and laws for its jurisdiction, as well as

municipal personnel and officials that carry out the municipality's responsibilities. The Council must annually approve the municipal budget and any future plans for expansion and service delivery (Craythorne, 1997:45). A Mayor is elected by the Council to manage its operations. Members of an appointed Executive Committee or Mayoral Committee work alongside the mayor (Understanding Government). The Municipal Manager and the department heads are accountable to the Mayor and the Executive Committee or Mayoral Committee. According to Mentzel and Fick (1996:110), the municipal manager and other representatives supervise the administration that executes the functions of the municipality. They are responsible for hiring personnel and delegating work to them in order to carry out council-approved objectives (Mdliva, 2012:23).

2.3.4 NORTH WEST DEPARTMENT OF HEALTH

The North West Department of Health is located in the NMM District Municipality in Mahikeng, the provincial capital of the North West Province (Plata, 2021:2). The department is responsible for providing health services in all four districts of the municipality, namely: Ngaka Modiri Molema District , Dr Kenneth Kaunda District, Bojanala Platinum, and Dr Ruth Segomotsi Mompati District (Plata, 2021:2). The province includes 17 district hospitals that serve an estimated 3 856 174 residents (Stats SA, 2017:18).

Figure 1: Map of the North West Province within South Africa



Source: Ritshidze North West State of Health, 2021

According to Stats SA (2017:19 - 21), the Ngaka Modiri Molema District is located in the North West Province and comprises five health sub-districts: Ditsobotla, Mahikeng, Ramotshere Moiloa, Ratlou, and Tswaing. The Ngaka Modiri Molema District had a population count of 878 238 people in 2016, a population density of 31.1 people per km², and socioeconomic status in the second quintile. The estimated percentage of medical plan coverage is 11%. Bojanala Platinum District is located in North West Province and comprises five health sub-districts: Kgetleng Rivier, Madibeng, Moses Kotane, Moretele, and Rustenburg. As of 2016, the district had a population of 1 665 222, a population density of 90.8 people per km², and socioeconomic status in the third socioeconomic quintile. The estimated medical plan participation is 14.6%. The Dr Ruth Segomotsi Mompati District is located in the North West Province and comprises five health sub-districts: Greater Taung, Kagisano-Molopo, Lekwa-Teemane, Mamusa, and Naledi. Botswana borders Namibia to the north. The district has a population of 479 535, a population density of 11.0 people per km², and it falls into the province's bottom socioeconomic quintile. The estimated rate of health insurance coverage is 9.9%. The Dr Kenneth Kaunda District is located in North West Province and comprises four health sub-districts: Maquassi Hills, Matlosana, Tlokwe, and Ventersdorp. The district has a population of 734 774, a population density of 50.2 individuals per km², a socioeconomic status of the fourth quintile, and an estimated 14.6 percent medical insurance coverage. Dr Kenneth Kaunda is one of the eleven pilot districts for the National Health Insurance (Stats SA, 2017:19 - 21). The study was based on the NWDoH in its entirety.

According to the *Constitution of South Africa* (1996), the NWDoH must be accountable, like all other state organisations. 6.9% of the total population of SA is served by the NWDoH's healthcare service delivery operations (NWDoH Annual Report 2021/2022). There are not many peri-urban areas in the province. The majority of the province is fundamentally rural, has a poor road system, and most towns are not properly supplied with water (NWDoH Annual Report 2021/2022). Most residents of NWP reside in rural areas, which are home to 8.7% of South Africa's population. Problems with unequal distribution of health facilities and human capital resources

persist, such as an uneven distribution of medical officers, professional nurses, and allied health professionals across health districts. The majority of these facilities are outdated and were built in the last 50 years within the context of a racially segregated society (APP:2021).

When the different districts are regarded individually and in comparison, it is apparent that each one has its own unique set of problems. The number of people living in and mining in Bojanala Platinum is growing. As a result, there are more informal settlements and poor housing in the district, which goes far beyond the goals of development. This, in turn, puts the community at risk due to the lack of ablution facilities, safe drinking water, electricity, or well-ventilated buildings that are suitable to live in. The fact that mining settlements are mobile and hard to locate makes it difficult for people with TB or HIV to get treatment (APP:2021). There is a lack of water in Ngaka Modiri Molema. This affects sanitation and the setting up of institutional food gardens, which are meant to help people learn more about nutrition. During dry times, the medical facilities in Ngaka Modiri Molema cannot depend on water from boreholes. In the Dr Kenneth Kaunda District, violence, gang activity, and social unrest in some areas affect other areas, which could at times make it more difficult for people to reach Public Health Care facilities (APP, 2021). In RSM, on the other hand, there is a high rate of illiteracy. Much of the district consists of rural areas, and residents have to travel a long way to reach commercial centres. These things make it difficult for people to get health care and medical information, so they are less likely to visit a doctor (APP, 2021).

The primary service delivery platform for the eight programs that make up the NWDoH comprises district health services, emergency management services, and regional and tertiary hospital services. The *National Health Act* of 2003 (Act No. 61 of 2003), which grants authority to the NWDoH, establishes a framework for a structured health system in the Republic whilst taking into account the duties placed on the national, provincial, and local governments regarding the provision of health services by the Constitution and other laws. According to the *National Health Act* of 2003, (NHA) their goals are to:

- Efficiently create and improve South Africa's national health system and combine its various components;
- Create a cooperative administration and management structure for health services that adheres to national standards, norms, and guidelines and requires each province, municipality, and health district to offer high-quality care;
- Create a health-care system based on decentralised administration, equity, efficiency, good governance, internationally recognised research standards, and a participatory advocacy culture;
- Encourage collaboration and a sense of shared responsibility among public and private health professionals, as well as other relevant sectors, in the framework of national, provincial, and district health programs; and
- Lay the basis for the healthcare system and understand it in the context of other health-related legislation and regulations in South Africa.

The medium- to long-term goals listed below, which form the cornerstone of the Department's efforts to provide high-quality health services to residents, were established using the National development Plan as a guide. They include the following:

- Both the Integrated Management of Childhood Diseases services and maternal health care accessibility must be enhanced;
- Vaccines should be given to children to protect them from preventable diseases;
- HIV and other STDs should be treated as soon as they are discovered;
- Wellness initiatives and healthy living programs should be supported at the national level to minimise the burden of disease;
- A program for improving quality of health must be implemented to guarantee that public health facilities are recognised and certified in compliance with the NHI;
- Primary healthcare services must be enhanced by the growth of the Ideal Clinic Program;
- The risk of medical malpractice claims should be reduced;

- A quality health improvement program must be implemented to ensure that public health facilities meet the requirements for certification and accreditation for NHI;
- Public health institutions should be equipped with suitable ICT infrastructure in order to implement the South African government's Digital Health Strategy 2019–2024;
- In order to improve the speed and accuracy of the delivery of healthcare services, a properly budgeted infrastructure plan must be established; and
- A thorough Human Resources for Health strategy 2030 and an HRH plan 2020-2024-25 must be created and implemented in order to meet the need for human resources, including filling important vacancies for the complete implementation of universal healthcare (APP:2021).

According to Makina (2021), poor record-keeping remains a problem because the NWDoH is still using a manual system, which leads to a delay in payments, keeping track of financial transactions, and staff records. According to Ritshidze (2021:5), recent statistics reveal that 89.6% of North West residents are aware of their HIV status, yet only 60.5% are receiving antiretroviral therapy (ART), and 90.5% have viral suppression. This corresponds to 54.2% of HIV-positive people in the province receiving Antiretroviral Therapy and 49% of HIV-positive people achieving viral suppression (Ritshidze, 2021:5).

North West has the lowest Antiretroviral use and viral suppression rates in South Africa, with 17% fewer people experiencing viral suppression and 15% fewer people receiving treatment than in KwaZulu-Natal, the province with the highest performance (Ritshidze, 2021:6). This suggests that enrolling and keeping a significant number of patients will be extremely difficult (Besent, 2021). The lack of HIV services offered by the public sector is the primary reason 95-95-95 has not been met (that is, the goal of 95% of persons with HIV being aware of their status, 95% of those who are aware of their status receiving treatment, and 95% of those who are receiving treatment being virally suppressed) (Lefafa, 2022). Despite this, the NWDoH has made further strides in managing medicine stock-outs in public health institutions. Moreover, the accessibility of medicines has been an ongoing challenge throughout the province. In

its most recent annual report for the 2021/22 fiscal year, the department's health care support services programme, which is responsible for the procurement, storage, and distribution of medicines and surgical supplies, as well as other support services, achieved 74% of its 80% goal for medicine availability (Lefafa, 2020). In his budget speech for the 2022/2023 fiscal year, the MEC of the NWDoH lauded the prevention of drug stock-outs as his "second significant health delivery effort" (NWDoH Budget Speech, 2022). He highlighted the department's continued efforts to expand the NWP communities' access to medications and medical supplies (NWDoH Budget Speech, 2022). By March 2022, the NWDoH had achieved its goal of the normal 80% national average medicine availability. Since the third quarter, the availability of ARVs, vaccines, and tuberculosis drugs for children has remained above 90%, whereas the availability of TB treatments has remained above 80% (Lefafa, 2020).

According to Makinana (2021) the public health system in the North West has been in crisis for a very long time. The provinces ongoing and pervasive stock-out crisis, which means that patients are often provided with insufficient or no medication, is a major cause for concern (Makinana, 2021). Patients often wait in line at clinics for days, only to be informed that there are no medications available at the pharmacy (Besent, 2021). Persistent medical understaffing exacerbates the health problem by requiring patients to wait for hours for vital medical attention. The department has not grown its accruals over the past four years, which remains a concern (Hunter, 2021). Accruals are payments that were intended to be paid to suppliers in a certain fiscal year, but were carried over to the following fiscal year due to insufficient funds. The accruals for the NWDoH has been recorded as follows for the previous financial years:

Before the intervention, the accruals were: 2016/2017 – R751 7100 000.00 (NWDoH Annual Report, 2018); and 2017/2018 – R992 463 000.00 (NWDoH Annual Report, 2018). During the intervention, the accruals were calculated as 2018/2019 – R839 613 000.00 (NWDoH Annual Report, 2019); 2019/2020 – R1 241 080 000.00 (NWDoH Annual Report, 2020); 2020/2021 – R1 114 976 000.00 (NWDoH Annual Report, 2021); and 2021/2022 – R1 322 914 000.00 (NWDoH Annual Report, 2022).

The NWDoH asserted that it was addressing fraud and corruption within the department (NWPG, 2022), and that in the previous 2020/2021 fiscal year it had implemented a fraud prevention strategy, a fraud prevention plan, and an anti-

corruption and fraud policy (Lefafa, 2022). The previous chief of staff and a number of top executives have been suspended awaiting the results of disciplinary hearings (NWPG, 2022). Hunter (2021), as the departmental appointed administrator, stated that she would want to see the department continue to pursue disciplinary action against junior and senior employees so that all departmental employees are aware of their accountability for their conduct (NWPG, 2022).

2.4 THE CONCEPT OF SECTION 100 OF THE CONSTITUTION OF SOUTH AFRICA (1996)

According to Makoti and Odeku (2018:108), Section 40 (1) of the *Constitution of South Africa* (1996) grants administrative authorities to three distinct, interconnected, and interrelated domains of government: the national, provincial, and municipal administrations. Generally speaking, one jurisdiction cannot usurp the authority of another. In acknowledgement of South Africa's status as an autonomous state in which all levels of government share responsibility for protecting constitutional rights, Section 100 of the *Constitution of South Africa* (1996) offers a safety net for provincial autonomy, according to De Vos (2011:2). The purpose of the federal government is to restore provincial capacities in a methodical, accountable, and consistent manner. Sections 100(1) and 1(b) of the *Constitution of South Africa* (1996) outline a two-step remedial action procedure (Ngobeni 2016:20).

The national executive may first send a directive to the provincial executive instructing it to comply with its constitutional and other obligations and describing the necessary measures to do so (De Vos, 2011:1). This is anticipated to be a collaborative endeavor, with both national and provincial departments working together to solve problems (Asmal, 2019:12). Second, the national executive would assume complete responsibility for the provincial executive's commitments if the provincial executive had failed to carry out its responsibilities properly and efficiently (Asmal, 2019:13). Section 100 of the *Constitution of South Africa* (1996) stipulates that national involvement in provincial administration may be required if a province fails or refuses to carry out a constitutionally mandated executive obligation (Uwizeyimana, 2018:3). The *Constitution of South Africa* (1996) authorises the national government to take

whatever measures necessary to ensure the provision of appropriate services to citizens.

It is crucial to comprehend the difference between an intervention made pursuant to Section 100(1) (a) and Section 100(1) (b) of the *Constitution of South Africa* (1996). (Ngobeni 2016:29). A section 100(1)(a) *Constitution of South Africa* (1996) intervention is less intrusive than a section 100(1)(b) *Constitution of South Africa* (1996) intervention (Asmal, 2019:10). The first includes the national government issuing a directive to the provincial executive, explaining the scope of the failure and the required activities or plans to correct it (Uwizeyimana, 2018:4). In most instances, a provincial department subject to intervention under section 100(1)(a) of the *Constitution of South Africa* (1996) retains its executive authority, which it must exercise in conformity with the terms of the directive (Makoti & Odeku, 2018:109). The section 100(1)(a) amendment to the *Constitution of South Africa* (1996) cannot be compared to its predecessor (b). This sort of provincial engagement is the most intrusive, (Anon., 2019), because it demands full accountability for "the appropriate obligation." The national government subsequently revokes the provincial executive's executive authority, and this move is subject to section 100(1)(b) of the *Constitution of South Africa* (1996). (De Vos, 2011:2). This implies a comprehensive "intervention" that would render the affected provincial government impotent, if not completely ineffective (Uwizeyimana, 2018:3).

Section 100 of the *Constitution of South Africa* (1996) principally governs how the national government is accountable to provincial governments and how the national government should respond to instances of provincial underperformance (Phago, 2018:118). Thus, a connection is established with the essential values and principles of public administration, particularly those that highlight the enforcement of responsibility and the economical, effective, and efficient use of public resources, among other things (Phago, 2018:118). Section 125 of the *Constitution of South Africa* (1996) imposes requirements on provincial governments by providing the provincial executive power and prescribing precise instructions on how to fulfil this fundamental goal. According to De Vos (2011:1), this structure is a "quasi-national established by the *Constitution of South Africa* (1996)" in which the national government can influence how the provincial governments operate and interact with one another.

In South Africa, the Intergovernmental Relations Framework Act provides the legal framework for implementing Section 100 of the *Constitution of South Africa* (1996) (IGRFA, No. 13 of 2005) (Layman 2003:1). Section 4 of the IGRFA provides, within the framework of the principle of cooperative government established in Chapter 3 of the *Constitution of South Africa* (1996), a framework for the national government, provincial governments, local governments, and all organs of state within these governments to facilitate coordination in the implementation of policy and legislation. The primary purpose of the IGRFA is to accomplish:

- Coherent government;
- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Achievement of national priorities.

(IGRFA 2005:12).

To achieve these goals, the IGRFA must "establish a framework for the federal, provincial, and local governments to promote and facilitate intergovernmental relations." It must also include provisions for "mechanisms and procedures to promote the settlement of intergovernmental disputes; and for topics relevant thereto" (IGRFA 2005:12). It is also worth noting that the researcher may refer to specific articles of legislation to provide context. This should not be misinterpreted as the researcher providing an opinion on the law or stating their perception of the law.

2.4.1 REASONS FOR SECTION 100 IN THE NWDoH

The protests in the NWP that began in April 2018 were documented in the media with photographs of hospital doors being barricaded and burning tires (Hunter, 2020). Clinics frequently turned away patients due to an inability to provide necessary medical attention. Medical offices and facilities were off-limits to staff and the general public (Hunter, 2020). The NEHAWU, which addressed government officials, including those in the medical field, provided the NWDoH with a list of demands. Most of them—though not all—had connections to the administration of the NWDoH. A few workers started a strike, and the public joined them by obstructing roads and the entrances to medical

offices (Lefafa, 2022). The workers on strike irritated and demoralised the employees who decided to keep working (Hunter, 2020). As a result, in May 2018, the National Government started a formal procedure to put the NWP under administration. The government asserted at the time that the instability at all levels, particularly in the health department and at a communal and workplace level, was what led them to decide to intervene in the province. Low (2020) and Hunter (2022) cited the subsequent additional justifications for the intervention:

- The absence of suitable governance frameworks, SCM, and financial controls resulted in a high number of accruals and an inability to manage contracts;
- Employee dissatisfaction brought on by a subpar performance management system, unresolved issues, and bonus payments;
- Fraud, corruption, and the failure of authorised officials to carry out their duties;
- Numerous vacant positions, particularly at the management level;
- The fact that the failure of hospital and clinic services necessitated the deployment of the South African National Defence Force; and
- The lack of availability of supplies and equipment for emergency services.

The following notable findings were reported in the audit conducted by the AG in the NWDoH for the fiscal year 2021–2022:

- At one of the hospitals that was under evaluation, a staffing shortfall had a substantial effect on how medical records were handled. The institution had a 20% vacancy rate. A moratorium on hiring was in effect, so no recruitment advertising was done for the available positions.
- The policies regarding the supervision of the return of medical records to their storage locations after usage were not always implemented, according to a review of a representative sample of healthcare organisations. As a result, medical records from healthcare facilities were taken or lost. The legal services directorate was unable to manage

medico-legal claims because the medical institutions could not supply it with the data it needed.

- There were no suitable storage locations or methods for preserving both current and historical medical records in any of the healthcare facilities examined. While some medical records were exposed to the weather and at risk of internal or exterior deterioration, others were left stacked on top of one another on the floor and in hallways.
- The required policies for keeping track of and/or erasing legally inactive medical records were absent from the healthcare facilities under investigation. As a result, medical records were stored incorrectly in current and historical medical record storage areas at healthcare facilities. Furthermore, none of these hospitals utilised digital archiving to maintain patient records over an extended period of time.
- At one of the healthcare institutions that was inspected, the management of patient safety incidents was ineffective due to a failure to report and record patient safety occurrences on the electronic monitoring system.. Due to a lack of training on the pertinent reporting standards and processes, poor reporting practices were pervasive. Two of the hospitals under investigation would take a long time to respond to patient complaints and safety issues. Injured patients may be more likely to launch a lawsuit if patient safety incidents and concerns are not handled properly (AG, 2022:54-55).

The audit included a review of the procurement, contract management, and associated control procedures. These procedures and controls must be lawful in order to preserve a fair, equal, open, competitive, and cost-effective SCM system and to reduce the likelihood of fraud, favouritism, unfair practices, and other anomalies. The following is a summary of the audit findings:

- For the audit that was conducted for the 2021/2022 financial year, the NWDoH incurred R811 547 000 (100%) in irregular expenditure. Additional questionable spending from previous years of R23 816 000 was identified during the audit. The key reasons for the lack of effective

prevention and detection in the SCM department are, first, understaffing and, second, inadequate training and the inability of some employees to understand how they should conform to SCM legislation. Poor contract management occurs when end users establish the service level agreement and contract specifications, emphasising all deliverables and monitoring mechanisms. In other cases, end users fail to ensure that the deliverables satisfy the high quality standards or the clearly stipulated requirements in the contract specification, and fail to ensure that the monitoring tool is implemented by holding regular meetings with the project managers or contractors.

- As of the end of March 2022, 504 active medico-legal claims totalling R5 840 698 705 were still pending with the department. During the financial year 2021/2022, the department spent R25 395 446 on eight medico-legal cases. The department was under pressure because voted funds were being utilised to pay claims for which there was no budget. This reduces funds for a system that is already heavily taxed, since funds intended to pay for healthcare services were taken out of the budget (AG, 2022:42).

There are some positive aspects to this bleak outlook. In spite of the AGSA's emphasis on certain areas of the NWDoH's functioning, the NWDoH was able to improve its audit outcomes, moving from a qualified audit opinion for the 2016/2017, 2017/2018, 2018/2019, 2019/2020, and 2020/2021 financial years to an unqualified audit opinion for the 2021/2022 financial year. After making such excellent achievements and progress in ensuring that the audit opinion improves, the NWDoH must take precautions to guarantee that it does not regress, although the intervention has come to an end.

In the past, certain provinces and departments have been placed under administration as per Section 100 of the *Constitution of South Africa* (1996). Five of the 13 provincial departments of the LP were placed under administration in December 2011 by the national Cabinet in accordance with section 100(1) (b) of the *Constitution of South Africa* (1996) (AGSA 2013:21). Manyi (2011:1) claims that Cabinet made the decision to place Limpopo under administration at the time due to the fact that "the province

had reached the limit of its overdraft of R757 million in November 2011 and was requesting that it be expanded to R1.77 billion in order to be able to pay salaries." The provincial bankruptcy, according to Thuli Madonsela's 2013 report, was caused by "a number of financial mismanagements and extensive corruption" (Madonsela, 2013:2; Moloto, 2013:1). The report was the result of an investigation into claims of improper and corrupt practices regarding the awarding of contracts for goods and services by the Limpopo Department of Roads and Transport. The following were cited in the AG report:

- Spending of R175 million occurred without due processes being followed;
- Bids and contracts of R739 million were made, but the Health Department was unable to provide the Auditor-General with the required documentation because it "went missing." (AGSA, 2013; Moloto, 2013:1)
- R641 000 was personally paid to the then Premier for his alleged unlawful travel claims for which the Standing Committee on Public Accounts instructed repayment of the money by November 30, 2013.

Munzhedzi (2013:284) presented the following arguments for involvement in the LP, among others, in support of the AG Report:

- **Supply chain management violations.**
Due to a lack of ability, knowledge, and skills, no bidding processes were employed to award bids in the LP.
- **Dysfunctional budget sections.**
Adequate planning, including financial planning, was not maintained. The budget being linked to demand was the main source of the dysfunctionality within budgeting sections.
- **Poor asset management.**
The LP's assets were not properly documented, and the assets registers were not kept up to date. Certain assets in the asset register were even duplicated. Another challenge that is likely to become an accounting disaster would be to assign valuations to these assets and register them. The millions of Rands in assets purchased were not accounted for by reliable documentation.

- **Unauthorised expenditure.**

According to the PFMA, unauthorised expenditure is defined as overspending on an item's budgeted funds. Unauthorised spending in the LP's Department of Education reached R2.2 billion rand.

According to Section 100 of the *Constitution of South Africa* (1996), the national government normally intervenes to assist the provincial government in closing the service delivery gap and providing high-quality services to the public (Phago, 2018:114). State agencies must coordinate and prevent intergovernmental disputes in order to execute their heightened oversight tasks, according to Section 41(1)(h) of the *Constitution of South Africa* (1996). Disputes between or among government institutions can undeniably stymie the Constitution's well-intended service delivery goals (Kuye & Ile 2007:68-76). Furthermore, such disputes compromise the government's ability to provide socioeconomic goods and services to the general population, with serious consequences for the poor and needy (Sokhela, 2006:53).

According to Bornman (2020), the interventions are temporary and meant to allow the province the freedom to execute its commitments autonomously, as stipulated in Section 100 of the *Constitution of South Africa* (1996). However, history has shown that the interventions can last for a long time, making it difficult to determine whether they are still effective (Phago, 2018:111). It may be difficult to decide who will carry out obligations during an intervention (Monyepao, 2017:43). There exists uncertainty over how frequently the National Council of Provinces should assess the success of the intervention, as well as how often the National Executive must report to the NCoP on progress (Munzhedzi, 2014:703). This is demonstrated by the absence of government constraints that would ensure the intervention's success. The provision of services may be reduced as a result of the reduced possibility of success of national projects (Monyepao, 2017:44).

Bornman (2020) contends that the intervention mandated by Section 100 of the *Constitution of South Africa* (1996) has failed in the North West, as it did in the Eastern Cape. Children in the Eastern Cape must travel across difficult terrain to school; the roads are poorly maintained and muddy, and there are cattle roaming free on waste heaps at poorly managed landfills (Afriforum, 2021). According to Pari's (2019) data

on the practice of putting municipalities under management, there have been approximately 140 municipal interventions over the last 22 years (Saba, 2020). According to Pari's *Mind the Gap* study, 48 of the 140 interventions involved repeat offenders (Saba, 2020). According to Ledger and Rampedi (2019), it was also discovered that Eastern Cape municipalities were the most negatively affected by interventions—for example, if a municipality had experienced a financial collapse, a breakdown in governance institutions, or an infrastructure collapse, it was less likely to regain financial and operational stability.

Even while extremely dysfunctional municipalities comprise a minority of local governments, the consequences of their situation for their unfortunate residents are terrifying (Saba, 2019). Many households in the Eastern Cape continue to lack continuous access to even the most basic amenities, and the local administrations are frequently unresponsive to people's complaints (Ledger & Rampedi, 2019). The complaints include a lack of transparency about who oversees provincial ministries' daily operations, secrecy surrounding the national task force in charge of the intervention, and a lack of easily accessible information about the intervention's status (Phago, 2018:118). According to Munzhedzi (2014:701), interventions are not always necessary because national or provincial politics occasionally influence events. This category may include occasions in which the leadership of the provincial government contradicts the leadership of the federal government. In such cases, despite the technical legality of the action, it may be viewed as irregular. Munzhedzi (2014:701) further claims that the LP provincial administration was subjected to unjustified national involvement because audit opinions were not modified. The situation is different in the case of the NWDoH. The audit opinion for the fiscal year 2021/2022 was upgraded from one with reservations to one without (NWDoH Annual Report, 2022).

According to Bornman (2020), minor changes to Section 100 of *the South African Constitution* (1996) could have a substantial impact on resolving these needlessly complex issues. According to Bornman (2020) *The Constitution of South Africa* (1996) lacks effective and proactive measures to solve the issue of separation of powers. Even if the minister in question is not a member of the relevant provincial parliament, they must explain their motivation for the actions they take. Even if the National

Minister is called to testify on behalf of a province, the MEC must appear before the portfolio committee by law (Monyepao, 2017:58). If an MEC wanted to comment on the administration of Section 100 of the *Constitution of South Africa* (1996), the portfolio committee would require a response from the Minister. When the Minister does not have a provincial office but the Administrator and the MEC do, there is a rapid shift in accountability (Monyepao, 2017:58).

One problem that the LP continues to face is a lack of competent and experienced leadership (Monyepao, 2017:179). Inadequate service delivery is caused by aging infrastructure, a lack of employees, and a lack of resources (AGSA, 2016:201). An intervention could involve taking responsibility for the appropriate requirements in that province by adhering to key national standards or meeting preset minimum criteria for service delivery (AGSA, 2016:201). Province monitoring, on the other hand, is limited and has no immediate or clear consequences (Monyepao, 2017:179). Monitoring expenditures is one way for Parliament (national or provincial) to track and respond to government performance during the fiscal year; it also acts as an important stepping stone for further in-depth investigations of policy outcomes and service delivery (Ababio et al., 2008:11). Monitoring and evaluation are essential components of service delivery. If a monitoring procedure is successfully implemented, it may reduce the need for corrective actions or, if they are unavoidable, limit their intrusiveness.

On May 9, 2018, the National Executive Committee invoked Section 100(1) of the *Constitution of South Africa* (1996) in response to widespread unrest, strikes, and protests against corruption and maladministration in the NWP. The decision to administer the NWDoH followed a decision on April 25, 2018. The Section 100(1)(b) of the *Constitution of South Africa* (1996), Administration or Intervention, began with a diagnostic assessment to determine the root causes of problems at the NWDoH. The IMTT employed a complex strategy to address deficiencies in six critical areas, namely:

1. Labour Relations and Consequence Management;
2. Human Resources Management;
3. Finance and Supply Chain Management;
4. Service Delivery, which includes the following sub-categories:

- a. Availability of medical and surgical supplies, as well as the necessary equipment,
- b. Record-keeping,
- c. Emergency Medical Services (EMS) and Planned Patient Transport (PPT),
- d. Resuscitation at Mafikeng Provincial Hospital; addressing severe inadequacies in other institutions,
- e. Security Services, Infrastructure Services;
5. ICT infrastructure; and
6. Governance and Leadership.

The intervention in the NWDoH ended in March 2022. The department has made efforts to ensure that the strategies that were implemented were effective in improving service delivery with the NWP. According to Lefafa (2022); NWDoH Section 100 (1) (b) Intervention Handover Report (2022), the following notable changes were brought about by the administration:

- Key management positions have been filled, and more than 5000 permanent frontline staff have been hired to improve the delivery of high-quality health services to the NWP's communities. The work environment has stabilised, and discipline is gradually returning to the NWDoH in terms of financial mismanagement and neglect of duty;
- The ratio of health care professionals per 100 000 people has improved, making health care facilities more responsive than in 2018;
- The operating rooms were repaired, equipment was obtained, and specialists were appointed. This measure reduced surgical procedure wait times in hospitals;
- Additional MRI machines were obtained, hence increasing the availability of advanced diagnostic therapy;
- The renal facility in Klerksdorp-Tshepong has been upgraded, allowing the province to dialyse more patients;
- The addition of orthopaedic surgeons decreased the backlog of treatments and wait periods for orthopaedic surgery;

- Mahikeng Provincial Hospital has employed an ophthalmologist. Following her arrival in 2019, the doctor performed over 200 cataract procedures in less than two months to restore sight to the NWP's elderly population;
- Additional specialists in internal medicine were appointed, resulting in improved clinical management and rectifying the situation of patients sleeping on hospital floors while awaiting treatment in several large hospitals;
- Family physicians, obstetricians, dermatologists, paediatricians, general surgeons, psychologists, speech and audiology therapists, and general surgeons were appointed, resulting in improved service delivery;
- Quality Assurance Managers have been appointed in seven large hospitals, increasing the hospitals' efforts to improve quality; and
- Additional administrative personnel, groundskeepers, and cleaners have been hired to support important clinical processes and ensure that facilities meet infection prevention and control standards.

In order to ensure that the intervention strategies were successful, and continue to be effective, the NWDoH has resumed operations as usual. NWDoH Section 100 (1) (b) Intervention Handover Report (2022) states that employees no longer participate in public protests, preferring instead more formal channels of engagement and communication. There is evidence that robust governance mechanisms are forming and that a solid foundation for preventing fraud, corruption, and financial irregularities has been built. Due to advertising, crucial positions have been filled (Lefafa, 2022). According to the NWDoH Section 100 (1) (b) Intervention Handover Report (2022), the supply chain management system was undergoing improvements at the time of the report. Infrastructure and record management enhancements have specific, budgeted plans and are now beginning construction (Lefafa, 2022). The process of upgrading pharmaceutical services has already begun. However, continuing disciplinary processes involving both the director and senior director of pharmaceutical services impede a successful reform (NWDoH Section 100 (1) (b) Intervention Handover Report, 2022). This makes it more challenging to implement genuine change. The challenging nature of the NWDoH's mandate is heightened by its limited budget. As a result, the NWDoH is unable to establish an adequate post structure, restricting its ability to provide timely and comprehensive health care.

2.5 ROLE OF THE NCoP

The *Constitution of South Africa* (1996) was the originator of the cooperative government concept. This emphasises consultation, cooperation, and communication between all levels of government and state-owned entities (Phago, 2018:118). Murray and Nijzink (2002) notes that the NCoP exemplifies cooperative government in South Africa, with national, provincial, and municipal partners. It also specifies that provincial concerns and interests must be considered in national law (Moloto, 2013:1). In addition to functioning independently, provinces must be integrated into the national legislature or legislative process. The goal of the NCoP is to ensure provinces' participation in the national legislative process (Murray & Nijzink, 2002).

Each province's representative delegation comprises one provincial representative, six permanent representatives, and four special delegates (WCPP). The premier of a province may choose any other member to lead the province's delegation in the event of their absence (WCPP). Permanent delegates are members of parliament, whilst provincial legislatures select and replace special representatives as necessary. South African Local Government Association also represents organised local government at the NCoP and has ten delegates who may participate in talks and other NCoP events, but who lack voting privileges (WCPP). In exercising its legislative authority, the NCoP may review, adopt, revise, alter, or reject any pending legislation. The *Constitution of South Africa* (1996) provides the NCoP with two distinct procedures for handling "ordinary legislation that does not impact provinces" and "regular provincial law." (PMG, 2021).

After the NWP was placed under Section 100 of the *Constitution of South Africa* (1996), the Convenor of the IMTT and the Premier of the NWP signed a Memorandum of Understanding in June 2018 (IMTT Progress Report, 2021). During the intervention, the MoU outlined the roles and obligations of the national and provincial governments. This MoU, along with the Protocols for Implementation of decisions of Cabinet, the NCoP's recommendations, and the IMTT's decisions, established the basis for governance under the intervention (PMG, 2021). For the duration of the intervention, all provincial executive committee decisions had to be presented to the IMTT and

considered with the respective Ministers prior to implementation (IMTT Progress Report, 2021). The NCoP had established a special committee to monitor the North West intervention. In October 2018, the NCoP approved the Ad Hoc Committee's suggestion that the intervention continue beyond 180 days (PMG, 2021). The outgoing Ad Hoc Committee, headed by the Honourable Carel De Beer, MP, also suggested that the incoming NCoP form a new ad hoc committee to continue monitoring the intervention (IMTT Progress Report, 2021). Under the direction of the Honourable China Dodovu, MP, a new ad hoc committee was formed to oversee the sixth parliament (PMG, 2021).

The status of decisions made by the provincial EXCO is crucial, and the MoU stipulated that all provincial EXCO decisions must be submitted to the IMTT prior to execution. The Mahikeng High Court determined that the provincial EXCO lacked the authority to make decisions due to the section 100(1) of the Constitution of South Africa (1996) intervention (PMG, 2021). This decision was under appeal as of February 2021, but it highlighted the necessity of ensuring that the IMTT supports any decisions made by the EXCO. Prior to approval, as ordered by the Convenor of the IMTT, the responsible MECs and Ministers must agree to a particular EXCO submission. The IMTT then ratifies EXCO decisions and notifies the Premier of these developments through formal correspondence. The Ad Hoc Committee of the National Council of Provinces has made completion and finalisation of the Intergovernmental Monitoring, Intervention and Support Bill a priority for the sixth administration (IMTT Progress Report, 2021). The goals of the bill are to: Govern the implementation and procedures outlined in Articles 100 and 139 of the Constitution;

- Provide targeted assistance to provinces and municipalities requiring assistance;
- Ensure that provinces and municipalities fulfil their constitutional and statutory executive responsibilities;
- Propose alternatives to interventions to induce provinces or municipalities to comply with their executive responsibilities; and
- Provide for the deployment of administrators by the interim national or provincial executive and related matters.

Since an intervention is anticipated to be a temporary and corrective measure, it should be evaluated frequently to establish whether its objective has been achieved (Moloto 2013:1). The NCoP should indicate the review term for authorised interventions (Phago, 2018:122). The national administrators should keep the provincial legislature informed of their actions because the provincial legislature is a democratically elected representative body with executive oversight responsibilities (Uwizeyimana, 2013:168). After the initial approval, the NCoP may at any point cancel the intervention by withholding future approval. Notwithstanding, in performing its routine review duty, the NCoP may determine that the intervention's goals have been attained and that no further action is required (Moloto 2013:1).

The NCoP Ad Hoc Committee noted in its progress report that, despite the fact that some issues remained unresolved, the IMTT had made significant strides in the North West Province, particularly in light of the COVID-19 pandemic in 2020, which complicated matters and posed unique challenges for the affected departments and administrators to do their jobs effectively. The Committee noted that the IMTT had reconsidered its earlier decision to end the intervention by the end of the 2020/21 fiscal year due to the number of outstanding issues that the intervention team still needed to address, and the Committee welcomed the extension of the intervention period, which was to be reviewed in June 2021.

The NCoP Ad Hoc Committee highlighted that legislation to enable the effective execution of the intervention was impending; however, it still had to be presented to the State Law Advisors and the Department of Monitoring and Evaluation in 2020/21 for the socioeconomic impact assessment. Concern was voiced over the lack of urgency displayed in replacing financed vacant roles with capable and professional experts to ensure the stability and progress of the province, particularly in the NWDoH, which has been beset by labor unrest due to unfilled vacancies. During the Ad hoc Committee's 2018 oversight visit, union members addressed the matter in their statement. The Committee was informed that despite the fact that schools were closed for five months due to insecurity, all Matriculants were relocated to a safe location, allowing the province to maintain a high pass rate. The Committee believed that the presentation did not indicate whether any processes or charges were brought against

the former North West premier for the violations and irregularities that occurred during his tenure in office. The Committee also highlighted that the province Department of Cooperative Governance and Human Settlements will offer a more extensive report on the problems resulting from the merger that led to the administration of the JB Marks Municipality (Section 139 of the South African Constitution) (1996). The NCoP Ad Hoc Committee noted in the NWDoH Section 100 (1) (b) Intervention Handover Report (2022) that there were significant outstanding issues that needed to be resolved before the Section 100 intervention could be terminated, and that some of these issues appeared to be time-consuming and far from being resolved (e.g. the filling of posts, supply chain management processes, etc). According to the NWDoH Section 100 (1) (b) Intervention Handover Report (2022), the NCoP Ad Hoc Committee noted the slow pace of investigating and prosecuting cases resulting from section 100 intervention by law enforcement agencies, as well as the slow process of recovering state funds lost due to maladministration and corruption.

2.5.1 OVERSIGHT

Oversight is a critical legislative tool for ensuring that laws are enforced, funds are allocated appropriately, and that government is held accountable in accordance with democratic principles (Munzhedzi, 2014:703). Legislators frequently lack the independence, skill, and resources required to carry out their oversight responsibilities (Madue, 2012:432). As a result, the significance of exercising control over the executive is frequently disregarded and regarded as a standard compliance requirement. Provincial legislatures are expected to exert oversight over provincial executive authorities and provincial organs of state under Section 114(2) (b) of the South African Constitution (1996). Because government oversight is necessary for democratic administration, the greater the ability of a political system for oversight, the more likely it is to be democratic, according to Pelizzo and Stapenhurst's (2013:4). Monitoring is essential to the proper functioning of all democratic regimes. The NCoP, according to Munzhedzi, has a constitutional responsibility to supervise the executive and administration because it is directly elected by the electorate whom it serves (2014:706). Yamamoto (2007:9-10) lists the major legislative oversight functions as follows:

- To recognise and prevent wrongdoing, illegal behaviour, or action that violates the constitution; it should be noted that protecting citizens' rights is at the heart of this commitment;
- To hold the government accountable for informing the public on how tax monies are spent;
- To identify wasteful spending in the legislative and executive departments of government which increases the effectiveness, economy, and efficiency of municipal operations; and
- To ensure that established policies are implemented followed, , and reviewed for effectiveness. This responsibility entails monitoring compliance with regulations and government activities.

Murray and Nijzink (2002) argue that this oversight upholds the constitutional mandate that the executive branch report to the legislature and that governmental institutions account for the services they provide to the general public. The provincial legislature is in charge of supervising the provincial executive and notifying it when its fail to meet their commitments (Munzhedzi, 2014:700). Section 100 of the South African Constitution (1996) mandates that notification of the intervention be given to the NCoP within 14 days of its commencement. The notice period begins when the national government establishes legal control. If the national executive fails to provide a notice before the 14-day deadline, the intervention is declared illegitimate (Munzhedzi, 2014:700). Legislative authorities are in charge of ensuring that laws are correctly applied in order to suit the demands of the public (Madue, 2012:431). The legislative arm of government is responsible for creating laws, exercising oversight over the executive, establishing cooperative governance, and encouraging public participation. Legislators must ensure that laws are adequately executed to fulfill the demands of residents (Madue, 2012:431).

According to Murray and Nijzink (2002), oversight is one of the most crucial functions of parliament since it monitors executive actions to ensure they are carried out appropriately and in accordance with legislative intent. The NCoP has the authority to initiate its review immediately and to halt the intervention by strongly approving it. The NCoP is obligated to allow the affected province to state its case. When the executive

powers are infringed upon of the ailing province, it has a legal right to a hearing. Oversight is frequently applied incorrectly for the following reasons:

- There is a blurred line between the legislative and executive branches of government (Madue, 2012:435);
- An ineffective legislature unable to hold the administration accountable (Madue, 2012:435);
- The oversight duty being occasionally abandoned in favour of a strict compliance role (Madue , 2012:435); and
- The legislature frequently lacking resources, expertise, and staffing (Madue, 2012:435).

2.5.2 THEORETICAL FOUNDATION OF LEGISLATURE OVERSIGHT

According to Kolisang (2019:26), it is the responsibility of the legislative branch in a democratic South Africa to respect the principle of "separation of powers" outlined in Chapter 4 of the *Constitution of South Africa* (1996). The separation of powers regulates interactions between the three branches of government (Kolisang, 2019:26). Separation of powers refers to the degree of separation between the various functions of the three branches of government (Madumo, 2015:163). To properly apply the principle of separation of powers, each branch of government must continue to function independently from the others. This concept functions as a system of checks and balances to prevent the government from abusing its authority (Asmal, 2019:24). Parliament must draft laws through its oversight committees, the judiciary must interpret it, the executive branch must execute it impartially, and all other institutions must uphold it according to their respective responsibilities (Seedat, 2010:5).

Besides the supervisee and the supervisor, Asmal (2019:24) identifies the following as structural factors of supervision: the operating environment, the supervisees' cultural backgrounds, and their communication. Context includes the criteria that govern the supervisory technique (Madumo, 2015:163). In an institutional system, contextual components include constituencies, parliamentary procedures, standing orders, and legislative activity. Other factors include the distribution of power among

political actors and institutions (Madumo, 2015:163). In addition, while certain elements are relational in nature, and relate to how society and the state function as a whole, other aspects influence how successfully elected officials in representative bodies interact with one another (Seedat, 2010:55).

All legislative efforts must involve the oversight and portfolio committees, and committees perform the majority of legislative work (Mpani, 2021). The *Constitution of South Africa* (1996) established these committees to enhance the Houses' supervision and control of the executive branch (Wang, 2013:3). The committees must report on all topics allocated to them by the Houses and act on behalf of the legislature. At least once every year, legislative committee reports must be given to the appropriate House (Browse, 2013). The committees provide oversight to preserve citizens' rights and liberties, terminate illegal and unconstitutional government activity, detect and prevent misuse, hold the government accountable for tax revenue allocation, and enhance public confidence in the government (Browse, 2013). These committees focus on the checks and balances between the executive branch and other government institutions (Wang, 2013:3). Committees of oversight have the authority to demand testimonies from anyone and the production of any pertinent documents or materials. The oversight committees research, probe, and oversee the executive's operations, including the use of public monies and the implementation of government policy (Mpani, 2021).

By permitting public participation in the legislative process, oversight committees can assist South Africa in enhancing its democracy and accountability for the use of public funds (Mpani, 2021). In addition, it supports the principle of consulting interested parties before developing legislation, and opposes excluding the general public. Access to legislative and committee procedures must be reasonable, fair, and sensible in a democracy focused on transparency, justice, human dignity, equality, and freedom (Kolisang, 2019:26). In order to strengthen parliamentary budget oversight, the oversight committees are also responsible for encouraging greater public and civil society participation in Parliament, holding ministers and senior government officials accountable for their actions, and promoting more thorough and objective media coverage of plenary and committee business (Wang, 2013:4). Parliamentarians exercise executive oversight by extensively examining, observing, and holding

ministries and their departments accountable for their actions. The South African legislature's oversight committees hold the executive branch accountable by monitoring its operations and ensuring that it does not violate the rights of the citizens, waste public resources, or act against the general welfare (Pelizzo et al., 2006:3).

According to Kolisang (2019:27), for South Africa to advance its democracy, OLCs must support the delivery of government services in an effective and efficient manner. Effective executive control involves a significant emphasis on financial management as well (Browse, 2013). Parliaments throughout the world utilise the budgeting process as a crucial instrument for exercising oversight. The Budget Committee and the Public Accounts Committee are the two most significant committees for the South African parliamentary budgeting process (Mpani, 2021). These committees are entrusted with examining claims of corruption and state capture involving government institutions, as well as evaluating the budget, and monitoring program results (Browse, 2013). To prevent the misuse of public funds, these committees monitor and analysing the budgets of the governmental agencies within their purview (Wang, 2013:5). Through its oversight committees, the SCoPA can monitor public financial management and promote public resource responsibility (Pelizzo et al., 2006:3). This is achieved by monitoring and managing the financial actions of the government and other commissions, organisations, and governmental institutions (Mpani, 2021).

During the administration process, the IMTT, through the NCoP, ensured that there was efficient and effective oversight provided to the NWDoH. The report that was provided to Parliament on the progress of the administration stated the following:

- Regarding the review of SCM contracts and the initiation of disciplinary procedures; two senior managers, including the department head, were dismissed, as well as four lower-level officials. (Dlomo, 2021:3)
- Agreements with organised labour, and the reestablishment of the Provincial Bargaining Chamber, stabilised the labour market. (Dlomo, 2021:3)
- Key executive positions were filled, and over 5000 permanent appointments were made. Eleven senior managers were appointed;

three of them were promoted to NWDoH executive positions. (Dlomo, 2021:3)

- Initiated implementation of a ten-year maintenance and renovation plan for hospitals. (Dlomo, 2021:3)
- 147 EMS vehicles (ambulances, patient transport, response, and forensic vehicles) were deployed. (Dlomo, 2021:3)

Elected officials and cabinet members hold primary authority in public administration, while the government and bureaucracy serve as agents (Macias, 2012:50). Ministers frequently display leadership by developing policies and approving bureaucrats' implementation of those policies (Pelizzo & Stapenhurst, 2012:56). However, there may also be principal-agent issues, such as aim misalignment, information asymmetry, adverse selection, dereliction of duty, and slippage (Kolisang, 2019:34). The principal and the agent may need to work toward separate objectives in some circumstances. For instance, the government and politicians may urge bureaucrats to implement a welfare policy program, but those officials may be driven by a desire to pay their rent (Gailmard, 2012). Also, dereliction of duty may occur, which is when an agent does not perform the tasks they are meant to; this may be a result of government efforts that are not carried out with the public service interest at heart, as they frequently waste money that could have been used more effectively (Macias, 2012:48).

2.5.3 OVERSIGHT CHALLENGES

Every governmental system has a number of barriers to oversight. Oversight is not always an easy task; in the unlikely event that a scandal is revealed, opposition members may welcome it enthusiastically (Uwizeyimana, 2013:166). Oversight, on the other hand, is often tedious work that provides very little of the public profile that legislators must have to retain their seats (Mungiu-Pippidi, 2020:19). Furthermore, members of the ruling party may be forced to confront their government colleagues with difficult questions (Uwizeyimana, 2013:166). According to Uwizeyimana (2013:166), these and other political disincentives to conduct monitoring must be acknowledged from the start. In response, the primary motivation must be emphasised, namely that supervision is a necessary component of a democratic

society committed to effective government and reform (Shafritz et al., 2004:135). It ensures that the government remains in touch with the people and that service issues are detected and addressed (Uwizeyimana, 2013:166). Furthermore, Madue (2012:435) asserts that there are challenges with supervision implementation, which typically include the following elements:

- Insufficient separation between the executive branch and the legislature.
- Weak legislature incapable of holding the executive branch to account.
- Oversight positions are sometimes viewed as a mere compliance activity.
- The legislature frequently lacks resources, knowledge, and personnel capacity.

Due to the complexity of the NCoP's environment, efficient oversight is difficult to implement. The Section 100(1) (b) requirements of the 1996 Constitution must also be taken into account by the NCoP. Murray and Nijzink (2002) cite oversight as one of the most crucial responsibilities of parliament, as it ensures that executive actions are carried out correctly and in accordance with legislative intent. Vigilant administrative oversight is almost as important as legislation (Shafritz et al., 2004:134)

The importance of oversight cannot be overstated; it serves to guarantee that laws are passed and put into effect, that approved budgets are used as intended, and that the executive branch is held responsible. But in order to conduct monitoring successfully, the NCoP environment must be carefully considered (Madue, 2012:432). As stated by Seedat (2010:2), legislatures must frequently defend their right to hold the executive branch responsible and give legislation thoughtful consideration. This demonstrates the parity of power between the legislative and executive branches of government. According to Seedat (2010:2), it is apparent that the executive branch of government has more power than the legislative branch; this is because the administration clearly has an advantage in determining the policy agenda and has access to better resources and more information. Because legislators frequently lack the independence, knowledge, and resources required to carry out oversight, legislative oversight is frequently neglected and seen as mere compliance tasks.

The withdrawal took effect on March 31, 2022, on Section 100 Intervention in the North West, as reported by China Dodovu, chairman of the NCOP Ad Hoc Committee, who also stated that the performance of the affected departments will be evaluated by directives (Venter, 2022); he further indicated that towards the end of June or July 2022, a report was presented to the committee and the House to guarantee that the entire withdrawal has been accomplished (Venter, 2022). The NWDoH produced a report on the administration's efforts in the Section 100 (1) (b) Intervention Handover Report (2022). At the commencement of the intervention, the IMTT conducted a rapid assessment of the NWDoH's strengths and weaknesses in collaboration with NWDoH management and with the assistance of the Presidency's OoP, DPSA, and DPME (Dlomo, 2021:2). The examination of the progress of the IMTT report resulted in the 111-activity work plan that has led the NWDoH for the past four years, with 94% of the intervention plan's activities completed as of June 2022, according to the NWDoH Section 100 (1) (b) Intervention Handover Report (2022). Furthermore, according to the NWDoH Section 100 (1) (b) Intervention Handover Report (2022), the remaining 6% are actions that necessitate additional resources and time and that should be addressed by the NWDoH HoD and senior management team.

2.5.4 ACCOUNTABILITY

“Accountability” refers to the commitment of a government and its agents to achieve previously established goals and produce public reports for the people (Fox & Meyer, 1996:1). The four essential components of public leadership are accountability, respect for rules and regulations, political loyalty, and network governance (Tummers & Knies 2016:434). Lapointe (2013:4) adds that accountability means executing and delivering on all needs, as well as meeting objectives and creating high-quality outputs in a timely and cost-effective manner. To ensure continuing accountability, other systems exist, both within and outside of legislatures and bureaucracies; these include censure motions, public rallies, media investigations, and open forums where elected officials may be pressured, or even compelled, to defend their actions and answer questions (Napier, 2007:380).

Good governance concepts can only be effectively implemented by strong leadership practices that uphold standards of accountability. Public leadership should prioritise

the general public's best interests (Asmal, 2019:12). Chapter 2 (s7-35) of the *Constitution of South Africa* (1996) outlines the collection of legislation that guarantees each citizen the right to access and protection of all fundamental human necessities. In his brief evaluation of a variety of obstacles to good governance and service delivery in local government, former president Jacob Zuma (2009:5) highlighted the following challenges in particular:

- It was not possible to attain service delivery targets due to resource limitations and the evaluation of service performance in the context of a worldwide economic crisis. Due to the high unemployment rate and the inability of many individuals to pay for services, the tax base has diminished and revenue collection has decreased.
- Departments who did not pay for services, along with other government bodies, owed large sums of money to municipalities.
- As a result of political power conflicts, many municipalities had a severe governance crisis.
- As the distance between rulers and ruled widened, populations were increasingly alienated and dissatisfied, which typically manifested as violent demonstrations.
- Questionable expenditures, corruption, and bad Auditor-General audit results were mostly due to inadequate financial management and the inability to collect taxes; and
- Inadequate coordination between the national and provincial levels of government, resulting in decisions being made without local government involvement; this had important repercussions for local government.

Authorities are required to be able to explain publicly, thoroughly, and fairly how they carry out responsibilities that have a significant impact on the public, both before and after the event (Madue, 2014:863). It is essential to acquire timely public justifications in order to hold politicians accountable. It is necessary to examine the reporting for accuracy and completeness and to take action that is suitable, just, and supported by substantial justifications. According to Lapointe (2013:4; referenced in Madue 2014:860), the executive branch and its agents must be held accountable for all

decisions made, actions taken, and the responsibility to fulfil their duty at all times. According to Ababio (2007:4), the concept of accountability is defined as follows:

- Making official decisions and engaging in official activities in a transparent manner, taking into account the interests of a variety of stakeholders;
- Optimal use of resources, with care for cost-benefit analysis and value optimisation, and zero tolerance for waste and corruption;
- Conformity to professional and moral norms and standards;
- Prioritisation of the utmost sensitivity to community needs;
- Reliable channels for public comments and information dissemination, and
- Effort to improve civic consciousness and engagement.

Hierarchical or bureaucratic accountability refers to intra-governmental responsibility based on a tight superior-subordinate hierarchy, in which the leadership of a government entity holds a public official publicly accountable (Ababio, 2007:6). This link is based on internal control via individual supervision, with position seniority or functional arrangement serving as the decisive factor (Asmal, 2019:12). Political accountability refers to the internal institutions of governance, such as the publicly elected officials who make decisions. It also refers to non-elected public authorities who have managerial and administrative tasks, such as initiating executive and council decision submissions (Napier, 2007:380).

According to Ababio (2007:6), political accountability is the method by which people can evaluate the performance of the government and return or remove it from power. Moreover, political accountability may take administrative forms. This is the situation when, for example, MPAC questions the mayor about portfolio performance. According to Kukamba and Fourie (2007:8), neo-patrimonial familiarity, nepotism, and political party sponsorship undermine the concept of public responsiveness by impacting political accountability. Public accountability is the requirement for authorities to explain publicly, completely, and equitably how they carry out obligations that significantly influence the public, both before and after the event (Madue, 2014:863). Accountability is gaining the necessary public explanations from those in authority at the proper time; It involves validating the correctness and completeness

of the reporting and acting in good faith by providing reasonable and fair explanations. According to Madue (2014:860), the executive and his or her employees are accountable for all decisions, actions, and commitments undertaken. Moreover, according to Lapointe (2013:4), accountability involves the achievement of goals and high-quality outputs in a timely and cost-effective way, as well as the execution and completion of all mandates.

2.6 THE PRINCIPLE OF CORPORATE GOVERNANCE

Effective governance is the optimal use of existing resources to achieve desired objectives (UNESCAP 2008:3). Compliance with decision-making regulations would enhance transparency (UNESCAP 2009:2). Another aspect of transparency is providing publicly accessible and easily intelligible information to the general public (UNESCAP 2008:2). Local governments' unwillingness to engage in good governance has had a significant impact on the financial management of the nation (Motubatse et al., 2017:98). Ineffective financial management is one result of a lack of public leadership based on honesty, integrity, transparency, and accountability (Masenya, 2017:152). According to Madumo (2015:162), among the challenges affecting local governments are towns struggling to support themselves financially, the inability to deliver consistent and regular services, and the absence of officials to comply with regulations.

The major objective of good governance, according to Katsamunska (2016:134); Grindle (2017:18), is to build and strengthen networks and collaborations across the public, corporate, and civil society sectors. It is anticipated that this would result in enhanced service delivery and expansion. It is vital to establish the concept of successful governance within the context of governance as a starting point; this is necessary because there is no general consensus on the concept of good governance (Rotberg 2014:511). Governance is an organisation's structural capacity to supply products and services in accordance with the ideals of accountability and transparency (Katsamunska 2016:134). There are four essential components of governance theory (Keping 2018:2), which are as follows:

- Individuals and groups working against the government's one-sided rule;

- Shared responsibility for addressing socio-economic challenges and providing services;
- A coordinated and integrated growth promotion effort; and
- Regardless of organisational independence and autonomous instructions, shared public accountability.

The five chapters of The King IV Report detail the 16 guiding principles of corporate governance and ethical behaviour across all sectors, including the public sector. According to the World Bank, as cited by Kwon and Kim (2014:356), "good governance" is "characterised by predictable, open and enlightened policymaking, a bureaucracy infused with a professional ethos, an executive arm of government accountable for its actions, a strong civil society participating in public affairs, and all acting in accordance with the law". Kwon and Kim (2014:357) further demonstrate that robust citizen participation, accountability, and openness are the pillars of an impartial and efficient administration. This further supports the notion that the implementation of good governance can enhance administrative processes and increase the level of service delivery within communities.

Motubatse et al. (2017:91) and Keping (2018:6) both agree that good governance "shapes the attitudes of stewards of public or shareholder resources by encouraging them to commit to high standards of integrity and ethical principles and to promote clear and effective communication." According to Van Wart (2003:221), "excellent leaders may make a significant impact" in terms of effective management. According to Ekundayo (2017:56), effective components of governance include the efficient prevention of irregularities, fraud, and financial mismanagement, etc.. It appears that "excellent governance" is commonly used in the literature to describe conditions in which fraud is effectively averted and "whistle blowers" are safeguarded (Van Wart, 2003:221).

Corporate governance facilitates value creation by departments; this process acquires advantages while maximising risks and resources. A governance system is comprised of all the instruments and processes that provide a methodical and ordered voice to the executive authority, department head, and executive management; these are employed in the following ways:

- Examining the department's strategic objectives and the means by which they will be measured, while considering the internal and external context, strategic direction, and risk;
- Aiding the department in achieving its strategic objectives so as to guarantee value realisation and risk management; and
- Monitoring the effectiveness of a department's implementation of its strategic objectives in relation to the approaches it has chosen to achieve these objectives. DPSA 2012-13

Individual obligations and responsibilities within a department are another aspect of corporate governance. It describes the management and direction of the department, placing particular emphasis on the following:

- Organisation—the departmental organisational structures and coordination tools (such as steering forums) developed in collaboration with external organisations;
- Management, which consists of the multiple roles and duties established to oversee operational services and business transformation; and
- Policies, which are the decision-making frameworks as well as the criteria and limitations that govern them. DPSA 2012-13

It is a difficult task to maintain a balance between personal and societal interests, as well as social and economic objectives. This strategy aims to promote optimal resource utilisation while demanding accountability for superior resource management to improve service delivery. According to Kwon and Kim (2014:357), individuals, departments, and society as a whole have closely related interests. Governance encompasses the management of a nation, the conduct of politics, and the exercise of authority. According to Mubangizi (2013:302), governance is the administration of a nation's economic and social resources directed its growth. However, this definition is insufficient, since it disregards the expansive meaning of governance in relation to other stakeholders, such as civil society. Governance, according to Van Niekerk (2001:305), involves the relationships and linkages between national, provincial, and local authorities, and the general population. Loffler (2003:167) adds that non-

governmental actors, such as corporations, the media, and civil society, have influence over the rules of the game and the manner in which it is played in the public sphere.

An evaluation conducted after the NWDoH was placed under administration reveals a number of inefficiencies bordering on managers abdicating their responsibilities regarding closed and open disciplinary cases; a lack of clarity regarding HR delegations; and a number of technical positions reporting directly to the MEC, resulting in role conflict and performance management issues (Dlomo, 2021:4). The administration has always adhered to the leadership and governance structures of the NWDoH and NWP. When the NWDoH was responsible for building a governance structure, the IMTT engaged with the department (Dlomo, 2021:4). Using this framework, the newly appointed Director for Risk and Ethics Management evaluated and executed the NWDoH's governance procedures (NWDoH Annual Report, 2022). Additionally, the NWDoH has taken steps to ensure that it supports the oversight function of the design, as well as the implementation of efficient corporate governance, financial and performance management, risk management, and internal controls to ensure the delivery of high-quality services (NWDoH Annual Report, 2022). In accordance with Section 100 (1) (b) Intervention Handover Report (2022) of the NWDoH, the AO nominated an independent chairperson from outside the organisation to lead the Risk Management Committee. The group was to convene every three months to oversee risk management and report any identified flaws and proposed solutions to the AO.

2.7 LEADERSHIP AND ORGANISATIONAL CULTURE

Traditional hierarchical systems and specialised positions have been discarded in favour of performance evaluations based on the contributions of all employees. Individual and group efforts are more valuable than ever as a result of this development (Le Pine et al., 2002). In today's competitive economy, businesses must encourage employee innovation and teamwork more than ever before (Le Pine et al., 2002). Because of changes in the nature and context of enterprises, new leadership concepts and practices have evolved (Alonderiene & Majauskaite, 2016). Extensive research has been conducted on the effects of leadership in business administration and the implications of various leadership styles to specific qualities, including

company culture, employee effectiveness, satisfaction, performance, retention, and motivation (Shaw & Newton, 2014; Yang, 2014).

Numerous "generic leadership" theories have been created. Due to its significance in the realm of psychology, numerous empirical and theoretical investigations have been conducted on the topic (Zaccaro & Klimoski, 2001). According to Yukl's (1989) evaluation of the great majority of leadership research, good leadership is essential for an organisation's success. Leaders have a substantial impact on their teams, organisations, and communities (Podsakoff, 2004). True leaders motivate their teams and employees to go above and beyond (MacKenzie et al., 2004). Modern corporate executives must rely on time-tested management strategies to be effective. Even if a leader has the required abilities and experience, success in a new situation can not be guaranteed (Lee, 2008). Academics have provided numerous definitions of leadership and have expounded on the function of leaders in contemporary businesses. Leadership must be evaluated from a variety of vantage points and according to its definitions (Lee, 2008). Organisations must ascertain how to develop corporate leadership in order to increase workplace productivity (Knab, 2009). Therefore, leadership is a key factor that must be analysed and researched in the literature review for this study.

Leadership, as defined by the *Oxford Advanced Learners Dictionary*, is "the state or position of being a leader" (Hornby, 2008:839). Historically, leadership was characterised by authoritarian approaches centred on enforcing rules and exercising control, and was measured by task performance (Stare 2006:76). Leadership is defined by Manamela (2015:498) as "improving the world for others and changing people's lives" at all levels of business or human functioning. Leadership is defined by Manamela (2015:498) as "the actions and strategies used to build and maintain public relationships." People elected or appointed to positions of responsibility within the government and its institutions are leaders (Warren & Visser, 2016:279).

Public sector leaders face particular obstacles, such as the need to lead across and inside multiple powerful professions, each with their own network. Their work is characterised by unclear and complex objectives, and they must achieve fluctuating and complex performance standards. Disagreements regarding the specific issues of

public sector leadership reflect, in part, broader debates over whether the public sector has a distinctive management and organisational structure (Bovaird & Loeffler, 2016). Although CEOs in other industries confront comparable constraints, the public sector faces a unique set of challenges. Among these issues include:

- Having an obligation to respond to the demands of multiple stakeholders (funders, political leaders, and service recipients, among others) while meeting complex and variable performance requirements;
- Constrained autonomy as a result of numerous audit/performance regimes and a great deal of recorded restrictions on their authority; and
- Work that is characterised by goal ambiguity and complexity; consequently, the outcomes (by which leaders are evaluated) may be complex, difficult to assess, and time-consuming to implement. (Burnham & Horton, 2013; Hughes, 2012;; Orazi et al., 2013; Seidle et al., 2016).

The responsibility of recognising, promoting, and supporting effective public leadership has never been greater or more urgent (Kellis & Ran 2012:130). This notion is supported by Vogal and Masal's (2015) assertion that "the concept of public leadership remains elusive." The authors advocate "authentic, revolutionary, and distributed leadership concepts to better prepare public managers for performance." According to Tummers and Knies (2016:433) the emphasis of public leadership frequently shifts from the "public" idea to the "leading" component. This stance is backed by Gomes and Streib's (2014:44) assertions that public leadership should encourage citizen participation in decision-making processes and that the purpose of public leadership is to serve the people.

2.7.1 STEWARD LEADERSHIP

Stewardship leadership originated from spiritual and religious traditions, but it has subsequently expanded into a large diversity of fields (April et al., 2013:5; Domnguez-Escrig et al., 2018:3). According to Domnguez-Escrig et al. (2018:3), collaborative methods to achieve business success are more significant to stewardship leaders than individualistic values (2018:5). Badara (2017:19) confirms this sentiment, adding that stewardship theory focuses on the responsibility of business leaders to guarantee that such organisational activities function more effectively than selfish motivations.

If organisational leaders and employees collaborate toward the organisation's greater good, they will all benefit from the organisation's ultimate success (Badara, 2017:20). Stewardship theory can be defined as concerns related to being entrusted with the care of something that does not belong to the persons who are entrusted therewith (Motubatse et al., 2017:95). Political officeholders such as the mayor, deputy mayor, speaker, and councillors, in addition to administrative officeholders, such as the MM and senior management, are responsible for the implementation of good governance; this comprises stewardship within the context of local government. In this context, Motubatse et al. (2017:95) advocate accountability in the management of public resources as the best indicator of effective stewardship. As a model for public leadership, the concept of stewardship has close ties to the servant leadership ideology.

2.7.2 SERVANT LEADERSHIP

Scholars of servant leadership each give numerous similar definitions of servant leadership. Greenleaf's (1977) definition of servant leadership, according to Dimpe and Mutekwe (2018:5), consists of 10 fundamental principles: "to listen to the managed, to have empathy, to heal situations, to be and make people aware, to be persuasive, to conceptualise issues, to have foresight, to have stewardship, commitment to the growth of people, and building community." According to Palumbo (2016:82), a servant leader is motivated by the desire to serve other organisation members in order to make them wiser, more autonomous, and to inspire them to become servants. According to Serrat (2017:653), the foundation of servant leadership is "community self-awareness." This indicates that leaders must grow, assist, and nurture team members in order for them to attain their maximum potential and function efficiently. Seto and Sarros (2016:24) define servant leadership as "the desire to motivate, advise, offer hope, and create a loving relationship by developing meaningful relationships with their followers."

2.7.3 TRANSFORMATIONAL LEADERSHIP

Transformational leadership is a popular and widespread method of guiding others, having garnered the most attention from researchers among leadership concepts over the past several decades (Meuser et al., 2016:1385). Transformational leadership theory is currently the pre-eminent paradigm in leadership discourse (McCleskey, 2014:120). Burns introduced transformational leadership as an alternative to transactional leadership practices in 1978 (McCleskey, 2014:120).

The premise of transformational leadership is that a leader's actions can transform or influence followers' behaviour inside an organisation for the better (McCleskey 2014:120). According to McCleskey (2014:120), the transformational leader convinces his followers to transcend their self-interest for the good of the organisation while, based on Maslow's (1954) hierarchy of needs, they are inspired to ascend from lower-level needs of safety and security to higher-level needs of achievement and self-actualisation. Bass (1985) modified transformational leadership theory to incorporate four components (McCleskey, 2014:20); thereafter, the literature on transformational leadership became characterised by the four-concept component model, which includes idealised influence, inspiring motivation, intellectual stimulation, and individualised attention (Meuser et al., 2016:1385).

According to April et al. (2013:4), the basic difference between servant leadership and transformative leadership is that in servant leadership, the focus is on the individual rather than the organisation, as is the case in transformative leadership. According to Timiyo and Yeadon-Lee (2016:44), transformative leaders are motivated to empower people with company goals. According to Green et al. (2015:76), there is minimal knowledge about servant leadership and its associated concepts. Moreover, Green et al. (2015:76) argue that social scientists must create tools to help them gain a better understanding of servant leadership. Nonetheless, when examined collectively, these scholarly evaluations of servant leadership show that the paradigm is people-centred while also focusing on the growth of the individuals and the organisations (Meuser et al. 2016:1385).

Both steward leadership and servant leadership play important roles in the implementation of leadership in the public sector, as they are founded on integration, teamwork, empathy, and individual empowerment. These are critical to understand in the context of this investigation. On the other hand, according to McCleskey (2014:120), transformational leadership provides an all-encompassing strategy that comprises characteristics of stewardship and servant leadership and is an alternative to the leadership style commonly adopted in the public sector.

The new network governance model of public management requires executives to be able to lead across boundaries of public and private organisations, including government, educational institutions, hospitals, and communities, where their influence and activities are not authorised (Sotarauta, 2016:45). In this context, leaders must develop new skills in both resource management and dynamic, participatory process leadership. These skills include, but are not limited to, the following:

- The ability to search out new sources for knowledge acquisition;
- The capability to allocate resources in a manner consistent with government goals and policies;
- The capacity to negotiate with external authorities and groups; and
- The ability to lobby government agencies, fund providers, and decision-makers, as well as use other resources creatively (Sotarauta, 2011:46).

According to Broussine and Callahan (2016:283), the following is crucial for developing and managing networks: the ability to negotiate; to work through financial challenges; to engage a varied range of stakeholders, clients, and donors; and to exert influence over other public sector leaders. Since the 1990s, numerous programs to promote leadership development and capability in the public sector have been greatly inspired by views regarding the value of entrepreneurial and transformational leadership styles.

In general, supporters of NPM reforms believe that entrepreneurial and transformational leaders should have greater autonomy to make policy changes and

develop novel approaches to the delivery of public services (Miao et al., 2018). NPM was established in the 1990s in an effort to reform public sector management (Thornhill et al., 2014:17). In contrast to Traditional Administration, which emphasised the implementation of policies, NPM is centred on the administration of the organisation's internal operations, with a concentration on inputs and outputs of services (Butcher & Gilchrist 2016:44).

Marchington and Wilkinson (2012:184) state in the Harvard Business Review that transformational leadership seeks to generate motivation and commitment by defining and expressing a clear vision to push teams to attain better levels of performance and to urge individuals to tolerate (or even embrace) change. Leaders motivate followers to sacrifice their own interests for the greater good, and as a result, followers develop a strong commitment to the objective held by the group (Den Hartog and Boon, 2013:208). Therefore, transformational leaders in the public sector are those who provide employees with meaning and act as role models for pro-social activities (Orazi et al., 2013). This idea is supported by Vogal and Masal's (2015) who maintain that the concept of public leadership remains challenging. According to Tummers and Knies (2016:433), the emphasis of public leadership shifts from the "public" idea to the "leading" component. This stance is backed by Gomes and Streib's (2014:44) assertions that public leadership should encourage citizen involvement in decision-making processes and that it exists to serve the people.

There are two contradictory viewpoints for analysing organisational leadership (Tummers & Knies 2016:435). The first, which is outcome-focused, places the leader at the centre of the discussion (Tummers & Knies, 2016:435). The second, in contrast, is a relationship-based perspective and seeks to comprehend and evaluate leaders' and subordinates' support and conduct (Tummers & Knies, 2016:435). Transformational leadership involves the conviction that a leader's actions can positively alter or transform the behaviour of followers within an organisation (McCleskey 2014:120).

The four-concept component model

The aforementioned four-concept component model involves the following:

- First, the functionalist method prioritises innovation and “strategic management”, which is driven by performance implications and public leadership ambitions (Meuser et al., 2016:1183). This is consistent with Tummers and Knies’ (2016:435) perspective on outcome-based leadership and performance management.
- Second, “transformational public leadership and leadership theory” are crucial components of the behavioural approach (Vogal & Masal, 2015:1176). It focuses on motivating public leaders to act and influence their subordinates in accordance with transformative public leadership (Vogal & Masal, 2015:1176).
- Third, the biographical technique emphasises the “political aspect and ethics of public leadership.” This course examines the approaches of modern political leaders to the different ethical difficulties posed by contemporary politics. It is consistent with the NPG, as described in section 2.4.2.3, in terms of the public interest, democratic principles, and public trust (Vogal & Masal 2015:1176). Similarly, Tummers and Knies’ (2016:435) portrayal of relationship-based leadership is associated with the biographical technique.
- Lastly, the reformist strategy emphasises “discussions on public sector transformation and collaborative public leadership” (Vogal & Masal, 2015:1183). Reformist strategy stresses the formation of complex and collaborative tasks for public leaders, frequently in partnership with other sectors, in a dynamic context (Vogal & Masal, 2015:1177).

According to Broussine and Callahan (2016:283), “the competencies required to develop and manage networks place a premium on the capacity to negotiate, work through financing difficulties, engage a varied variety of stakeholders, clients, and funders, and influence other public sector leaders.” Numerous programs to promote leadership development and capability in the public sector have been greatly inspired by views regarding the value of entrepreneurial and transformational leadership styles since the 1990s. Advocates for reform frequently urge investing in and training entrepreneurial and transformational leaders, maintaining that they should be given the responsibility to drive change and, consequently, lead innovation in public service delivery (Miao et al., 2018). Followers acquire a true commitment to the objective of the collective (Den Hartog & Boon, 2013:208). Therefore, transformational leaders in the public sector are considered as providing employees with meaning and as role

models for pro-social activities (Orazi et al., 2013). Compared to transactional leadership approaches, transformational leadership styles are associated with greater employee motivation and satisfaction in the public sector (Oberfield, 2014).

For the audit review of the 2021/2022 fiscal year, the AGSA reported that, despite the significance of internal control, their audit of the financial statements reported performance statistics and compliance with applicable laws; they had no intention of providing assurances regarding internal control (NWDoH Annual Report, 2022). The AGSA published the statement below:

- The executive committee lacked legal compliance and control of financial and performance reports. As a result, the department did not create monitoring and evaluation procedures to guarantee the accuracy of financial and performance reporting. Neither monitoring nor speedy implementation of action plans were conducted (NWDoH Annual Report, 2022).
- Capacity constraints in the department's service delivery programs were the result of vacancies in key management positions and the absence of an organisational structure suited to the department's size and operations, which would have allowed the department to fill vacancies with qualified, knowledgeable, and skilled incumbents. In addition, considerable errors and omissions were uncovered throughout the auditing process due to the lack of a comprehensive records management system to support the financial statements and annual performance report. (2020 Annual DoH Report).
- Due to management's inability to implement the findings and recommendations of the internal audit, the audit committee and internal audit have lost their credibility as sources of assurance. (2020 Annual DoH Report).

The leadership of the NWDoH must be flexible enough to respond to an environment that is always changing. Even though the intervention report shows encouraging results, the leadership of the NWDoH requires substantial improvement. If the NWDoH adopts transformational leadership, it will be more effective at locating new resources, allocating resources in accordance with government objectives and policies, negotiating with external organisations and institutions, contacting decision-makers and funding sources on their behalf, and making innovative use of external resources.

These are the most significant advantages of transformational leadership (Sotarauta, 2016:45). As the NWDoH's leadership starts to emphasise transformational leadership, the division will be increasingly able to promote motivation; uphold workplace integrity; establish a clear vision and goal, from the top down and vice versa; promote professional growth; enhance loyalty; reduce the current high staff turnover; foster passion; and facilitate the implementation of the intervention's objectives.

2.8 CONCLUSION

This chapter concentrated on the goal of the literature review section, which is to offer background information on the concepts needed to address the primary goal of the study properly, namely to assess the effectiveness of the intervention strategies implemented in NWDoH during the intervention. The chapter began by discussing the three levels of government in South Africa, their relationships with one another, and how the NWDoH fits into the overall picture; the discussion then turned to Section 100 of the *Constitution of South Africa* (1996) and the rationale for its implementation in the context of the NWDoH. After that, the chapter continued to discuss the NCoP's role, concentrating mostly on oversight and responsibility as the most crucial facets of that position. Concluding, the idea of corporate governance was first discussed, followed by a discussion of the topic, and ultimately, an analysis of the leadership and organisational culture.

CHAPTER 3 - RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research strategy and procedures used to achieve the study's aim, namely, assessing the efficiency of the intervention strategies implemented by the NWDoH. The objective of the study stated in Chapter 1 and the literature review in Chapter 2 informed the design and methodology of the research. In the previous chapter, an overview of the appropriate literature was undertaken in order to provide the necessary background to achieve the four main objectives, which are:

- To identify the causes that led to the NWDoH being put under the administration of Section 100 of the *Constitution of South Africa* (1996),
- To offer an explanation of what oversight is in the context of governance,
- To describe the influence of good governance on service delivery within the NWDoH, and
- To determine the influence of transformational leadership on the implementation.

Stumke (2014:66) highlights the importance of incorporating the characteristics uncovered in the literature evaluation to develop a suitable study design. This chapter explains the approach and design of the research, and provides a brief overview of research paradigms. This is followed by a description of the research population, the sample, and the sampling technique. Subsequently, data administration, organisation, and analysis methodologies are described. The chapter concludes with a summary of the interrelationships among all of its elements.

3.2 RESEARCH PARADIGMS

A paradigm, according to Patton (2015:89), is a way to navigate the intricacies of the real world and to select what is relevant, truthful, and suitable. The researcher's choice of research paradigm influences the research design (Silverman, 2014:26). According to Braun and Clarke (2013:4), the qualitative approach is a non-positivist paradigm, whereas the quantitative technique is a positivist paradigm. According to Creswell (2013:24), a qualitative paradigm is a post-positivist technique that employs reasonable and precise methods for data collection and interpretation.

According to Johannesson and Perjons (2014), a research philosophy is a collection of commonly held beliefs and assumptions concerning ontological, epistemological, and axiological difficulties within a research community. Ontology is the study of "the nature of our conceptions of reality" (Richards, 2003:33). Typically, researchers make implicit assumptions about the origin and nature of reality, and what can be discovered. According to Gall, Gall, and Borg (2003:13), epistemology is "the branch of philosophy that explores the nature of knowledge and the means by which it is acquired and strengthened". Axiological philosophy is the branch of philosophy that seeks to determine whether one is attempting to explain, predict, or merely perceive the universe (Gall, Gall, & Borg, 2003:15). Associated with these philosophies are paradigms. Although there are other research paradigms, positivism and interpretivism are the two most prevalent in social science research.

The term positivist refers to a school of thinking that emerged in response to the works of the French philosopher Auguste Comte in the early nineteenth century (Richards, 2003:37). Positivism holds that reality exists independently of humans. It is unmediated by our senses and governed by immutable rules (Rehman & Alharthi, 2016:53). The term "interpretivism" refers to a "reaction against positivism's supremacy" (Grix, 2004:82). Interpretive ontology is characterised by anti-foundationalism. It opposes "any enduring, consistent (or fundamental) standards by which the truth can be widely acknowledged" (Guba & Lincoln, 2005:204). Interpretivism, on the other hand, asserts that there are numerous socially constructed realities. Instead of being discovered, truth and reality are created. Since our senses continuously alter reality, it cannot be known as it is. Since our senses are continuously mediating reality, it is impossible to know it as it is. Thus, the field of interpretive epistemology is highly subjective.

The paradigm of interpretivism will be utilised in this research investigation. It is essential to remember that humans are unique and intricate creatures. Different individuals view and comprehend the same "objective reality" in various ways, hence they will interpret the same experiences differently. Interpretivism emphasises what individuals say, do, and feel, as well as how they evaluate the investigated phenomenon (Intgrty, 2016). The outcomes of the study of options for intervention and their effectiveness would vary for each executive member.

In contrast to the beliefs of Comte, a new school of thought known as positivism emerged at the beginning of the nineteenth century (Richards, 2003:37). The fundamental premise of the positivist philosophical tradition is that reality exists independently of humans. Our senses have no impact on the filtration process, which is governed by immutable principles (Rehman & Alharthi, 2016:53). People sometimes use the term "interpretivism" to allude to the notion that it is a reaction to the dominance of positivism (Grix, 2004:82). Anti-foundationalism is one of interpretative ontology's distinctive characteristics. There is opposition to any persistent, consistent, or fundamental truth-recognition standards (Guba & Lincoln, 2005:204). In contrast, interpretivism recognises that social interaction has produced a variety of distinct realities. Truth and reality must be manufactured, not discovered (Rehman & Alharthi, 2016:54). Due to the continual distortion produced by our senses, it may be difficult to gain an accurate knowledge of our surroundings. Our senses act as a permanent filter between ourselves and the outer world, preventing us from directly perceiving reality. In the academic field of interpretive epistemology, the significance of the individual's perspective is firmly established.

Each member of the executive team would be affected differently by the effectiveness of intervention techniques. It is essential to remember that humans are unique and intricate beings. Due to the fact that diverse individuals have varied perspectives on the same "objective reality," they will interpret identical events differently (Rehman & Alharthi, 2016:55). In interpretivism, individuals' words, actions, and emotions are valued alongside their evaluations of the investigated topic (Anon., 2016). This research project employs interpretivism as its paradigm, and an interpretive methodology, which includes conducting semi-structured interviews to collect data, assessing written material, drawing conclusions, and making suggestions. This research requires both descriptive and exploratory research due to the subject matter. The objective of descriptive research is to characterise the population or topic under investigation (Grix, 2004:84). This research methodology is known as qualitative research; it is mostly descriptive, meaning that it focuses on describing the subject at hand rather than analysing its causes (Richards, 2003:41). The primary objective of descriptive research is to characterise the nature of a research population. The technique lends little credence to attempts to explain "why" everything in the cosmos

occurs (Rehman & Alharthi, 2016:58). Instead of detailing "why" an investigation is being performed, it describes the subject of investigation (Grix, 2004:82).

3.3 METHODOLOGICAL CHOICE

According to Maree (2015:274), the two primary types of research methodology are qualitative and quantitative. A mixed method research design is only utilised when qualitative and quantitative approaches are required to study and investigate a topic adequately. According to Braun and Clarke (2013:333), mixed method research is the incorporation of qualitative and quantitative techniques into the same investigation.

Yilmaz (2013:311) defines quantitative research as the analysis of a phenomenon using numerical data and mathematical methodologies. Quantitative research, according to Choy (2014:99), seeks to establish numerical correlations. According to Yazan (2015:145), quantitative research is a strategy that generalises numerical data from certain subsets of a universe (or population) to the full universe under study. According to McCusker (2015:541), quantitative research aids in solving issues by identifying the variables that influence the outcome, whereas qualitative research aids in investigating the subject of inquiry.

The qualitative method promotes study and description while emphasising the value of experience (Wright et al., 2016:97). According to Bloomberg and Volpe (2016:41), qualitative research gives scholars a more in-depth understanding and a broader perspective on the subject of investigation. According to Maree (2015:51), qualitative research prioritises information breadth, whereas quantitative research focuses on information depth. Braun and Clarke (2013:4) distinguish quantitative and qualitative paradigms by emphasising that quantitative paradigms strive to discover and analyse relationships, whereas qualitative paradigms seek to provide a more in-depth explanation and interpretation of unique events. The key goals of qualitative research, according to Bloomberg and Volpe (2016:171), are results, narratives, and inferences of meaning.

This investigation followed a qualitative approach. Because of the social nature of the topic, qualitative research is preferred over quantitative research (which is more

objective and numerical). Qualitative research is more respectful of its participants, and its methodology provides a complete grasp of research concerns, including the perspectives of the study population and the living environment. The goal of qualitative research is to investigate as thoroughly as possible a smaller number of intriguing or enlightening cases or examples, rather than gaining a wide picture. Berg and Lune (2012:8) define qualitative research as the pursuit of accurate answers through the examination of various social situations and the groups or individuals who occupy these settings.

In qualitative research, the researcher must attempt to comprehend the participants' ideas and emotions (Sikolia et al., 2013:2). This is a difficult endeavour because it necessitates the disclosure of potentially sensitive information (Sikolia et al., 2013:2). In some circumstances, the individual can recall the researched memories; however, recalling the past may be difficult for others (Smith & Noble, 2014:100). Regardless of the method employed in data collection, the researcher's first responsibility is to protect participants and their personal information (Saunders et al., 2013:206). An appropriate ethical review board must approve and inform participants of the safety protocols prior to the start of an inquiry (Saunders et al., 2013:206). Sikolia et al. (2013:3) urge that novice researchers and practitioners consult with a subject matter expert before undertaking a qualitative research study.

Because the study was done *ex post facto*, which means that the parameters evaluated could not be controlled or altered, the researcher took steps to reduce the likelihood of bias (Cooper and Schindler, 2003:149). Bias is an unjust proclivity or prejudice for or against a person or group, or an interest in a specific issue or problem (Smith & Noble, 2014:100); the authors go on to say that bias may be found in any study, is difficult to eliminate, can be seen at every stage of research, and affects the credibility of the findings, with misrepresentations having the potential for disastrous effects (Smith & Noble 2014:100). The research community believes that in order to eliminate prejudice, qualitative researchers must demonstrate rigor as well as openness, practical relevance, and methodological coherence (Cooper and Schindler, 2003:149). Because of its narrow scope, this study cannot be considered representative of the entire South African government sector. The researcher is

currently engaged with the NWDoH in a middle management position. The researcher is also not part of the department's executive or key management leadership.

3.4 RESEARCH STRATEGY

According to Yin (2018:4), case study research methods are more suitable for questions that require substantial and in-depth explanations of social phenomena. A case study, according to Yin (2018:14), is a phenomenon inside its real-world setting, particularly when the lines between phenomenon and context are blurred. Case study research, according to Aczel (2015:17), is appropriate for the exploratory phase of an investigation. Case study research addresses the "how" and "why" questions in exploratory research (Yazan 2015:148); it is used to reduce the scope of a research question to a more specific area of focus. Case study research requires the selection of an analytical unit. People, places, things, and ideas are examples of units of analysis, which are the primary subject of a study (Harrison, et al., 2017:13). In this study, a case study approach was employed. The case study methodology will allow the researcher to conduct in-depth research of complex phenomena within the specific context of the NWDoH being placed under Section 100 of the *Constitution of South Africa* (1996). This will be achievable as a result of the case study based technique.

3.5 STUDY POPULATION AND SAMPLING

3.5.1 POPULATION

According to De Vos et al. (2005:193), the study population can be defined as the total number of individuals, objects, organisational units, case records, or other sample units that are the subject of a particular study. Population, according to McMillan and Schumacher (2010:318), is the group of individuals or events from which a sample is drawn. The population is then that from which the sample is selected (Berg and Lune, 2012:10). In a metaphorical sense, the all-encompassing element of the research topic may also be referred to as the "population." According to Berg and Lune (2012:47), the researcher must select a site or environment that is vast and complex enough to permit completion of the investigation within the budget and time limits allocated for the study. The total number of possible study subjects from which a sample can be taken is referred to as the population (MacDonald and Headlam, 1986:69).

The population and setting of the study are the key management personnel within the NWDoH. They comprise 76 key management personnel. The target population was specifically selected in order to validate the research from a statistical perspective and to ensure that opinions are solicited from respondents who were directly affected by the administrative intervention of the national government.

3.5.2 SAMPLING

According to Gupta and Gupta (2011:41), sampling is the process of selecting a limited number of respondents from a larger population in order to determine or predict the occurrence of unknown information, scenario, or outcome. The sample is drawn from the population as the information source. The population as a whole comprises every person on earth, along with all of their activities and concerns (Sekaran and Bougie, 2013). Neuman (2003:216) asserts that in order to recruit participants for a study, one must first identify a percentage of the population from which to draw a sample and a geographic region from which to draw participants. Gentles et al. (2015:1775) define sampling as the selection of specific data sources from which data is collected to meet research objectives; they specify that data must be acquired from relevant data sources to meet research objectives. Patton (2014:185) defines an example as a subset of the population, findings about whom are applicable to the full population.

When sampling is performed, a subset of examples to investigate in-depth are chosen, and the results are then applied to a much broader collection of circumstances. Most empirical research studies, although not all, make use of sampling (Neuman, 2014:246). Population is an abstract concept of a large group of many examples from which a researcher chooses a sample and from which sample results are generalised (Neuman, 2014:247).

3.5.3 SAMPLING TECHNIQUE

The two types of sampling are probability and non-probability sampling. Contrary to non-probability sampling, which eliminates the potential of certain participants being chosen as respondents, probability sampling ensures that every member of the population has an equal chance of being chosen as a respondent (Sekaran & Bougie,

2013). The objectives of the inquiry were met by the sample plan. Finding and selecting a representative sample of people is crucial (Gupta & Gupta, 2011:41), in order to maximise data collection. The data collection will be affected by the selection of participants.

According to Malterud, Siersma, and Guassora (2016:1753), the sampling strategy utilised in qualitative research has an impact on the findings. This is referred to as "the concept of information power." Purposive sampling is commonly employed in qualitative research because it supports the identification and use of study participants with a richness of data, according to Palinkas et al. (2015:533). Maree (2015:79) agrees with Palinkas et al. (2015:533) that non-probabilistic sampling techniques are more frequently utilised than probabilistic sampling techniques in qualitative research, since research participants are deliberately chosen to fulfil the needs of the study. According to Weman et al. (2005), the systematic sampling method is utilised to select interviewers. One non-probability sampling strategy is purposive sampling.

According to Gentles and Vilches (2017:1), in quantitative research methodologies, non-random sampling, also referred to as deliberate sampling, is a kind of non-probabilistic sampling that differs significantly from probabilistic sampling. According to Gentles and Vilches (2017:1), deliberate sampling puts more emphasis on the participants' personalities and the content of the data than on how well the sample reflects the community. According to Bloomberg and Volpe (2016:148), appropriately selected volunteers aid in the general public's understanding of study topics. According to Etikan et al. (2015:2), purposive sampling is a non-randomised selection method that enables the researcher to choose participants based on their characteristics, and that ensures that all demographic segments are taken into account regardless of the number of participants chosen.

The research sample for the study was chosen purposefully and with care. This study was able to access a wide range of information-rich sources because it used a variety of purposive sampling techniques. The sample for this study was drawn from senior executives who are key decision-makers within the NWDoH, using non-probability purposive sampling. The sample that was used comprised eight senior executives.

Those included in the sample have seats at decision-making levels in the NWDoH and, thus, in-depth knowledge of the administrative operations.

3.5.4 SAMPLING SIZE

Sample size is the total number of samples or results in any statistical situation, such as a scientific experiment or a public opinion survey, according to Zamboni (2018:20). Choosing a sample size is a crucial project decision, despite being simple. Analysing a large sample requires a lot of time and effort, but analysing a small sample could yield inaccurate conclusions. The participants that comprise the chosen sample have in-depth familiarity with the administrative procedures and roles in the NWDoH that are in charge of making key decisions.

According to Lune and Berg (2017:39), data saturation is the point in the research process when no new information is discovered while evaluating the data. When saturation is reached, a researcher can be relatively confident that additional data gathering would provide comparable results and help support emergent themes and conclusions (Van der Merwe, 2020:50). When claiming to have accumulated enough data to accomplish their research objectives, researchers should explain how, when, and to what extent data saturation was accomplished (Lune & Berg, 2017:39). Data saturation occurs when a researcher begins to notice repeated remarks in interviews (Asmal, 2019:58). By the sixth interview, the researcher determined that the sample size was sufficient after concluding that data saturation had been obtained.

3.6 DATA COLLECTION AND ANALYSIS

Researchers employ data collection techniques, such as experiments, tests, interviews, surveys, and questionnaires, in order to solve research challenges (Wagner et al. 2012:59). For this study, constructivist and interpretivist paradigms were employed to conduct exploratory, descriptive research using semi-structured interviews.

3.6.1 SEMI-STRUCTURED INTERVIEWS

Semi-structured interviews are defined by McMillan and Schumacher (2010:357) as interviews with questions that are fairly focused and produce unique, open-ended responses. Semi-structured interviews, according to De Vos et al. (2005:296), give the researcher and the participant far greater flexibility and allow the researcher to follow up on any leads that develop. Interviews are conducted with study participants to obtain information about their personal experiences and perceptions in order to better understand their motivations. Semi-structured interview questions, according to Harrell and Bradley (2009:35), are a data collection guide that includes questions, themes, and subjects. These are dealt with informally, with the researcher asking probing questions.

Researchers conducting interviews, according to Wagner et al. (2012:135), must pay close attention and be able to find fresh lines of inquiry connected to the subject being researched. Semi-structured interviews are seen as adaptive methods for learning about respondents' ideas and experiences (Owen, 2014:8). In semi-structured interviews, the researcher provides a guide and a list of questions to ensure that all areas relevant to the study are covered (Welman, Kruger & Mitchel, 2005). For this study, this strategy was used in the interviews because it allowed the researcher to ask follow-up questions based on the analysis of the assessment matrix and interviewee responses, as well as use probes to explain unclear responses.

Eight NWDoH officials were interviewed in semi-structured interviews. The open-ended questions allowed the researcher to probe deeper. Appendix B contains an example of an interview guide. The interview schedule included eleven questions, one of which was demographic in nature. The key limits and opportunities revealed throughout the literature review were investigated due to the limited number of questions. Each interviewee was given a letter of informed consent prior to the interview; provided as Appendix A. The NWDoH Provincial Office in Mahikeng hosted seven of the interviews. Zoom was used for the one of the interview; the rest were conducted face-to-face. The interviews' durations ranged from 22 to 70 minutes. The face-to-face interviews and one Zoom interview were recorded with a digital voice recorder, as well as Otter.ai.

The researcher sent the participants written inquiries inviting them to schedule an interview; it also included the date and time when the interviews would be conducted. Participants were sent formal letters requesting time to plan interviews on August 11, 2022. Appendix C contains a sample of this letter. An interview guide was also included in the letter. Appendix B contains an example of an interview guide. Eleven questions are included in the interview guide. The interviews were audio recorded and safely archived. After the audio recordings were transcribed, each respondent was issued with a participant code as identification in the data analysis to ensure their confidentiality. The interviews took place between September and October 2022.

Table 1: Codes and interview schedule

CODE	DATE	START TIME	DURATION OF INTERVIEW	LOCATION
P1	05 SEPTEMBER 2022	15:30	27:44	NWDoH Provincial Office
P2	09 SEPTEMBER 2022	08:15	57:05	ZOOM
P3	21 SEPTEMBER 2022	08:00	22:36	NWDoH Provincial Office
P4	22 SEPTEMBER 2022	08:00	24:47	NWDoH Provincial Office
P5	22 SEPTEMBER 2022	09:30	25:36	NWDoH Provincial Office
P6	08 OCTOBER 2022	13:00	1:09:01	NWDoH Provincial Office
P7	11 OCTOBER 2022	10:00	37:42	NWDoH Provincial Office
P8	12 OCTOBER 2022	10:30	47:12	NWDoH Provincial Office

3.6.2 DATA ANALYSIS

According to Cloete (2007:513), data analysis is an ongoing review and comparison process that starts when researchers begin to aggregate information from the literature or when they enter the field to collect data. According to Bryman and Bell (2014:342), the three most prevalent data analysis procedures are analytical induction, grounded theory, and theme analysis. In this inquiry, theme analysis was used. According to Bryman and Bell (2014:350), thematic analysis is a flexible method that does not subscribe to any particular philosophical ideas. According to Braun and Clarke (2006:77), thematic analysis is a common qualitative analytic technique, despite being poorly defined and seldom recognised.

Thematic analysis describes a research technique that is used for arbitrary interpretation of data through a methodological coding and theme or pattern-identification process (Braun & Clarke, 2022). Vaismoradi, et al. (2013:400) define thematic analysis as an approach in qualitative research that entails identifying, analysing, and reporting on patterns from data. The primary objective of the project was to create a teaching and research tool that covers the theory and techniques of thematic analysis. According to Braun and Clarke (2006:87), theme analysis consists of six phases.

Figure: Phases of thematic analysis

Phase	Description of the process
Familiarising yourself with the data	Verbal data need to be transcribed first. Then read and re-read the data while noting down initial ideas
Generating initial codes	Systematically code interesting features of the data and collect data relevant to each code
Searching for themes	Sort codes in potential themes and gather all relevant data for each theme
Reviewing themes	Check if the themes work in relation to the coded extracts and the entire data set, then make a thematic map of the analysis
Defining and naming themes	Refine the specifics of each theme. Name and define each theme
Producing the report	Produce a scholarly report of the analysis by selecting vivid, compelling extract examples that relate to the research question and the literature

Source: (Braun &Clarke, 2006:87)

In order to perform the analysis of the data, ATLAS.ti software was used. ATLAS.ti is a tool for qualitative research that may be utilised for a variety of tasks, including data visualisation, the building of network diagrams, the transcription and analysis of field notes and transcripts, and literature reviews. ATLAS.ti presents a code-and-retrieve function and supports the development of theories by formulating claims that imply a conceptual framework that is appropriate for the facts. This is accomplished by allowing links between codes to be created in order to produce higher-order classifications and categories.

According to Coffey and Atkinson (1996:2), "there is no single proper strategy to analysing qualitative data; similarly, it is required to find ways of utilising the data to think with." According to Miles and Huberman (1994:9), there are some fundamental procedures that are common (although not ubiquitous) across qualitative approaches to analysis, such as:

- Assigning codes to a collection of field notes based on evidence or interactions;

- Making notes in the margins about reflections or observations;
- Filtering and sorting through such raw material to establish similar phrases, factor relationships, ideas, theories, noticeable distinctions among subgroups, and prominent occurrences;
- Separating these characteristics, relationships, and differentiation, and introducing them into the topic in the following round of data collecting;
- Gradually elaborating a small set of assumptions justified by the uniformity determined from the data; and
- Probing those preconceptions with an organised body of knowledge expressed in terms of frameworks or hypotheses.

ATLAS.ti can be used for literature reviews, as well as qualitative data analysis such as interviews or focus group transcripts, field notes, reports, photographs, or videos (McDonald & Headlam 2016:39). McDonald and Headlam (2016:71) go on to say that textual analysis is utilised in secondary source data analysis as well as qualitative research, and that it entails delving into a text in depth, looking for keywords and concepts, and connecting them. ATLAS.ti will be used for textual analysis of the data gathered in this study.

3.6.3 TRANSCRIBING AND CODING THE INTERVIEWS

The transcriptions were coded according to phases 2 through 5 of theme analysis. ATLAS.ti was used during the study process. According to Friese, Soratto, and Pires (2018:12), ATLAS.ti enables researchers to store and manage all study data in a single location (Beaulaurier et al., 2008:237). According to Saldaa (2015:4), a code is a word or short phrase that identifies a particular piece of data. Creswell and Creswell (2018:193) advise categorising items using codes for qualitative data analysis. The "coding" method entails classifying and arranging data by enclosing text or image objects in brackets and adding a sentence to the margins that identify a category (Creswell & Creswell, 2018:193). Coding is an essential step in the process of data reduction during data analysis. Numerous readings of the transcriptions, coding the data, and combining the results were required to identify patterns and themes in the interview responses.

The data was coded, separated into subsets, and then categorised based on questions and responses from focus groups and interviews. The deleted categories were then restructured in a separate word processing document. The reduction of raw data produced categories, while the reduction of data within categories produced theoretical concepts and themes. The interviews were transcribed using Otter.ai's voice typing function. After the interviews were initially transcribed, the accuracy of the transcription was confirmed by comparing it to the audio recording; this was done by the researcher with additional consultation of a third party researcher.

3.6.4 TRUSTWORTHINESS

According to Bryman and Bell (2007:44), qualitative research is evaluated based on four criteria: credibility, transferability, dependability, and confirmability. The objective of qualitative researchers is to develop and execute methods that ensure the "reliability" of their findings. Bengtsson (2016:11) states that human error occurs during the analysis process, and that these errors may be the result of researcher fatigue, incorrect interpretations, or personal bias. Consequently, it is crucial for the researcher to retain objectivity at all times and ensure that the results are accurate and reliable (Leavy, 2017:135).

Credibility:

The validity of the results depends on whether they are supported by credible evidence retrieved from the participants' raw data, and whether the conclusions are a reasonable interpretation of the participants' initial ratings (Korstjens and Moser, 2018:120–124). The interview schedule was emailed to the participants at least one month in advance, enhancing credibility. Throughout the course of the interviews, participants were asked whether they recalled anything else. The interviews were transcribed verbatim and verified by the researcher with the assistance of an expert in ATLAS.ti to ensure accuracy. Throughout the process of codification, the researcher's study supervisor and the ATLAS.ti expert were consulted.

Transferability:

According to Korstjens and Moser (2018:120–124), a full presentation by the researcher makes it easier for a potential recipient to judge transferability. By obtaining

saturation of the key themes by the sixth interview, transferability was ensured. Interviewing the DEC directly helped to boost transferability further. Additionally, the paper includes a research methodology outlining each step that was followed throughout the investigation.

Dependability:

Dependability comprises participants reviewing the study's findings, interpretations, and suggestions to ensure that they are supported by data gathered from study participants. (Korstjens and Moser, 2018:120–124). Dependability is ensured by triangulating the data through a literature review that supports the data that was obtained. The researcher also solicited the assistance of a third party researcher to analyse the coding procedure and to code the data separately in order to establish whether both researchers arrived at the same coding findings. The research supervisor assessed this study's procedures and data analysis to ensure its dependability.

Confirmability:

Korstjens and Moser (2018:120–124) explain that confirmability focuses on demonstrating the extent to which other researchers could validate the findings of the study. Consultation with the study's supervisor, a prominent expert in qualitative research, helped ensure confirmability.

CHAPTER 4 - RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents and analyses data collected from participants and presents the qualitative findings of the stated objectives. The researcher used ATLAS.ti 2 to manage and support the thematic analysis of the data from the interviews with senior executives from the DEC of the NWDoH. The use of this qualitative software facilitated the virtual findings of the study; qualitative data was networked and projected for a better comprehension of participants' understanding and opinions on the intervention strategies implemented in NWDoH. The data was presented using a structured and systematic scientific interpretation technique. The chapter covers the demographic profile of study participants, findings linked to research questions, and a summary.

4.2 DEMOGRAPHIC INFORMATION

The researcher used a semi-structured interview methodology to collect data from a total of 8 senior executives through face-to-face interviews and the Zoom platform.

4.3 CODING

The interview transcripts were analysed (coded) using ATLAS.ti. According to Soratto et al. (2020:2), ATLAS.ti is a valuable tool for data analysis in qualitative research and can be used with a variety of theoretical frameworks and data analysis methods, including thematic analysis. Thematic analysis is the method of data analysis for the present study. The coding process was effectively managed in the ATLAS.ti software. The transcript was auto-coded through the use of a text search tool to depict participants' understanding and opinions on the intervention strategies implemented in NWDoH during the intervention. Keywords imputed include *“causes, intervention strategies, good governance, leadership, stability, limitations, collapse, service delivery, successful strategies, administration's relationship, communication methods, turnaround strategy implementation, NWDoH practices, section 100, IMTT, administration, practice,”*.

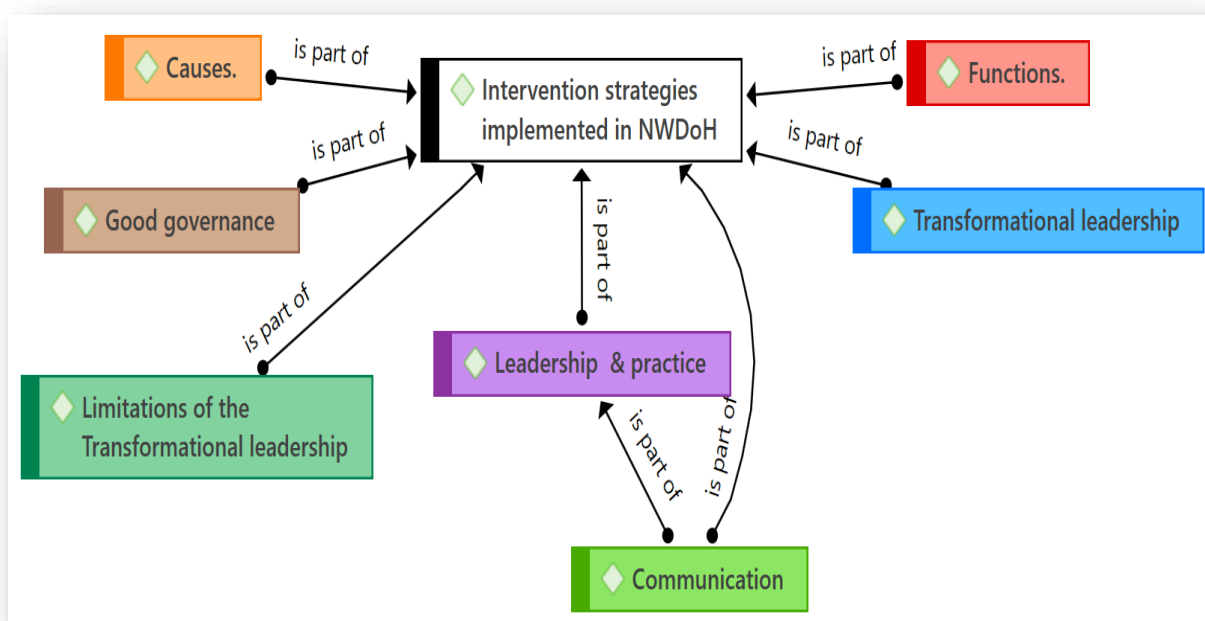
Using the text search tool in ATLAS.ti allowed the researcher to familiarise themselves with how senior executives, including the MEC, HoD, CFO, DDGs, and Chief Directors

understand the administrative procedures and roles in the NWDoH. This exercise allowed the researcher to hear participants' points of view and begin the coding process. According to Saldaña (2015:4), a code is a word or a brief phrase to which the researcher assigns a particular piece of data. Whether the researcher uses lump or split coding affects how much code is produced. Split coding refers to breaking the data up into separate portions, whereas lump coding refers to assigning a single code that encapsulates the substance of a section (Saldaña, 2015:23). The researcher used a lump coding approach for this exploration. Saldaña (2015:3) describes 32 different coding techniques used in the guidebook. The descriptive coding method was mostly used in this study, which Saldaña (2015:88) notes is appropriate for practically all qualitative investigations and is especially helpful for a researcher who is still learning how to code. Words or short phrases are used in descriptive codes to describe the data. Following the initial coding, the codes were categorised into four main themes, seven themes, and 37 sub-themes or categories. As a general rule, these three organisational levels were used. The codes and sub-categories are presented in Table 4.2 .as the themes and sub-themes for this study.

4.4 EMPIRICAL FINDINGS OF THE STUDY

The study assessed the effectiveness of the intervention strategies implemented in the NWDoH during the intervention.

Figure 4.1 on study themes



Source: Created by the researcher in ATLAS.ti

4.2 TABLE ON STUDY THEMES

MAIN THEME 1: CAUSES THAT LED TO THE NWDOH BEING PUT UNDER THE ADMINISTRATION OF SECTION 100 OF THE CONSTITUTION OF SOUTH AFRICA (1996).	
THEMES	SUB-THEMES
1.1 Causes	• Instability in the department • Political instability • Collapse of NWDoH leadership • Lapses in governance and policy • Poor personnel management • Procurement problems • Poor contract and tender management • Improper financial management • Moratorium on appointments • Non-payment and backlogs • Service delivery challenges

	• Inadequate infrastructure • Human resources
MAIN THEME 2: DESCRIPTION OF SUPERVISION OVERSIGHT	
Functions	• Centralisation system • Collective management • Situation-based analysis • Reconfiguration
MAIN THEME 3: THE INFLUENCE OF GOOD GOVERNANCE ON SERVICE DELIVERY WITHIN THE NWDOH	
3.1 Good governance	• Accountability and transparent governance • Experienced and expert team • Value system and organisational culture
MAIN THEME 4: THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE IMPLEMENTATION OF GOOD GOVERNANCE.	
4.1 Transformational leadership	• Leadership and management • Service delivery • Proper accountability • Finance and budget • Policy-focused • Improved Human Resources operations
4.2 Leadership and practice	• Unit renovation and maintenance • Management restructuring and services • Successful filling of relevant positions • Communication
4.2.1 Communication	• Engagement of stakeholders • Motivation • Information sharing and learning

4.3 Limitations of transformation leadership	• Untrained ad hoc committee members • Inadequate funding • Delay in approval of submissions • Lack of human resources
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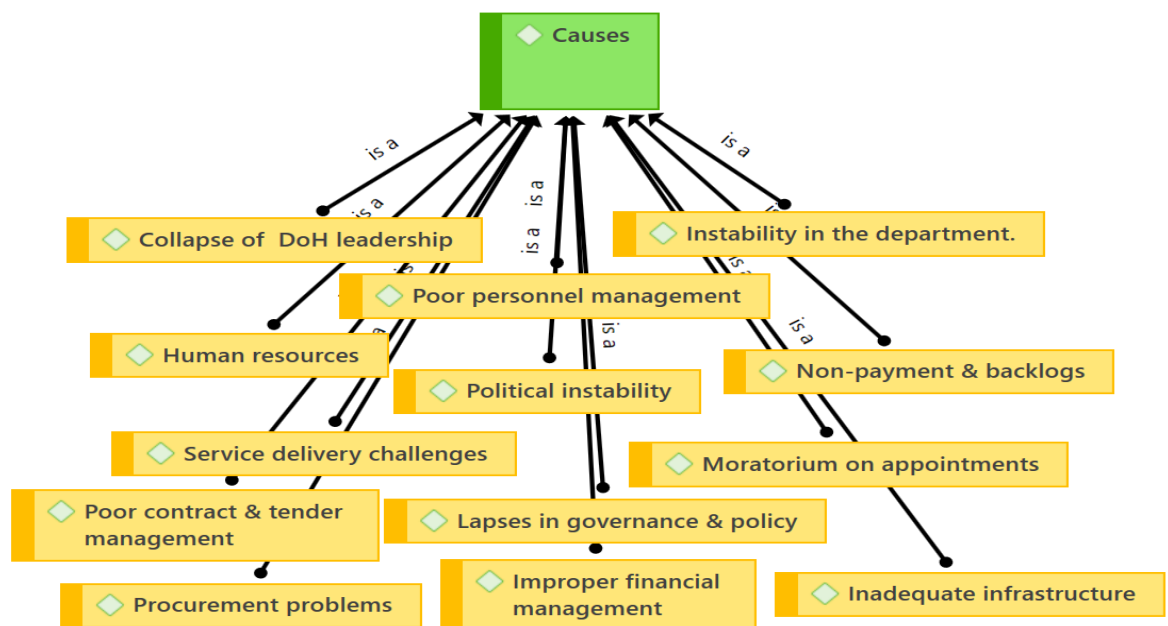
4.4.1 FINDINGS ON CAUSES THAT LED TO THE NWDOH BEING PUT UNDER THE ADMINISTRATION OF SECTION 100 OF THE CONSTITUTION OF SOUTH AFRICA (1996)

CAUSES THAT LED TO THE NWDOH BEING PUT UNDER THE ADMINISTRATION OF SECTION 100 OF THE CONSTITUTION OF SOUTH AFRICA (1996).	
P1	<i>One of them was instability in the department. There was a lot of labour unrest. That's number one. That's number 1 I know of. But also, there we case of awarding tenders irregularly. (P1, Sec A-Q1)</i>
P2	<i>I believe it's because of the lapses in governance and this relates to areas of financial management. Where it was I think it's common knowledge that some transactions and contracts were entered by the department which was later to be unlocked for the biggest issue is that the department came to a halt (P2, Sec A-Q1)</i>
P3	<i>I think I believe that is because of the leadership there was one can say there was a problem. The leadership in the Department of Health and the systems were collapsing (P3, Sec A-Q1).</i>
P4	<i>I think the reason for the administration was that things were identified or based on at that time the unions went on strike department was coming to a standstill and nothing could be done in terms of service delivery (P4, Sec A-Q1).</i>
P5	<i>Because there was political instability is so hence, a national took a national. The presidency took the initiate initiation to try and stabilise that by putting us under administration (P5, Sec A-Q1).</i>
P7	<i>Permanent disagreement with UNIONS' inability to pay, especially PMDS. And overtime, so the whole of the department collapsed at that time (P7, Sec A-Q1).</i>

P8	<i>I would say in my definition, there was a perception that stems have gone down. We were not able to offer health care services (P8, Sec A-Q1).</i>
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Participants discussed numerous problems that led to the NWDoH being placed under the administration of Section 100 of the *Constitution of South Africa* (1996): personnel management, procurement contract management, human resources, service delivery, and staff management, among others. Participants noted, among other things, department instability, irregular awarding of tenders, a moratorium on appointments, and deficiencies in governance, policy, service delivery. Participants stated that they were unable to provide health care services due to procurement challenges, labour turmoil, and strikes by Department of Health employees. As a result, it was placed under administration only because service delivery had failed. The findings suggested that the NWDoH faced several issues, ranging from departmental instability to political instability. Figure 4.2 mentions problems with service delivery, infrastructure, and pharmaceutical items, among other things. These causes and challenges prompted the NWDoH to be put under the administration of Section 100 of the *Constitution of South Africa* (1996).

Figure 4.2 causes of section 100 intervention



Source: Created by the researcher in ATLAS.ti

4.4.2 FINDINGS ON DESCRIPTION OF SUPERVISION OVERSIGHT

Description of supervision oversight yielded the theme function that comprises a centralisation system, collective management, situation-based analysis, and reconfiguration, as presented in Figure 4.3.

THEME	RESPONSES
CENTRALISATION SYSTEM	<i>Yes, when I hear the issues around, change in delegations, especially HR delegations when several activities were centralised, several activities were taken from the districts and they were done here. One of them is the recruitment process. It is still here. Not yet taken back to districts and it's frustrating (P1, Sec B- Q6)</i> <i>So, however, I believe that perhaps the intervention team thought that was the best way of doing things. The medicine budget was also centralised, especially for primary health care (P1, Sec B-Q6)</i> <i>Everybody out there is an effort of making sure that security companies are paid on time. The payment of those invoices was also centralised. They were unable to come up with a cost pay for patients at the hospitals because some of the expenditures were not accounted for at hospitals. They were accounted for here. (P1, Sec B-Q6).</i>
COLLECTIVE MANAGEMENT	<i>So all the decisions which were taken were as management very much involved working together. I believe that's the reason why the administration of the Department of Health succeeded (P3, Sec B-Q6)</i> <i>So yes, IMTT brought stability. You brought authority back over to management to start managing. Sensitise them to say hey you guys you let these people do the distance in your presence. (P8, Sec B-Q5)</i>
SITUATION-BASED ANALYSIS	<i>You may know that during the time of administration, there were real issues in terms of PMDS where things were not necessarily done. (P4, Sec B-Q6)</i>

	<i>The IMTT came up with a strategy to say let's look into classifying and grouping these functions. Put them together structurally. So that we get to get synergy in terms of operations (P8, Sec B-Q6)</i>
RECONFIGURATION	<i>So they looked at the structure and start filling the post and ensuring that at least, they did start targeting filling the management posts because if you don't have the leadership, then nobody's going to take responsibility (P3, Sec B-Q5)</i> <i>There was the reconfiguration of the structure because when I looked at HR, which just was under HR and it was not, which is a very key, important point. So it was under human resource management and labour relations as well as under human resource management, led by the director of HR so they were not given the necessary attention (P3, Sec B-Q5)</i>

4.4.2.1 CENTRALISATION SYSTEM

According to the study's findings, the intervention team found that a centralised strategy was the best method to deal with the challenges in the NWDoH. Participants reported that the medicine budget was centralised, particularly for primary care. Participants were dissatisfied with the centralised nature of all HR functions, including recruitment. Payments and procurement were also expedited; nevertheless, due to the new payment controls process, bill payment was delayed, which impacts everyone. They stated that if service providers were to be reimbursed within 30 days, it would take longer due to the centralised system's delay. The study's findings demonstrate that the intervention system's centralisation structure hampered the payment of invoices, services, and contract agreements. HR operations were also slowed down as a result of the new integrated system. The findings indicate that the new norm of centralised operations may cause approvals to be delayed; however, in the overall scheme of things, there are fewer irregularities experienced with the aid of the administration, which is relevant to the department's growth.

4.4.2.2 COLLECTIVE MANAGEMENT

Employees on the intervention team demonstrated good teamwork by contributing ideas and agreeing with the secretary when necessary. Participants reported that the cooperative approach was a strategy to involve as many people as possible, so that no blame could be allocated to either the administration or the department. After the administration left, the department would be able to stand on its own. Managers, on the other hand, realised that the collective management style afforded junior workers too much unjustified authority, which, as Participant 8 observed, had the potential to produce a disordered workplace.

The IMTT's visibility is enhanced by monitoring certain areas and showcasing their knowledge of low-wage jobs, HR processes, and prompt employee reporting. According to the data, the IMTT increased stability; however, this is typical practice for any management or organisation. It was critical for the IMTT to understand their obligations while keeping a healthy distance from the staff members.

4.4.2.3 SITUATION-BASED ANALYSIS

The IMTT investigated the department's current operations, which included the supply chain, human resources, and finances. Their strategy entailed studying the status quo and procedures, and determining what may be done differently to improve the situation. The IMTT observed the current situation in accordance with its standards and regulations. They examined if there were any governance difficulties with the current plan. Participants stated that serious difficulties, such as incomplete obligations, plagued PMDS management.

According to the data, the implementation of the IMTT was contingent on the nation and its military assenting to functioning under Section 100. Rejection would result in conflict with the administration management, since Section 100 does not indicate that the administration is permanently implemented, but rather that the HoD and accounting office duties have been transferred to the administration. One participant stated that when a person is assigned as HoD, the question that must be answered is: what that HoD's job entail? The HoD and administration will be at odds if the employee is not identified as being under administration. It was also stated that they had no choice but to accept the administration because their previous responsibilities,

particularly those of the MEC, had been transferred to the minister, who was responsible for communication protocols and staff quality. They were concerned that the individual would be dismissed if the administration were to disagree. Department staff were hesitant to contact the new management, according to the findings. They were under the impression that Section 100 would be governed by legislation.

4.4.2.4 RECONFIGURATION

Due to the significance of leadership to an organisation, the IMTT sought to fill managerial positions. Each agency in the district was reorganised, and each executive position was filled. Additionally, the IMTT determined the cost of wound care delivery. The exercise was productive because it revealed that the NWDoH is underfunded by \$2 billion. This indicates that when the department reported a scarcity of pharmaceuticals, it was owing to a lack of funds for prescriptions. Consequently, when an accruals issue is reported, it is due to a budget deficit.

However, a number of the methods were discovered to be strictly regulated, limiting their effectiveness. As a result, they had to alter their plans to accommodate some downtime. Certain regulatory organisations, such as ad hoc committees, adhere to the norms without exception. For instance, an SCM practitioner can manage each committee autonomously. Ultimately, the SCM practitioner was accountable for generating an acceptable report. That was an error. A second goal was the ongoing evaluation of feedback to address more specific issues. This has monetary and time-related repercussions. Participants characterised their typical procedure as composing the submission and gaining approval. The data indicates that policy reform increases accountability. Employees were guided through their roles and duties.

The IMTT acknowledged the NWDoH's current procedures, which included supply chain, human resources, and financial activities. Examining the current status of the issue and the related methods, they determined what should be changed to remedy the situation. The IMTT analysed the status quo in accordance with its standards and values. They were entrusted with analysing whether the current plan posed governance issues. Participants stated that there were valid PMDS difficulties where administrative responsibilities were not always performed.

4.4.3 FINDINGS ON THE INFLUENCE OF GOOD GOVERNANCE ON SERVICE DELIVERY WITHIN THE NWD_{oH}

The influence of good governance on service delivery within the NWD_{oH} includes the theme of good governance, which comprises accountability and transparent governance, experienced and expert teams, and value system and organisational culture.

THEME	RESPONSES
ACCOUNTABILITY AND TRANSPARENT GOVERNANCE	<i>Good governance implies that first, you are going to be an Accountable Government based on the services you provide. You provide them in consultation with communities. That's an element of public participation. What services you're providing we're going to account that in terms of auditing, services that you are delivering, are going to be based on the priorities determined by the people (P7, Sec A-Q2)</i> <i>So, I think consequence management is one thing that links the department from Personnel Management, up to finance management and management of resources in the department. Nobody's held responsible (P1, sec A-Q3)</i> <i>If management can continue now, to take accountability and responsibility that's why is that because in any organisation, if the leadership has a problem, then there will be no accountability. That's from the top to the bottom. So to strengthen good governance ensuring that we move forward, there must be accountability first, and adequate leadership in the Department of Health (P3, sec A-Q3).</i> <i>Because once management does something that documents thought goes through the lower levels except passes through the level levels and they didn't see but management doing they're doing something that is not. Not right. And then they</i>

	<i>expect us to do the right thing. So it's leading by example, (P4, sec A-Q3)</i> <i>There must be transparency to ensure that the department is run effectively and efficiently (P3, Sec A-Q2).</i>
EXPERIENCE AND EXPERT TEAM	<i>The second point is that when we feel with positions, we have to make sure that the people that are appointed are qualified and not only qualified but they are experienced and they are competent (P2, SecA-Q3)</i> <i>So to strengthen good governance ensuring that we move forward, there must be ...adequate leadership in the Department of Health (P3, Sec A-Q3).</i> <i>What they came when they came in, they first identified what is our current processes. So they were a team of experts from this, whether it be supply chain, HR, financial, whatever. So they came as a team of experts. They then looked at the current situation, and the current processes that we follow, and then they sat down to see what can be done differently to improve (P4, Sec B-Q6)</i> <i>Just have to get good people, qualified people if I may say, Yes, not deploys. Yes. Qualified people are relevant to a post not imposed on a particular post. They will be able to make sure that we get good governance (P5, Sec A, Q3).</i> <i>Governance is making sure that what you planned for is implemented according to your plan. That's governance and sticking to adhering to like things like peer-to-peer for me and regulations, Treasury regulations, or norms and standards (P5, Sec A-Q2)</i> <i>Make sure that you have appropriate or that you make sure that your senior management positions are filled to make sure that there's leadership. (P4, Sec A, Q3).</i>
VALUE SYSTEM AND	<i>The strengthening of the organisational culture is the issue of ensuring that there's open participation in decision-making.</i>

ORGANISATIONAL CULTURE	<i>One of the problems that we have is that general workers in managers are ever capable of information (P7, sec A-Q3).</i> <i>Made sure that we have this culture of good governance throughout the department and mentioned that where the culture was wrong, the culture must change to reflect the culture and then lead and show that the younger people to make sure that the culture is corrected (P4, sec A-Q3)</i> <i>Consulting general workers, but also consulting means there's also an element where you even doubt if managers do have monthly meetings. You suspect that that's not possible because of the gap in information between what managers would have, which should have been saved with those that are reporting to them(P7, sec A-Q3)</i> <i>I'm not too sure where I'm sitting I'm convinced that we are not using that 1% of the budget that is supposed to be spent on and around training people. Which would allow people to start to learn the culture of how things are done here and all that. So, it's quite something that I think through training, avenues would be able to get people to know the culture better (P8, Sec A-Q3).</i> <i>if we had a very strong component of HR that has inductions, would it be an advantage to can assist us to spread the culture of an organisation (P8, SecA-Q3).</i>
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4.4.3.1 ACCOUNTABILITY AND TRANSPARENT GOVERNANCE

Transparency and accountability in governance have been connected to the influence of good governance on service delivery within the NWDoH. Participants stated that as public servants, they are responsible for serving the community and managing the country's resources on behalf of South Africans. This is accomplished by transparency and keeping the public informed of decisions regarding service delivery and resources entrusted to them. According to the study's findings, accountability improves service delivery, and providing resources in cooperation with communities stimulates public

participation. This is subject to accountability because services given are audited and services delivered are based on people's priorities.

Transparency, open participation in decision-making, leading by example, and a culture of consultancy were found to be significant in ensuring strong governance procedures. The knowledge gap between managers and employees impedes accountability and fosters distance. Findings highlighted, on the one hand, a need for management to build a culture of consultation to include all members of staff, and, on the other hand, to make contributions to their representatives to promote good governance. This will also promote transparency, ensuring that the department runs smoothly and successfully.

4.4.3.2 EXPERIENCE AND EXPERT TEAM

Participants emphasised the importance of ensuring that the department's operations are carried out by competent and capable leaders and managers, as this will have an impact on service delivery. According to the findings, competent and expert managers take more initiative and are more willing to make changes. The study's findings indicate that qualified and experienced employees in relevant areas are needed for optimal service delivery. This is due to the fact that they play important roles in encouraging ideas and innovations within an organisation. They also guarantee good governance. According to the findings, expert persons are more structural and crucial in the implementation of departmental aims and objectives.

4.4.3.3 VALUE SYSTEM AND ORGANISATIONAL CULTURE

The department's vision, which reflects its value system, is communicated to the staff through excellent governance. All department staff, especially new employees, should be taught and made aware of their obligations. Participants stated that excellent governance sets the tone of the organisation's culture, since they operate according to a defined document that discusses the value system and organisational culture, which has an impact on service delivery. Because accountable leadership aids an organisation by improving the performance management system, accountability and transparent governance play a significant role in influencing value systems and organisational culture. Such a culture arguably contributes to developing an atmosphere of service delivery for the public good, rather than simply functioning

according to a reward system or a means of ensuring that the major objectives of the companies are matched with individual performance management systems.

4.4.4 FINDINGS ON THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE IMPLEMENTATION OF GOOD GOVERNANCE

The data yielded three themes regarding the influence of transformational leadership on the implementation of good governance. The themes consist of transformational leadership, leadership and practice, and limitations of transformational leadership, as presented in Table 4.3.

Table 4.3 transformational leadership and good governance

MAIN THEME 4: THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE IMPLEMENTATION OF GOOD GOVERNANCE.	
Transformational leadership	Leadership & management <i>The changes the stability started to come in governance started to function well (P8, SecB-Q5).</i> <i>I think one of the things that came very strong through the intervention was everybody understanding their role, where they are, and what is expected of them and making sure that we account accordingly (P2, SecB-Q5).</i> <i>Change in delegations, especially HR delegations when several activities were centralised, so several activities were taken from the districts and were done here. (P1, SecB-Q5)</i> <i>management is one of the issues that the intervention team could not resolve (P1, SecB-Q7)</i> Service delivery <i>Issues of pharmaceuticals were one of the key areas which were also elevated and clinics from the clinic level hospitals. They were forced to take the issue of recording the availability of medicine into the system so vigorously other than before, we had I think, Job issues of governance (P2, SecB-Q5).</i>

	<i>The medicine budget was also centralised, especially for primary health care. It was centralised at the Depot. Meaning that districts don't know how much they allocated they don't know how much they can spend. And yet they are to manage their budgets and activities. It is still centralised (P1, SecB-Q5). So if one thing is not there, your supply chain is not there. All those kinds of things. So yes, IMTT brought stability (P8, SecB-Q5)</i> <i>So, they did much in restoring that aspect as far as the supply chain is concerned, they came up with some ad hoc committees for your procurement committees, but they did not last long(P6, SecB-Q7)</i> • Proper accountability <i>Accountability came out very strong through the intervention as staff understood their roles and what is expected of them as well as the ability to account accordingly (P2, SecB-Q5). I think one of the things that came very strong through the intervention was everybody understanding their role, where they are, and what is expected of them and making sure that we account accordingly (P2, SecB-Q5). There is accountability (P3, SecB-Q5) You know, people became more accountable or they were held more accountable for their actions. Previously, you would do something people, person might do something wrong and then nothing will happen to that person. Now it's more an issue of accountability for the actions that (P4, SecB-Q5)</i> • Finance & Budget <i>The departmental budget was not addressed. Even when you go to the section 100 report by the administrator is one of the outstanding issues because the intervention could not assist the northwest province, Department of Health to get additional</i>
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	<i>funding from the treasurer we are still underfunded (P1, SecB-Q7)</i> <i>With regard to financial management. There were several findings and I think when they started we were actually in a disclaimer in terms of the audit (P2, SecB-Q5)</i> <i>So part of it was the introduction of this internal control where a certain amount of threshold we had to submit to head office so that it can go through internal controls and several things were picked up in were corrected and the whole area of the supply chain we were forced really to change how we do certain things (P2, SecB-Q5).</i> <i>So yes, they've been able to identify the areas but the finances have not been stabilised to the extent that we don't have accruals and so we still have accruals we still not able to pay suppliers within 30 days. So in a sense, it has been stabilised that our proper management and control over the finances but not necessarily to the extent that you can say the budget that we have is sufficient for the department. ... And COVID also had an impact on that as well (P4, SecB-Q7).</i> <i>They didn't stabilise although there was a lack of delay in one way or the other which made us not move faster than we used to. But I understand why, because as I said earlier, it was to ensure that we will close the audit gap in queries of the audit. So it did help in that in that case, although it also delayed some of our projects, infrastructure projects (P5, SecB-Q7)</i> <i>So I believe that our finances are much better at the point that there was also the introduction of changing bid committees with a view of trying to deal with issues of corruption as you know that part of what they had to deal with was several corrupted contracts that were in place. So there's a work-study that was done on the supply chain of the department, and I believe the implementation of that is being continued (P2, SecB-Q7).</i>
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	So, as a result, you won't say that there is an irregular expenditure that came through them, although you need to look at the percentage. If you are to say that therefore also contributed to that but it remains to be solved (P6, SecB-Q7) We now have a different way of writing submissions of writing on submissions, although unfortunately, they took longer than before. But it was to close the gap of audit issues so that when it comes then you've got all the paperwork. Yes. So to make it did help. There were a lot of changes and I must say from, from our site. We benefited in that (P5, SecB-Q5) Policy-focussed There's never been a problem. So it depends on how you deal with the management of that process. But the only weakness is that in the Constitution, there is an expectation that there's going to be a law governing section 100 administration, but that does not exist, was the second province from Limpopo to be under administration. But between the times there was administration within close, and notice there's still no legislation because the need for legislation is because you need consistency. And what would administration mean in practical terms? I think that from the northwest experience, the National must be ready to draft legislation to cover section 100. (P7, SecB-Q5). Improved Human resource operations Yeah, they assisted ...because number one, there was a dire shortage of staff when operating in corporate services, where they know enough hands because as you know, in the Department of Health we need more hands (P3, Sec B-Q5) You had staff or were not consistent with assisting them. But they were doing the work of pharmacy assistants many of you had pharmacy assistants, who were doing the work of post-
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	<i>basic pharmacists who maybe is in all those anomalies had to be corrected (P2, SecB-Q5)</i>
Leadership and practice	Units' renovation & maintenance <i>Hence we now have all these theaters in Klerksdorp Tshepong that are newly renovated and upgraded. We have all the theatres in Klerksdorp Tshepong We have words such as your psychiatry court, 72 hour Ward, that are currently being finalised in terms of renovation (P2, Sec C-Q9)</i> <i>through the administrator, we engage the person who's in charge of infrastructure, and now within three weeks, we were given money to fix what you need I was able to replace the water system at about 1.5 million, which is which I have been asking and in the whole upgrade of the unit and we put even introduce the new services within the same area because we had an open space that we wanted to convert for patients that are not requiring to be in bed, but we just need sofas for chemo. And that was done through administration (P2, SecC-Q9)</i> Management restructuring & services <i>I think it was a success to be honest, because now in this department, we all know I think as management, I believe you can see the team that they want to work as a team continue working as a team, we want to achieve and because before we used to keep quiet about a lot of things, but now we at least can raise them (P3, SecC-9).</i> <i>And there is also consequence management because before there was absolutely nothing anyone can say that just alluded to the fact that labor relations was just the end everybody could do domestic pleases, but now they realise that slowly but surely, consequence management in the department is serious (P3, SecC-9).</i>

	<i>The things that we could do is that we have stabilised pharmaceutical services in the province. At this stage. We used to have problems in terms of our payment processes (P2, SecC-Q9)</i> <i>Remember, before the intervention, the department had stopped buying ambulances for five years. But with the administration, we then restarted the process. And I think if my memory serves me well since the intervention, we have injected about 184 new ambulances into the fifth part of the administration that we were the only department in the province (P2, SecC-Q9)</i> <i>Our medical depot was just a mess. But by December, we had now mastered all the strategies and we were able to reduce the accruals, pay all the suppliers that we all improve our medicine availability to above 80%, which is the acceptable norm and I can tell you even by which now deals with both education and nursing. Practice. So I think we were able to be successful to implement some of those. (P2, SecC-Q9)</i> • <i>Successful implementation of filling relevant positions</i> <i>We advertised the Deputy Director forensic. We have a plan in terms of recovery on forensic pathology services on their hospital side. I think I only have one vacant position of a CEO (P1, SecC-Q9)</i> <i>And currently, the department is having a fully-fledged executive committee as well as departmental I think management committee to some extent, except for the recent 10 overall stuff but generally, in terms of capacity in different units. I can see the intervention was successful. In that (P1,SecC-Q9)</i>
Communication	• Engagement of stakeholders

	<i>Start going with holding regular meetings with staff within the units, giving them feedback and updates in terms of progress (P4, Sec C-Q11).</i> <i>There was the communication of staff at some stage we did have staff meetings with all levels of staff (P4, Sec C-Q11)</i> <i>The negative impact of communication as the administration was that there was always suspicion. That administration was meant to take over that which belonged to the people of the province. They saw national as taking off and not a constitutional imperative. It's like when the provinces dissolve a municipality, like the one we're at, it's somewhat dissolved. They still blame the province for the dissolution (P7, Sec C-Q11)</i> <i>But I think we still need to make sure that we continue to communicate the strategies that we are implementing or where we are going as a department (P4-Sec C-Q11).</i> Motivation <i>It was motivating. The workload was too much but it is motivating to have supervisors who listen and then understand where you want to take the (P3, Sec C-Q11)</i> <i>But management should also make sure that they hold regular meetings with staff, the Director, Deputy Director of meetings. So that this information that is there is disseminated (P4, Sec C-Q11)</i> Information sharing & learning <i>To improve the class we invited quality assurance in our meeting, which we never did before. So it's part of communication. So it's like we're doing this. We don't know. You're supposed to be doing this. So we're learning so communication leads to learning is so to me. It was a very important part of it, and it helped us a lot (P5, Sec C-Q11).</i>
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	<i>They should have learned by the time that the department says we're no longer going to spend money for renovations and maintenance they should have known because the hospital is used by them. They should have known when you did all these communications. But first, it depends on the people you're communicating with. Is what you are telling them what they expected? (P7, Sec C-Q11)</i> <i>So things have gone to go better. Because we communicate far, much better, we are a bit more consistent. Meetings are one way of communication. You know, and then the response in the form of reports or a report that comes, from your reviews, speaks to performance. It's a way of communicating your decisions back to say indeed it means we are getting some (P7, Sec C-Q11)</i>
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Transformational leadership consists of six sub-themes, as discussed below.

4.4.4.1 LEADERSHIP & MANAGEMENT

Participants mentioned that transformational leadership influences the implementation of good governance. Changes occurred in the NWDoH during the transition, particularly in the leadership and management structure. In addition, concerns relating to accountability was addressed during the intervention period. The influence on leadership was both positive and negative. Nevertheless, management issues were not resolved by the IMTT, as reflected in the views of Participant 1. The IMTT brought stability and authority back into the department, and their presence was evidenced in leadership and management practices.

4.4.4.2 SERVICE DELIVERY

Participants mentioned that concerns about pharmaceutical products were one of the key areas of improvement at the clinic level. The supply chain was also restored, and the intervention arrived with ad hoc committees that were responsible for procurement functions; nevertheless, participants reported that the committees did not last long.

4.4.4.3 PROPER ACCOUNTABILITY

Transformational leadership led to proper accountability. Participants agreed that it was due to the implementation of good governance. The leadership brought changes to the department, resulting in staff compliance and better structure; these promoted accountability. The findings show that accountability is an important result of the implementation of good governance.

4.4.4.4 FINANCE AND BUDGET

According to the participants, the IMTT was unable to secure more funds for the department. Although the IMTT was credited with helping to stabilise the department's finances, it was later discovered that the department seemed to be underfunded. Despite being able to deliver essential services, the agency lacked the funding necessary to pay for service providers and related services. Even though the IMTT was able to target important regions, the funding was not sufficiently secure. The department's inability to pay for supplies within 30 days was cited as a result of accruals that still existed. Although the department's budget is not always adequate, the IMTT managed to stabilise management and financial control. The inability to maintain some of the essential services, or having to scale back on some of them as the fiscal year comes to an end, was still a problem cited by participants. This issue was also attributed to COVID-19.

Participants explained why the IMTT failed to fully stabilise the finances, citing their responsibility to examine departmental accounts and attempt to address issues of corruption and erroneous spending. Below are their opinions on the issue. The study's findings imply that irregular spending occurred before the implementation of the IMTT intervention. The administration lowered the rate of erroneous spending and improved audit results. While the IMTT was operating, the abnormalities did not disappear, but increased somewhat. According to the findings, the IMTT did not completely eradicate financial misconduct in the department.

4.4.4.5 POLICY-FOCUSED

It was asserted by the participants that Section 100 of the *Constitution of South Africa* (1996) is flawed. Although the legislation is required because of the requirement for uniformity, there has been no legislation during that time to address issues of protocol

in terms of reporting. The administration was thus focused on policy, as set forth in Section 100.

4.4.4.6 IMPROVED HUMAN RESOURCE OPERATIONS

Transformational leadership influenced human resource processes in the implementation of good governance. Before the arrival of the IMTT, there were issues with staff appointments and irregular contracts. Staff was assigned to roles and duties they were not qualified for, and there was a dire shortage of staff.

4.4.4.1 LEADERSHIP AND PRACTICE

4.4.4.7 UNITS' RENOVATION AND MAINTENANCE

Leadership ensured that infrastructure was renovated, and adequate maintenance culture was practiced. It was revealed that when the section 100 intervention started, there was an improvement in infrastructure within different units of the hospital. The new administration promoted the renovation and maintenance of infrastructure in various units in the department. New services were provided, and equipment was bought, such as cameras for the treatment of cancer.

4.4.4.8 MANAGEMENT RESTRUCTURING AND SERVICES

There was management restructuring during the administration, participants expressed that it was a success because teamwork was adopted in management, compared to when employees were isolated and hesitant to speak out on several issues affecting the department. Services such as pharmaceutical services were provided as indicated in the five-pillar intervention plan. In the five years before the intervention, the department had not bought any new ambulances; with the new administration 184 ambulances have been provided. It was reported that some pharmaceutical services in the province have been stabilised. Participants mentioned that they had previously experienced problems in terms of payment processes, and that this was improved. There was also a reduction in accruals. The administration brought about teamwork, accrual reductions, and improved pharmaceutical services. The findings suggest that the administration reduced challenges experienced by the NWDoH.

4.4.4.9 SUCCESSFUL IMPLEMENTATION OF FILLING RELEVANT POSITIONS

Findings reveal that the intervention was successful in this capacity in different units. Several managerial positions were filled to take care of leadership roles that had been neglected for years.

4.4.4.10 ENGAGEMENT OF STAKEHOLDERS

The communication method contributed to promoting the engagement of all stakeholders. Participants mentioned that they occasionally receive internal newsletters, and management meetings have improved in the department. During the management committee's meetings, feedback and updates in terms of progress were reported. Communication methods further assisted in providing information to everyone; previously, the majority of the staff were entirely unaware of what was happening in the department. Participants reported frequent meetings, and discussions during meetings were positive. Communication was quite helpful when and where they attempt to solve issues. Findings revealed that communication is crucial for engaging management or senior staff. Although the communication method had its advantages in the turnaround strategy, it was reported that conflicts occurred during management meetings, as staff from various units began to report other unrelated challenges in their units.

4.4.4.11 MOTIVATION

Since information feedback was received during management committee meetings, the role of communication contributed to an increase in employee motivation. Information and feedback regarding progress is likely to inspire employees and management to implement further positive developments in the IMTT.

4.4.4.12 INFORMATION SHARING AND LEARNING

Communication is helpful for learning and sharing information. It also deals with both internal and external issues. Since the intervention, employees understand how the administration is investing in improving the department. Outside communication becomes information relayed to the public, which is very important for improving the NWDoH. Although improvements have been made, more work needs to be done.

4.5 SUMMARY OF THE CHAPTER

The study evaluates the effectiveness of the intervention techniques used in the NWDoH. The presentation and interpretation of the research study's empirical findings are the focus in this chapter. The chapter started off with a thorough explanation of the research strategy, and methodology; it then focused on the thematic analysis; the qualitative results are also provided in Chapter 4. The research identified 37 subcategories, 10 subthemes, and four primary themes. The research findings show that the NWDoH has made significant strides in addressing the strategies put in place to get it out of section 100 administration and possibly prevent the collapse of vital services; however, there is still room for improvement in terms of promoting and improving governance and leadership.

According to the findings of the study, the intervention team believed that a centralised structure was the most effective means of addressing the difficulties inside the NWDoH. Participants reported that the funding for medicine was centralised, especially for primary health care. Participants were unhappy with the centralisation of all human resource functions, including recruitment. Payments and procurement were also merged, and the new payment controls process resulted in a delay in the payment of all bills. They reported that where payments were required to be made to service providers within 30 days it took longer due to the delay inherent in the method of the centralised system. The study revealed that the centralised approach of the intervention system slowed some activities down, including the payment of invoices, services, and contract agreements. Even human resource operations were affected by the new consolidated structure. The data suggests that the new administrative standard has an impact on meeting deadlines, which has ramifications for the department's growth.

Employees were able to collaborate, produce ideas, and reach consensus, demonstrating the intervention team's cooperative nature. Participants believed that the cooperation strategy was intended to involve as many individuals as possible so that neither the administration nor the department could be held accountable for any problems that may arise. An alternative explanation is that, following the departure of the administration, the department would be able to stand on its own. Participant 8

claimed that managers perceived that the collaborative management style granted undue influence to junior employees, which could lead to a disordered workplace. By overseeing specific areas and demonstrating their knowledge of low-wage employment, HR protocols, and timely employee reporting, the general perception of the IMTT was enhanced. According to the findings, the IMTT brought about stability, although that is standard procedure for any management body or organisation. It was required that the IMTT be informed of employees' duties, and they maintained a healthy distance from the employees. The personnel of the department were disregarded.

The IMTT identified the existing processes of the NWDoH, including supply chain, human resources, and financial procedures, among others. Observing the status quo and the processes in place, they determined what could be done differently to improve the circumstances. The IMTT observed the current conditions in accordance with its policies and regulations. Specifically, they determined whether the present strategy had governance weaknesses. Participants concurred that there were actual PMDS issues, where tasks were not necessarily performed under the current government.

The IMTT sought to fill managerial positions due to the significance of leadership within an organisation. They reorganised every district department and ensured that every leadership post was filled. Additionally, the IMTT assessed the cost of wound care delivery. The exercise was productive because it revealed that the NWDoH is underfunded by R2 billion. This suggests that when the department reported a prescription drug shortage, it was owing to a lack of funding for prescriptions. It means that when an accruals issue was reported it was due to a budget deficit.

In the following and final chapter, a summary of the five chapters of this research study based on an analysis and interpretation of the research data is provided, as well as a series of recommendations for improvements that can still be implemented. A concise summary precedes the identification of additional study areas.

CHAPTER 5 - SUMMARY OF FINDINGS, CONCLUSION, AND RECCOMENDATIONS

5.1 INTRODUCTION

Chapter 4 contains the research approach motivation and a thematic discussion of the empirical findings. The primary objective of this chapter is to present a summary of the research, delineating the contents of each of the five chapters as it aligns and synergises with the research objectives of the study. Thereafter, based on the empirical results, relevant conclusions and appropriate recommendations are provided. Finally, future areas of research are identified and a brief final summary of the work is offered.

5.2 SUMMARY OF THE CHAPTERS

5.2.1 CHAPTER 1: INTRODUCTION OF THE STUDY

The purpose of this chapter is to introduce the study's context and the overarching research challenge to the reader. It records a comprehensive view of the research issue at hand, which is the alleged maladministration inside the NWDoH. Work that had to be done for this study is laid out in Chapter 5 by articulating research questions and objectives. This chapter also defines key concepts and vocabulary, explained the study's methodology, and discusses its significance. After summarising the chapter's content, the author provided an outline of the dissertation's organisational structure. Each chapter's contribution to the study is documented in Chapter 5, which is connected to Chapter 1.

5.2.2 CHAPTER 2: LITERATURE REVIEW

The information presented in Chapter 2 is secondary to the primary data. This section provides an overview of some of the previously published works that contribute to the existing body of knowledge on this study's topic of interest. This chapter covered the several levels of government, the idea of Section 100 of the *Constitution of South Africa* (1996), and the motivations behind the intervention into the NWDoH. The following sections of this chapter discussed the NCoP's role in providing supervision and in answering to the public. The chapter continued with discussions on leadership and organisational culture, as well as chosen public sector leadership styles, with an emphasis on transformational leadership.

5.2.3 CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

Chapter 3 contains an outline of the method used for addressing the research questions and achieving the study's aims; it also includes the theoretical foundation of the study, which is founded on a combination of interpretivist and social constructivist perspectives. It also includes details regarding the study's methodology, such as its research strategy, methodology, data collection methods, sample, and approach; thereafter, limitations and delimitations of the study, as well as quality assurance and analysis of the collected data, are discussed. Chapter 3 details the research procedures that allowed the author to collect data and compose Chapters 4 and 5.

5.2.4 CHAPTER 4: RESULTS AND DISCUSSION

Data from semi-structured interviews is presented, analysed, and interpreted in Chapter 4. These were investigated in light of the material presented in Chapter 2. The case background, the secondary data analysis is presented in narrative form in Chapter 4. The chapter contains tables and matrices that display principal data. Following a thorough process of data reduction, which involved the labelling and categorisation of raw data, the researcher generated matrices. Subsections derived from the research questions were used to organise and show the data. In each section, the results are discussed in light of the literature covered in the preceding chapter.

5.2.5 CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The dissertation concludes with Chapter 5. Based on the primary and secondary sources mentioned in the preceding chapters, the researcher presents the discussions, conclusions, and ideas produced throughout the study. This section begins with an outline of the study's aims and research questions. This section is easily digestible and is divided into four sections, each of which relates to one of the study's four primary themes. This chapter summarises key observations, inferences, and suggestions from the preceding section. Further, this chapter summarises the whole study, integrating the data presented in the preceding four chapters to answer the study's primary research questions and fulfil its overall aims. This section explains how

the research helps to answer the question stated in the introduction. The concluding sections provide a summary of the chapter, as well as recommendations for further research. The key results and research conclusions follows.

5.3 MAIN RESEARCH FINDINGS AND CONCLUSIONS

This section depicts the study's primary research questions and aims. Discussions of the study's most important findings and interpretations are included below.

5.3.1 PRIMARY OBJECTIVE: TO ASSESS THE EFFECTIVENESS OF THE INTERVENTION STRATEGIES IMPLEMENTED IN THE NWDoh DURING THE INTERVENTION

The overall administration was successful even though there are still a number issues that still need to be addressed. Management was restructured under the administration. According to participants, it was successful because the team functioned as a management team, as opposed to when personnel was segregated and remained silent about departmental difficulties. The intervention plan's five pillars required, among other things, the provision of pharmacological services. Prior to the intervention, the organisation resisted purchasing ambulances for five years. The administration, on the other hand, has made 184 ambulances available. The province's pharmaceutical services seem to have stabilised. Participants reported having previously faced payment procedure problems, which have improved. According to the data, the intervention benefited a number of units. A number of long-vacant managerial posts were filled. The use of communication as a tool by transformational leaders aided in the development of good governance. According to participants, communication is critical for facilitating knowledge exchange and learning, employee and management motivation, and engagement. The communication strategy increased the involvement of all stakeholders. Participants reported that departmental management meetings improved and that internal newsletters were delivered on a regular basis.

Feedback and progress reports are discussed during management committee meetings. Because the vast majority of employees were unaware of what was going on in their department, communication strategies were implemented to disseminate

information to everyone. Regular meetings were held, and discussions were beneficial, according to those in attendance. The ability to communicate is extremely useful when seeking to solve a problem. Communication, according to the study, is critical for involving management or senior staff. Despite the fact that the communication technique offers advantages in the turnaround plan, it has been noted that during management meetings, employees raise concerns that are only relevant to their own units, which leads to disputes. Participants believed that frequent suspicion was linked to poor administration communication outcomes.

5.3.2 SECONDARY OBJECTIVE 1: TO IDENTIFY THE CAUSES THAT LED TO THE NWDoh BEING PUT UNDER ADMINISTRATION

The department's leadership and management procedures proved that the arrival of the IMTT restored authority and stability. Pharmaceutical concerns were one of the most often reported difficulties at the clinical level, according to participants. The intervention involved the formation of ad hoc committees which were in charge of procurement and supply chain rehabilitation. However, participants noticed that the committees were short-lived. Human resource constraints, untrained members of the ad hoc committees, financing issues, delays in submission processing, and limitations in the IMTT's techniques all hampered implementation. Ad hoc committee members who are insufficiently trained stymie revolutionary leadership. This is due to the fact that the law requires an ad hoc committee group to be trained, which necessitates the department spending additional money on their education whenever an ad hoc committee is constituted.

5.3.3 SECONDARY OBJECTIVE 2: TO OFFER AN EXPLANATION OF OVERSIGHT

The association between effective governance and service delivery within the NWDoh was attributed to transparency and accountable governance. As public servants, participants indicated they were responsible for serving the community and managing the nation's resources on behalf of South Africans. This is achieved through transparency and public awareness regarding decisions about entrusted resources and service delivery. According to the study's findings, accountability influences service delivery, and public engagement is strengthened when resources are

dispersed while involving the communities. Accountability is achieved because services are audited and service delivery is determined by the priorities of the people.

The information gap between managers and workers undermines accountability and fosters feelings of isolation. The findings demonstrate that, in order to achieve successful governance, management must establish a culture of consultation in order to involve all staff members and solicit advice from their representatives. This will also promote transparency and ensure that the agency is managed efficiently. In order to develop a team's abilities and experience, accountability and open governance are essential. Participants stressed the need to ensure that the department's operations are conducted by competent and qualified leaders and managers, as this will affect service delivery. According to the findings, competent and knowledgeable managers are more likely to take initiative and be motivated to grow.

For optimal service delivery, the study's findings imply that relevant authorities must employ competent and experienced personnel; this is because they stimulate initiative and creativity inside an organisation. In addition, they guarantee effective government. According to the findings, specialised individuals are structurally vital to the achievement of departmental objectives and goals. The department's vision, which represents its value system, was communicated to the personnel through effective management. It was ensured that all department employees, including new hires, are aware of their responsibilities. Participants concurred that effective governance influences service delivery because it functions inside a document that defines the value system and company culture.

5.3.4 SECONDARY OBJECTIVE 3: TO DESCRIBE THE INFLUENCE OF GOOD GOVERNANCE WITHIN THE NWDoh

It was also discovered that several ad hoc committees had been reorganised. Participants remarked that its framework recalled earlier strategies. However, it was revealed that a few of the procedures were too regulated, which limited their contributions. As a result, they had to alter their plans in order to have some downtime. Certain regulatory entities, such as ad hoc committees, adhered to the rules without exception. An SCM practitioner, for instance, can individually manage each

committee. The SCM practitioner was ultimately accountable for generating an accepted report.

The continual assessment of comments to resolve more specific issues was a secondary concern. This has monetary and time-related repercussions. Participants reported that their typical method consisted of composing the submission and obtaining permission. Due to the necessity of assessing the NWDoH's policies, the IMTT investigated them and also analysed SOPs. The data indicate that policy reform contributed to increased accountability. Employees were guided and informed of their roles and responsibilities.

The outcomes of this study indicate that the link between the NWDoH's political and administrative leadership is highly positive. The strategic aims and objectives of the organisation are achieved through collaboration between the two leadership branches. According to the findings of the study, the NWDoH uses group decision-making for operationally significant decisions. A negative consequence is that financial remuneration plays a significant role in ensuring employee satisfaction, and a lack of transparency in this area demotivates individuals. It is reasonable to conclude that transformational leadership has a close relationship to employee happiness and, consequently, organisational success. The combination of transformational leadership with strong governance aids organisational effectiveness and efficiency, which results in organisational success and financial sustainability. Based on this objective's findings, two recommendations are provided. First, it is proposed that a strategy be developed to ensure continuity and consistency upon the conclusion of the existing political leadership's term in office. Once the new political leadership is in place, they should receive training in leadership, governance, and communication so that the department does not lose its forward momentum. Second, it is recommended that the minimum criteria for appointment to a management position include a certain degree of education.

5.3.5 SECONDARY OBJECTIVE 4: TO DETERMINE THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE IMPLEMENTATION OF GOOD GOVERNANCE

Transformational leadership has a clear impact on accountable conduct. Participants claimed it had an impact on the quality of governance. As a result of the leadership's efforts, the department's organisational structure, staff compliance, and sense of responsibility have all improved. According to the findings, accountability is required for efficient government expansion.

According to the study's conclusions, effective communication is essential for implementing the NWDoH turnaround strategy. Management and staff became more involved as a result of frequent meetings and an internal newsletter. The research reveals that attending frequent strategic management meetings enhances knowledge exchange. The management committee meetings will improve individual communication by providing information and soliciting input. If management and staff are regularly informed of feedback and progress, they are more likely to continue implementing beneficial IMTT concepts. Individuals were able to share and collect information thanks to communication. The panellists were unambiguous regarding the constitutional implications of the departmental issue. Despite the necessity for uniformity, which would have compelled the existence of regulations at the time, none existed. As mentioned in Section 100, this demonstrated the government's concern for policy.

The findings suggest that good governance is being leveraged to achieve legal compliance. As a result, smart policy decisions nearly always result in better planning and implementation. Transformational leadership in human resources has increasingly attracted candidates able to implement successful governance. Prior to the founding of the IMTT, there were concerns about recruiting persons and the unpredictability of unwritten contracts. Individuals with insufficient qualifications were allocated to posts. There was a serious labour shortage. The administration investigated the formation of the NWDoH. They hired the best candidate and paid close attention to their management responsibilities, recognising that strong governance and accountability is dependent on strategic leadership. A well-functioning government must be able to connect with the workforce in a way that

encourages and allows accountability and openness. There were no protests calling for improved service delivery in the NWDoH. Platforms for engaging, including, and integrating the public in NWDoH decision-making processes were established as a vital component of the turnaround strategy.

Effective public participation and communication techniques are required to attain favourable audit results. The NWDoH met the bulk of its service delivery targets by implementing internal controls to ensure proper handling of government funds and adopting a new goal-oriented management style. The NWDoH leadership's dedication to assisting the local department in achieving its organisational goals, particularly in terms of delivering high-quality reports to verify legal compliance, was a vital component of the turnaround approach. Transformative leadership demands excellent communication skills. Agents of change must be good communicators and persuaders. According to a survey, individuals choose transformational leadership over other types of leadership. This is because companies with motivated staff are more likely to adhere to their strategic plans and achieve their objectives.

5.4 RECOMMENDATIONS

This section provides concise summaries of the study's broad recommendations, which are based on the key research findings and conclusions presented in the previous section. The report's primary suggestions include ensuring that the NWDoH swiftly establishes strong synergy with newly formed committees and personnel; this is to ensure that everyone inside the organisation is working towards the same vision. The following recommendations are made:

- The NWDoH should adopt strategies and procedures to address employee concerns about the department's corporate culture, which contributes to disengagement.
- In addition to the first recommendation, the NWDoH management should investigate new, long-term strategies for creating, improving, and preserving staff interactions across all of its directorates. This should follow a consistent strategy in which improved employee relations are incorporated as key performance metrics in the NWDoH's top management's performance assessments.

- The NWDoH administration must ensure uniformity in the application of regulations and processes, notably in the finance division. It is expected that this will develop a culture of responsibility and openness while also increasing the financial stability of the NWDoH.
- The NWDoH should fill essential positions with suitable candidates who can help the department achieve its strategic goals.
- It is suggested that management and staff training and capacity development continue throughout the employment period. This will improve the monitoring role carried out by all department personnel.
- National and provincial governments must provide more aid to local governments. Monitoring and assessment should not be mere formalities, but rather a more meaningful activity that may anticipate when departments will be in jeopardy and propose remedies before the national government is called in.
- The NWDoH must be held accountable for carrying out the AG's recommendations. If the political and administrative leadership fails to follow the AG's advice, they should face sanctions and legal consequences.

5.5 AREAS FOR FUTURE RESEARCH

During the course of this investigation, the researcher obtained some insight into the state of the public sector and the NWDoH. The current outlook for public sector audit opinion outcomes is worrying, as this has a direct impact on the country's quality of service delivery. This impacts whether the aims outlined in the NDP 2030 or the UN Sustainable Goals will be met. As a result of conducting this research, new questions for future research have emerged. These are some examples:

- Further investigation into why the organisational culture at NWDoH is so negative?
- Could the tactics adopted and followed by the NWDoH to better its condition be emulated in other provincial departments facing similar challenges?
- What is the local organisational environment like between the time a provincial department is placed under national administration and the time the administration term ends?
- How does an administrative change in a provincial department's leadership affect the organisation's consistency?

- The study could be repeated in other departments that have received favourable audit results from the AG to see if the findings are consistent.

5.6 CHAPTER SUMMARY

This chapter concludes the research study. It first provides a brief history of the study, as well as its research questions and objectives. Second, the primary conclusions and findings of the study are discussed; this section is separated into subsections for each question and the purpose it serves. Third, an investigation of the study's broader implications for the field, policy recommendations, its significance, and specific research gaps that need to be filled are provided.

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APPENDIX A: INFORMED CONSENT FORM

TITLE OF STUDY

Assessing the efficiency of administrative intervention in the North West Department of Health in South Africa

PRINCIPAL INVESTIGATOR

Name: Philadelphia Lillian Sedio

Supervisor: Prof J. van Romburgh

Phone: 083 955 5425

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My name is Philadelphia Lillian Sedio and I am an MBA student at the North-West University Business School. This study aims to assess the efficiency of administrative intervention in the North West Department of Health in South Africa. This research is part of a dissertation that will be submitted as part of the requirements for the Master of Business Administration degree at North-West University. It is an internationally recognized degree that necessitates high ethical standards in order to undertake this research.

Thank you for agreeing to be part of this research study. It is entirely up to you whether you participate. You are not obligated to answer any questions that you do not wish to. You may withdraw at any time throughout the process if you do not wish to continue. We sincerely look forward to your response and cooperation. It will take you about 20 minutes to finish the survey.

CONFIDENTIALITY

This survey will be completely anonymous. Your remarks will be anonymous for the purposes of this research project. Every attempt will be made to protect your privacy. Your information will be kept private until I am legally required to disclose particular instances.

VOLUNTARY PARTICIPATION

It is totally up to you whether or not to take part in this research. If you choose to participate in this study, you will be required to sign a consent form. After signing the consent form, you have the right to withdraw your approval at any time and without giving a reason. If you withdraw from this study, it will have no effect on your relationship with the researcher. If you withdraw from the study before the data collection is completed, your data will be returned to you or deleted.

CONSENT

I..... have read and understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

APPENDIX B: DATA COLLECTION

SEMI-STRUCTURED INTERVIEW QUESTIONS

Interview Guide:

1. Why do you think the NWDOH was placed under administration?
2. To you, what does the term "good governance" imply?
3. How do you think the NWDoH can strengthen its organizational culture in order to ensure that good governance practices are followed?
4. Can you explain the connection between leadership styles and effective governance implementation?
5. Did the arrival of the IMTT force you to adjust any processes or procedures in your areas of responsibility? What were the changes, if any?
6. During the intervention, what strategies did the IMTT implement?
7. Have the IMTT's strategies in the NWDoH produced the expected results in terms of stabilizing the department's finances and preventing the possible collapse of critical services?
8. Were there any limitations in the IMTT's strategies that posed difficulties during implementation? What were they, if so?
9. Do you think you've been successful in putting the IMTT's strategies into practice?
10. What is the administration's relationship with the NWDoH's political leadership and senior executives like? How would you define your role in putting the department's turnaround strategy into action?
11. What role do you think communication methods had in the overall NWDoH turnaround strategy implementation?

APPENDIX C: INTERVIEW INVITATION LETTER

My name is Philadelphia Lillian Sedio and I am an MBA student at the North-West University Business School. This study aims to assess the efficiency of administrative intervention in the North West Department of Health in South Africa. This research is part of a dissertation that will be submitted as part of the requirements for the Master of Business Administration degree at North-West University. It is an internationally recognized degree that necessitates high ethical standards in order to undertake this research.

I am conducting interviews amongst the senior executives who are key decision-makers within the NWDoH. As part of the Departmental Executive Committee, you are in an ideal position to give us valuable first-hand information from your own perspective during the administrative intervention. The interview takes around 30 minutes and is very informal. Your responses to the questions will be kept confidential. Each interview will be assigned a number code to help ensure that personal identifiers are not revealed during the analysis and write up of findings.

There is no compensation for participating in this study. However, your participation will be a valuable addition to our research and findings could lead to an increased overall value of knowledge available in the context of good governance and public leadership in provincial government. The administration lessons provided by this research may contribute to enhanced strategies and guidelines for the adoption of quality governance practices.

The interview guide is attached. The proposed dates to conduct the interviews are as follows:

Monday 13 September 2022 - 09:00, 12:00 & 15:00

Tuesday 14 September 2022 - 09:00, 12:00 & 15:00

Wednesday 15 September 2022 - 09:00 & 12:00

Kindly please advise of the day and time that suits you.

Regards,

Philadelphia Lillian Sedio