TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 28, 2022

A new decade for social changes

www.techniumscience.com

ISSN 2668-7798

A framework for good health governance during the Covid-19 pandemic response and recovery in South Africa

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Abstract. From the Ubuntu philosophy to peace management, good governance application enables socioeconomic and environmental development. It happens that a fear atmosphere due to global disaster in health care management compromise good governance sustainability. This study seeks to design a framework for good health governance during the Corona Virus Disease 2019 (COVID-19) pandemic response and recovery in South Africa. Using a case study, research data were collected through questionnaire and analysed using correlation, variance and regression tools in statistical package for the social sciences (SPSS). 75%, 74%, 69% and 82% of respondents agreed and strongly agreed that good health governance metrics, government modernisation, pandemic governance strategies and pandemic governance challenges constitute the components of an effective framework for good health governance during the response and the recovery phase of the COVID-19 pandemic. Additionally, there was a positive, strong and significant connection between the framework for good health governance and its constituents. Although health measures were taken at the early stage to limit the severe consequences of the pandemic in South Africa, the government is still required to redouble efforts in implementing rules of laws, initiate and develop capacity building, build integrity cultures together with the implementation of e-governance to ensure effective responsiveness and recovery. Countries in respective regions around the world should join forces to combat the spread of the virus through adoption of international good health governance solutions as proposed by the World Health Organisations. In South Africa specifically, government should incessantly initialise post-pandemic resolutions beforehand to counterattack continuous shocks on the country's economic growth.

Keywords. Framework, Good health, Good Governance, COVID-19, Response, Recovery, South Africa

1. Introduction and Background

1.1 Introduction

From governance to good governance, management processes and institutions adopt operative and efficient mechanisms to improve and complete governance principles that include equity, transparency, accountability, responsiveness, and the compliance to the code of conduct as stipulated by the rules of the government law (UN, 2012). They added that the concept of governance refers to the good management of political and administrative authority to achieve country's affairs (UN, 2012). The commission on global governance defines governance as : "the sum of the many ways individuals and institutions, public and private, manage their

common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest.” According to the UN (2012), democratic governance is defined as: “process of creating and sustaining an environment for inclusive and responsive political processes and settlements”. From information technologies to the information societies, global smart and innovative changes have transformed the application of the good governance at the domestic level leading to demanding citizens. Governance application targets improvement of social scourge like poverty decrease, education for all as well as the protection of the environment.

1.2 Background

Effective public management is symbolised by the satisfaction of the population in line with a good service delivery at all spheres of the government. This situation improves human development through decrease of poverty and protection of vulnerable citizens. Public institutions and organisations allow people to exercise their rights as citizens and to benefit from appropriate public policies and strategies in addition to the on-time service delivery. According to the post-2015 UN development agenda, broad governance has 2 issues such as the compliance of the institutions of governance and the application of the concept of democracy. At the global level, the World summit in 2005 resulted in an agreement of adopting democratic and liable systems of governance between member states (UN, 2012). Following the global reference points, the good governance portfolio from 2002 includes 21 institutions managing good governance and 49 laws, policies and services associated with the good governance principles compared to only 17 in 1997 (OECD, 2009). Good governance is critical for managing matters related to policy development of democratic institutions, public service delivery and to the rules of the laws (Schultes, 2019). Observations show that governance principles do not always cover all areas of a good governance in specific field or sectors whereas each principle has a target of promoting best practices (WB, 2012). This suggests that it is difficult to apply the good governance principles in practice.

2. Review of literature

2.1 Good Governance Overview

According to the OECD (2009), good governance exists when policies and regulations outcomes are achieved in association of developing trust in the government whereas the World Bank sees good governance when the set of rules and institutions by which the power is applied meet public needs through suitable service delivery (WB, 2012). The World Health Organisation (WHO) asserted that good leadership and governance are aligned to the policy framework are merged with coalition-building, legislation together with system-designed and accountability (WHO, 2012). Despite the difficult feasibility of good governance, Wikipedia (2021) stated that actions must be taken for continuous human development as initiated by global financial institutions such as the World Bank and the IMF. They further argued that decision-making process and the implementation procedures constitute the application of good governance. Governance institutions include public administration that manages public services, resources, equitability of citizens’ access together with the participation and responsiveness of people (Swallah, 2020). They argued that responsiveness strategies involve appropriate staff management, corruption decrease, solid accountability, and clarity in public finance.

According to the rules of law in the Public governance comprises equality before the law, electoral integrity, freedom of expression, political plurality, judicial independence, public

affairs participation and predominantly the media independence (UN, 2012). From good governance to good health, societal structures managing human immunodeficiency virus pandemic play a vital role as argued by Menon-Johansson (2005). Using the HIV pandemic, he concluded that the HIV prevalence is strongly related to a poor governance because global public health programmes fail to first address social structures as a foundation of valuable healthcare interventions. At the local government, good governance is at the centre of effective policy implementation that include definition of strategic objectives, design programs, assessment, community communication, program monitoring, program evaluation (Schultes, 2019). Observations showed that countries around the world have different approaches of dealing with the implementation of good governance principles. In Malawi for instance, civil rights are applied in the prison system to enhance capability development and empowerment (Schenkkan, 2020) whereas in Australia, the government focuses on a bill of rights to fortify human rights in legislation and policies (Henke K-D, 2009). In France, social prerogatives are applied to improve social inclusion (Abbou, 2021) and in Uganda, educative curriculum are defined based on the needs and abilities of the rural poor (Filder, 2010). In Norway, the emphasis is on the contribution of indigenous groups and conflict management compared to the approach applied in Philippines whereby medias are used to build capacity of rights-holders to participated in local decision-making (Filder, 2010). The South African government has adopted the mechanism of institutionalising public contribution in the entire local development following the Ubuntu philosophy (OECD, 2009).

2.2 Good Governance during the Pandemic

Since pandemic is a global concern, it is for governments to address health issues using both hard and soft infrastructure to face related consequences in the current digital era. Although mechanisms applied to fight against the pandemic is different from one country to another depending on their economic strength and weaknesses, the globalisation impact must be considered beforehand to limit local implications. According to UNESCAP (2021), smart governance during the pandemic requires new and innovative techniques to effectively tackle the propension of the disease and thus protect humankind through convergence to the governance for health and well-being. Ensuring good governance during the pandemic requires an emphasis on the diffusion of governance in private, public and third sector at supernational, national, and subnational levels as argued by Nye and Kamarck (2002). They found out that health governance is valuable when it constitutes a link between transactional, intergovernmental and nongovernmental organisations with an impact on local business and groups. Observations over years revealed that pandemic, natural disaster and crisis whether social, political and economic always face corruption challenges. In the case of the COVID-19, several amounts of bribery prevention and enforcement methods are suspended due to emergency requirement of protecting human life. The WJP (2020) established the followings corruption issues happening during crisis, disasters or pandemics:

- During the hurricanes Katrina in USA, Illegal charities, identity theft, public bribery and government contracts and procurement fraud
- The Ebola disaster in DRC created deviation of funds and deliveries and compromised containment of the disease.
- The current COVID-19 pandemic led to a Price-overcharging and expensive contracts granted without following supply process in Colombia; public contract of face masks granted to an agricultural company in Italy; Fraudulent distribution of unemployment

insurance funds in USA and the diversion of 29% of public health fund at global scale (WJP, 2020)

According to the World Justice Project (2020), the rules of the laws have constituents such as an open government, fundamental rights, regulatory enforcements, civil justice, constraints on government, absence of corruption and the criminal justice. Their 2020 rules of the law index release showed that corruption is decreasing in many regions despite the pandemic strikes. They conducted a research regarding the corruption status during the COVID-19 pandemic on 128 countries in the world and realised a corruption decrease of 40% compared to 21% improvement.

Source: World Justice Project (2020)

Figure 1: Rules of the law Index

2.3 Good governance framework in other sectors

In the pharmaceutical sector, framework of good governance includes various elements such as code of conduct, ethical principles, framework socialisation and awareness, whistle blowing, moral leadership execution, enforcement of anti-corruption and the related sanctions in addition to the system management improvement, inter-institutional cooperation, and the monitoring of the good governance program (UN, 2012). According to the UNESCAP (2021), application of the good governance is characterised by transparency, responsiveness, equitability, participatory, consensus, rules of laws, efficiency, and accountability. Abdou (2021) designed a model for the digital bureaucracy as response to the corona virus pandemic with an emphasis on the good governance. He discovered that a combination of health, clean environment, education, economic development, stable political institutions, crisis management, quality service and the sustainable development. Digital increase has been useful in preserving transparency in the public administration. The Chartered Institute of Public Finance and accountancy (CIPFA) and the International Federation of Accountants (IFAC) proposed an international framework as benchmark for national good governance framework based on the domestic service delivery requirements. Compared to classic framework, governance framework is both a principles-based framework and a whole-system based mechanisms for public financial management since it involves a national stakeholders. As a

valuable stimulus for positive action, their framework comprises the followings: (i) Basic governance principles such as the rules of laws, integrity, ethical values, dedication as well as the openness and comprehensive stakeholder commitment; (ii) Health outcome definition based on the sustainable goals at socioeconomic and environmental levels, (iii) Enhancement of the health building capacities through effective leadership; (iv) Risk and performance management using suitable internal control tools as well as the public financial auditing. According to the WHO (2021), successful implementation of new health governance requires integration of forces between the government, civil society and the businesses during the readiness, response and recovery phases of the pandemic. They believed that a health governance framework should be a whole-of-society outbreak since it has ramifications in all other sectors and institutions that manage water, food, energy, defence, law and order, transport, finance and telecommunications among others.

2.4 Contribution of the study

The study aims to propose a framework for good governance health during the COVID-19 pandemic response and recovery management in the world with a focus on South Africa. Since the pandemic occurred at a digital era dominated by the globalisation and the smart technologies, this study emphasises on its role in promoting better pandemic management. Digital governance involves both governances for health and the health governance that produce the knowledge revolution from the shared governance for health to the shared health and care through information and technology upgrades (WHO, 2021). Although there are tremendous literatures related to the COVID-19 pandemic, this research has a particular insight in a sense that it provides a national framework that meet domestic requirements while considering local strength and weaknesses. This approach is well-indicated since targets specific pandemic issues instead of generalising international framework to the rest of the countries.

3. Methods and Materials of the Study

This study uses a quantitative research design to investigate on the valuable components that build efficient framework for good health governance. The case study focuses on selected corporate in the City of Tshwane in South Africa. Research data will be collected through questionnaire following the Like scale degree of agreement such as Strongly disagree, disagree, not sure, agree and strongly agree. Correlation analysis, the analysis of the variance (ANOVA) and the regression analysis will be performed to determine the behaviour of the research variables as depicted on table 1 below.

Table 1: Model compilation

Independent Variable	Predictor Variables
Framework for Good Health Governance (FGHG)	Good health governance metrics (GHGM)
	Government modernisation (GM)
	Pandemic governance strategies (PGS)
	Pandemic governance challenges (PGC)

Source: Own Compilation

The following linear equation form is defined according to the economic variables considered in this study:

$$FGHG = \beta_0 + \beta_1 GHGM + \beta_2 GM + \beta_3 PGS + \beta_4 PGC + \text{£} \quad (1)$$

Where £ represents the error term ; $\beta_1, \beta_2, \beta_3, \beta_4$ the estimation parameters and β_0 the constant term.

4. Data Analysis and Discussion

4.1 Statistical Analysis

Figure 2 shows that 17%, 13%, 8%, 6% and 15% of the respondents are respectively suppliers, customers, board members, Chief Executive Officer/Chief Operational Officer, and IT consultant. Additionally, 10%, 6%, 6%, 6% and 13% of the respondents are respectively cleaners, financial managers, Human Resource Managers and staff administrators.

Source: Own Compilation

Figure 2: Demographic profile

Table 2 represents the correlation analysis, model summary, ANOVA table as well as the regression analysis. It depicts that there is a positive and strong connection between the framework for good health governance and the predictors variables namely good health governance metrics, government modernisation, pandemic governance strategies and pandemic governance challenges with a coefficient of respectively .985, .961, .994 and .911. The ANOVA table shows that the correlation is significant with Sig equalling .000 at a significance degree of .01. Although the pandemic governance strategies variable is not significant, the combination of all four variables significantly builds the framework for good health governance (FGHG). Furthermore, 95.1% of the behaviour of the FGHG is explained by all predictor variables namely GHGM, GM, PGS and PGC. Based on the regression, equation (1) becomes as follows: $FGHG = .440 - .320 GHGM + .741 GM + .057 PGS + .450 PGC + \text{£}$ (2)

Table 2: Statistical analysis

Correlations						
		Good Health Governance Metrics	Government Modernisation	Pandemic Governance Strategies	Pandemic Governance Challenges	Framework for Good Health Governance
Framework for Good Health Governance	Pearson Correlation	.895**	.961**	.894**	.911**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.951	.947	.256

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.088	4	13.772	209.388	.000 ^b
	Residual	2.828	43	.066		
	Total	57.917	47			

a. Dependent Variable: Framework for Good Health Governance

b. Predictors: (Constant), Pandemic Governance Challenges, Pandemic Governance Strategies, Government Modernisation, Good Health Governance Metrics

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	.157		2.802	.008
	Good Health Governance Metrics	-.320	.114	-.376	-2.803	.008
	Government Modernisation	.741	.090	.876	8.196	.000
	Pandemic Governance Strategies	.057	.097	.066	.586	.561
	Pandemic Governance Challenges	.450	.090	.425	4.973	.000

Source: Own Compilation

Figure 2 shows that 75%, 74%, 69% and 82% of respondents agree and strongly agree that GHGM, GM, PGS, PGC constitute the components of an effective framework for FGHG during the response and the recovery phase of the COVID-19 pandemic.

Source: Own Compilation

Figure 2: Framework components for good health governance

4.2 Analysis and Discussion

4.2.1 Good governance health Metrics

Besides basic principles of good governance that includes observations of the equity, transparency, integrity, responsiveness, accountability and efficiency, digital governance further include the followings performance norms, compliance to the rules of the law, human rights, people-centred sustainable development in addition to the concepts of democracy based on the freedom of people contributing and choosing their political, social, and economic systems in addition to the speech autonomy. According to the Worldwide Governance Indicators (WGI), governance is formed by six dimensions namely: (a) Voice and accountability; (b) Political constancy and no violence; (c) efficient public administration; (d) regulatory equity and quality; (e) Rules of laws and (f) corruption control. The UNDP organ of the UN groups good governance principles in five points namely legitimacy and voice, direction, performance, accountability and fairness (Abdu, 2021).

The five good governance principles	The UNDP principles and related UNDP text on which they are based
1. Legitimacy and voice	<p>Participation—all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.</p> <p>Consensus orientation—good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</p>
2. Direction	<p>Strategic vision—leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</p>
3. Performance	<p>Responsiveness—institutions and processes try to serve all stakeholders.</p> <p>Effectiveness and efficiency—processes and institutions produce results that meet needs while making the best use of resources.</p>
4. Accountability	<p>Accountability—decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.</p> <p>Transparency—transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.</p>
5. Fairness	<p>Equity—all men and women have opportunities to improve or maintain their well-being.</p> <p>Rule of law—legal frameworks should be fair and enforced impartially, particularly the laws on human rights.</p>

Source: Abdou (2021)

Figure 3: Good governance principles

To well-managed and contained the occurrence and the emerging social, economic and political shocks, the following concepts are to be implemented at the summit of the state down to the population.

Rules of the laws: It includes legal and policy reforms for human-rights protection, a bill of rights to reinforce civil rights through empowerment and capacity building. On the corruption side, the government should institutionalise political leadership and administrative procedures, promote participatory social auditing in addition to initialising reforms to combat fraud while improving transparency in public expenditures.

Participatory governance: In accordance with the Municipal systems Act 2000, section 16(1) stipulates that municipalities must build a culture of municipal governance complementing formal representative local government with a system of participatory governance. Public contribution with the aid of the civil society is an enabler of valuable public administration through suitable decisions, minimisation of delays and costs, change adoption, consensus building in addition to preserving legitimacy and credibility while promoting civil society (UNESCAP, 2021). Two-way communication between the community representatives,

local government as well as other stakeholders are required for effectivity purposes. Comprehensive stakeholder engagement.

Anticipatory governance: this metric includes new public health measurement, innovative and suitable public health reports, the impact of change applied in the health sector on other industries.

Digital governance (e-governance): This technique targets health literacy through adoption of new information and communication technologies (ICT) to commit public responsibility for health maintenance.

Globalisation: This phenomenon has brought the world to become an entity through free movement of people and goods as per the international arrangements and treaties leading to an easy proliferation of the pandemic. Following this global prospective, the World Health Organisation (WHO) has the duty of ensuring health diplomacy to respond to the interdependent issues associated with health crisis through foreign policy adjustment and global cooperation.

Quality service delivery: This variable involves education services tailored to the needs of the unprivileged, protection services enhancement regarding public and individual safety, equal access to public and health services.

Health Peace management: This element makes call to constituents that promote democracy improvement through governance responsiveness to public needs, political presence of women, medias' representation, and inclusive constitution-making-process in addition to implementing peacekeeping operations. During the response and recovery phases of the pandemic health care should be seen as observation of human rights, as social justice, as source of well-being and anti-violence as well as the peacekeeping catalyst as displayed in figure 4 below.

Source: Own Compilation
Figure 4: Health peace management

Good governance Performance indicators : the intended outcomes are to be monitored for tracking purposes and revised according to possible changes occurring through provision of reliable information. Compliance to laws and regulations form part of the performance measurement in addition to the conformance to the processes, procedures, policies and guidelines. Financial strategy including cost management, forecasting, budgeting and financial assessment equally highlight financial health.

Managing risks: although risks can be seen as opportunities or threats, it is relevant to defining and implementing sound internal controls for effective public financial management through efficient strategic, financial, operational, societal and human rights management.

Managing standards while applying the principles for whistleblowing in case of conflict of interests. In South Africa, measures were taken at the early stage of the pandemic to limit the severe consequences of the pandemic. Online classes and the update of curriculum to meet the COVID-19 outbreak.

4.2.2 COVID-19 Pandemic-related Governance

In addition to the above-mentioned good governance principles and practice, practising good governance for health and well-being refers to the adoption of the following governing approaches: (a) collaboration, (b) engagement with citizens, (c) mixture and persuasion, (d) adaptative policies, forethought and resilient structures, (e) contribution of expert bodies and independent agencies (). Health objectives have a larger spectrum including stakeholders beyond domestic health sector to reach out global nations following global outreach strategies (WHO, 2021).

- ♣ Global health positioning
- ♣ Redefinition of health policies based on governance metrics like equity and sustainability.
- ♣ Adjustment of governmental policies based on the new health regulations to improve cross-sector problem solving.
- ♣ Capacity building through intersectoral training in adaptative governance for health and well-being.
- ♣ Improve combined solutions through development of an inclusive society that includes private sector, civil society, health bodies and agencies together with the media.
- ♣ Definition of new health programme networks to raise awareness and limit change resilience.

The severe impact of the COVID-19 on the global economy will lead to a long recovery period requiring governments to redouble efforts in implementing rules of laws (WJP, 2020), initiate and develop capacity building, build integrity cultures together with the implementation of e-governance as depicted in figure 5 below.

Source: Own Compilation

Figure 5: Good health governance metrics

4.2.3 Government modernisation

From close to open government, public management follows the citizen consultative engagement approach with equal participation in state administration. According to the World

economic Forum (2011), the COVID-19 pandemic has led to the modernisation of the government structure as follows:

Reinventing government: It covers service delivery enhancement, strategic administration of human resources and institutional governance as well as efficiency increase using e-government approach.

Supporting cabinet: It includes cabinet Support infrastructure and regime communication.

Steering overall policymaking: It involves national strategic planning, harmonisation of Planning and budget as well as policy recommendation and coordination.

Managing performance and programme specialisation: It relates to performance management upgrade and administrative programme specialisation through digital governance.

4.2.4 Pandemic Governance stakeholders

In South Africa, pandemic governance stakeholders include anticorruption bodies; Civil society organisations; Social medias; Engagement with Service users, institutional stakeholders, boards, and committees as well as peacekeeping officers. Based on the international relations and arrangement between countries, table 3 depicts a few global stakeholders that are involved in the pandemic containment process and procedures during the response and recovery stages.

Table 3: Pandemic governance stakeholders

Domain	Description
Environmental	Global Environment Facility (GEF) United Nations Convention to Combat Desertification (UNCCD) United Nations Environment Programme (UNEP)
Poverty reduction	International Fund for Agricultural Development (IFAD) International Organization for Migration (IOM) Office of the High Commission for Human Rights (OHCHR) United Nations Children's Fund (UNICEF) United Nations Human Settlements Programme (UN-HABITAT) World Food Programme (WFP)
Health	Joint United Nations Programme on HIV/AIDS (UNAIDS) World Health Organization (WHO)
Economic	International Labour Organization (ILO) World Trade Organization (WTO) Office of the Special Advisor on Africa (OSAA)
Financial	International Monetary Fund (IMF) World Bank (WB)
Peace	Peace building Support Office (PBSO)
Education	United Nations Educational, Scientific and Cultural Organization (UNESCO) United Nations Institute for Training and Research (UNITAR)

Source: UN (2012)

Improving good governance is associated with the containment of corruption through deployment of global stakeholders such as the UN Convention against corruption, Myriad national, OECD anti-bribery convention and the regional enforcement procedures (World

Justice Project, 2020). Because of the social tensions associated with job losses, peace building support office striving to maintain peace and social stability.

4.2.5 Health Governance Strategies

In SA, good governance strategies comprise the philosophy of the Ubuntu, good governance implementation process, ethical leadership, consciousness-raised activities and the enforcement of anti-corruption legislation as detailed below:

Ubuntu: This word emphasises on the philosophy of humanity, human virtues, compassion. It often refers to the principle of universal cohesion of sharing what makes us human. A social unity is strongly required to collectively respond and recover to the pandemic that has caused lives loss and social instability.

Health Governance implementation process: Existing governance process has to be reimplemented following health requirements enforced by the pandemic. From the assessment, framework or process design, framework centralisation, its implementation to the health governance support phases, a strategic team should ensure supervision and monitoring to improve efficiency.

Ethical leadership: Government, civil society and business leaders should follow terms of reference for good health governance that include the decentralisation of the national good governance; Coordination of the improvement of good governance principles at the municipality and provincial levels; Coordination of the code of conduct as well as the socialisation of municipal and provincial health care framework.

Consciousness-raising activities: It includes application of discipline that involves ethical management procedures and the mechanisms of anti-corruption and values through code of conduct.

Anti-corruption legislation: Anti-corruption measures include the publication of information by the government, social media protection, publication of the emergency procedures of public contracts, auditing of government process and the relaxation of trading measures (WJP, 2020).

4.2.6 Health Governance Challenges

Evolutive Governance: The globalisation and digitalisation events have transformed the traditional ways of practising good governance through ICT advancement, internet of things, and social networking technologies also known as social medias. Although evolutive governance can be a tool for political restructuring, it happens that it creates an imbalance power between the state and the citizens. The expansion of global social medias has fostered an alerted information societies that easily learn from other states and develop the sense of revindication and entitlement. Such situation creates complexity in the management of domestic and global affairs in addition to the difficulty of forecasting change in policies and regulations (UN, 2012).

Source: UN (2012)

Figure 6: Evolutive governance

Besides specific challenges, the current dynamic world has brought flexibility and continuous change that influence and transform existing living and business management. Since future will mostly emphasises on peace and responsive human development as per the sustainable development goals agenda 2063, the followings should be observed and adopted at global level (UN, 2012): (a) Sustainable management of public resources; (b) Adoption of inclusive process of making policies and regulations at sub-national levels; (d) Empowerment of public institutions together with human resources abilities while ensuring cross-sectional management among them and (e) Promote e-participation and engagement of both citizens and civil society institutions in the decision-making process (CIPFA & IFAC, 2013)..

In addition to the above, health governance challenges also involve the followings: (i) Acquiring funding to meet health requirements and care services; (ii) Ineffective health monitoring and evaluation and inadequate training for health care personnel; (iv) Resilience in observing health protocols and safeguarding reasonable access to health care services; (v) Lack of quick adaptation to new service delivery methods and lack of supervision and assessment of the new health sector reforms; (vi) Limited role of civil society; (vii) Increasing poverty, unemployment and inequality and (viii) Low participation and commitment of stakeholders.

4.2.6 Conceptual Framework for Good Health Governance during the pandemic response and recovery phases

Based on the abovementioned variables, figure 7 displays a framework for good health governance during the covid-19 pandemic response and recovery in South Africa.

Source: Own Compilation

Figure 6: Conceptual Framework for Good Health Governance during the COVID-19 pandemic response and recovery

5. Recommendations and Conclusion

5.1 Recommendations

Policymakers should ensure the application of the good governance principles at all spheres of the government. Following digital transformation, smart technology should be implemented through e-government to improve transparency and productivity while building a digital culture and accountability in public administration to safeguard effective public service delivery. Ensuring ethical charter upgrade to meet current requirements and create awareness and responsibility of the administrative staff. Sustainable pandemic response and recovery equally depends on the commitment level of the neighbouring countries. This suggests that countries in respective regions around the world should join forces to combat the spread of the virus through adoption of international solutions as proposed by the World Health Organisations (WHO). South African government should incessantly initialise the post-pandemic resolutions beforehand to counterattack continuous shocks on the country's economy.

5.2 Conclusion

In addition to the globalisation and digitalisation phenomena that brought countries and people together, the COVID-19 pandemic has forced humanitarian cohesion in the negative way this time around. To limit associated consequences, this study proposed a framework for

good health governance to optimise management of the pandemic during the current response and recovery phases. The framework components include good health governance metrics, government modernisation, pandemic governance strategies and pandemic governance challenges. Good health governance metrics include ethical leadership, rules of laws, capacity building, integrity cultures and e-governance. Government modernisation comprises reinventing government, health for all, education, and peace management; institutionalisation of pandemic governance, supporting cabinet steering, pandemic policies for performance and programmes. Pandemic governance strategies involve Ubuntu philosophy, health governance, specific implementation process, consciousness-raising activities and anti-corruption legislation. Pandemic governance challenges include resilience to health protocols, resilience to online platform adoption, evolutive governance and new dynamic world. Because of the globalisation and digitalisation, traditional governance has moved to evolutive governance with the involvement of global and national stakeholders. Therefore, valuable response and recovery from the pandemic follow international synergic solutions as defined by the World Health Organisations (WHO). In the South African context, the proposed framework will guide the government to incessantly tackle the post-pandemic resolutions beforehand to limit sudden shocks on the country's economy.

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