

**INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON
SERVICE DELIVERY: A CASE STUDY AT THULAMELA LOCAL MUNICIPALITY**

by

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DECLARATION

I, the undersigned **Masia Mukondeleli (9312990)**, hereby declare that this mini-dissertation titled: **Investigation on the Implementation of Batho Pele Principles on Service Deliver: A Case Study at Thulamela Local Municipality**, for the Master in Public Management (MPM) submitted to the Faculty of Management, Commerce and Law at the University of Venda have not been submitted previously, in part or in full, for any degree at this or any other university. I declare that I investigated and authored this dissertation completely alone and have not used sources or resources other than the ones mentioned. All reference material and sources used, quotes and citations that were taken from publications, or that were following the meaning of those publications, were fully acknowledged and a list of references was given.

Student..........

Date.....17-05-2022.....

DEDICATION

This dissertation is dedicated to my family, especially my late parents, my father, Itani Christopher Masia, and my mother, Matodzi Alvina. I thank them for the unwavering support that they gave me throughout my studies. I also want to express my heartfelt gratitude to my children, Avheani, Lufuno, and Munei Ramaswiela.

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ABSTRACT

Notwithstanding the government's commitment to improving the basic service delivery to the citizens in this regime, the South African municipalities are still faced with serious challenges toward better service delivery. This study however focused on the investigation of the Batho Pele principles in the Thulamela Local Municipality, the municipal environment which is closest to the people for service delivery as cherished in the Constitution of the Republic of South Africa, 1996. The Batho Pele Principles is a citizen-centered framework of how the public services offered should be delivered. It is therefore provided to give the declaration of the quality services to meet the needs and expectations of the citizens to improve customer satisfaction. An empirical study of the 8 principles of the Batho Pele which are Consultation; Service standards; Access to services; courtesy, providing care and better information; Openness and transparency; Redress; and Value for money was secondhanded. A mixed research methodology was used to gather the information. The findings of the study reveal that although the Thulamela Local Municipality knows Batho Pele principles, the implementation of the principles was comprised and not as envisaged in its founding statement. The study highlighted that most of the violent protests by communities experienced at Thulamela Local Municipality resulted from poor service delivery. The study recommends how municipal public officials should execute their duties within the *Thuma Mina* (send me) program which necessitates them to be at the forefront of service delivery.

Key words: Batho Pele principles; Service delivery; Thulamela Local Municipality

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LIST OF ACRONYMS

ANC	African National Congress
BPP	Batho Pele Principles
COGTA	Co-operative Governance and Traditional Affairs
DBG	Delivering Better Government
DISHA	Developing Initiatives for Social and Human Action
HRD	Human Resources Development
IDP	Integrated Development Plans
KCC	Kampala City Council
MDB	Municipal Demarcation Board
NESF	National Economic and Social Forum
NGO	Non-governmental organization
NPM	New Public Management
NPS	The New Public Service
OECD	Organization for Economic Cooperation and Development
PAIA	Promotion of Access to information Act
RDP	Reconstruction and Development Programme
UNDP	United Nations Development Programme
USA	United States of America
WPTPS	White Paper on the Transformation of the Public Service
WHO	World Health Organization

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND

This is an investigative study on the implementation of Batho Pele principles on service delivery in Thulamela Local Municipality. This chapter will present the background and aim of the study, the research problem statement, the purpose of the study, and the major definitions of the study. This chapter will also highlight the delimitation of the study, the organization of the study, and the conclusion.

The Batho Pele Principles is therefore a South African political initiative introduced during the Mandela Administration, due to challenges encountered by the disadvantaged Black community during the years of apartheid rule (Hilliard & Msaseni, 2000). Batho Pele is a Sotho word meaning 'people first'. The definition of Batho Pele is related to *Ubuntu* which means persons depend on others to be or humanity towards others (South Africa, 1997:9). The objective of Batho Pele is to redress the injustices of the past that harm service delivery. The goal of every government is to enhance life for its citizens through the fulfillment of the promises made during electioneering campaigns (Hilliard & Msaseni, 2000). Furthermore, the South African government promulgated an array of legislations enshrined in the Constitution of the Republic, Act 108 of 1996 to ensure that all citizens have access to basic services. Although there are progressive policies like Batho Pele, Local Government Municipal Systems Act, 32 of 2000, and Rural Development Programme of 1994 amongst others, the goal of quality service delivery could not be effectively realized. This is due to challenges encountered during the implementation of these policies by those saddled with the responsibility of implementing them (Nzimakwe & Mpehle, 2012).

Since 2009, South Africa has played mass in a massive movement of community protests specifically targeted against the local and central government regarding several lingering issues, including housing, water, electricity, sanitation, roads, and bridges. These protests are a pointer that service delivery challenges have impacted negatively upon communities. In the year 2000, the Local Government was established as a third arm of the government, loaded with the responsibility of serving as a democratic institution which includes service delivery as one of its

statutory functions (Nkhahle, 2015). The sphere of government comprises municipalities that are organs of state made up of political structures, the administration as well as the community within the confines of the municipality. Good governance is premised upon the effective interaction between the political office-bearers, political structures, councilors, and public officials or public servants.

The South African government through its public service department embarked on the process of transforming itself into an effective, efficient, economical, democratic, and developing instrument of service delivery. The process was made to fundamentally reshape the public service to fulfill its expected role and functions in the new dispensation. The transition to democracy started a process of reform and transformation that entailed the introduction of the Constitution of the Republic of South Africa (RSA, 1996) and a variety of legislation and policies toward equal rights and access for all citizens of the country. This was a form of redress to compensate for injustices of the past that were orchestrated by the colonial administration. Poor service delivery happens to be ubiquitous in contemporary South Africa. This is a worrisome development making service delivery strikes a norm since the advent of democracy. These protests are traceable to lack of service or poor-quality services rendered (Mathibane, 2010). More recently, there has been a sudden surge in grassroots-level demonstrations against municipalities because of their inability to provide basic services, possessing corrupt tendencies, and contravening prescribed legislations in South Africa, through the harassment of the have-nots' in paying for municipal services (Pieterse, Parnell, Swilling, & Van Donk). The post-apartheid government introduced Batho Pele principles to reach out to the masses, especially in the rural areas (Reddy, 2016).

The Constitution of South Africa, 1996 states that all citizens have a right to a basic level of services and that municipalities are expected to deliver these services within the limits of their resources. The transformation would become a reality through integrated development planning and coordinated delivery. The White Paper on Local Government further emphasizes how municipalities encounter enormous challenges in developing sustainable settlements which meet the needs and improve the quality of life of local communities (Reddy, 2016). The Malamulele community in Limpopo province, which was part of Thulamela Local Municipality, embarked on violent protests as residents demanded their separate municipality. This happened

because the municipality was being accused of failing to deliver basic services to its citizens. Service delivery protests have become a norm in South Africa's present changing political landscape (Maserumule, 2010). Nkuna and Nemutanzhela (2012), locate the role of service delivery within the confines of statutory provision of the powers and functions of local government.

They conclude that some form of uncertainty feature is visible in policy and practice on the notion of service delivery concerning the powers and functions of local government. The perception of poor service delivery is evident as the Thohoyandou area, the capital of the Municipality, and its neighboring towns are full of refuse, potholes, non-functioning streetlights, leaking sewerage, and continuous water cuts and power outages.

1.2 BACKGROUND OF THE STUDY

The current inequalities in various aspects of human life in South Africa are closely related to the socio-economic, racial, and political disparities of the past where such inequalities and access to basic facilities like housing, good roads, portable water health, wealth, and power was dominated by the minority of white elites (Van Rensburg & Fourie, 1994). The main aim of political transition in South Africa and the newly elected democratic state was to address the imbalances in inequality, disempowerment, discrimination, and under-development. The transition of South Africa to a democratic state in 1994 was accompanied by high expectations of equalization across racial, gender, socio-economic and geographic boundaries; fair and just delivery of services; access to basic services; and anticipation that all citizens could live in freedom and dignity, being free from all forms of oppression. The Reconstruction and Development Programme (RDP) 1994, was implemented to compensate blacks in South Africa for the years of apartheid injustices in areas of human rights abuses, biased water resources, and poor service legacy. A major area was the recognition of the rights of all South Africans to access clean water and adequate sanitation for the attainment of household water security (African National Congress (ANC), 1994).

Reddy, Sing, and Moodley (2003) avers that for local government to properly execute its developmental role focusing on inequalities and backlogs in social and economic amenities, financial resources, innovative and transformative management, and good stewardship and

leadership are required. Reddy, Sing, and Moodley (2003) further contend that the arms of government at both national and provincial levels should assist municipalities in accomplishing their constitutional roles by providing financial and human resources in the form of *trouble shooters* to underperforming municipalities. The finances of municipalities are approved in the form of budgets and grants which are provided to enhance the development of these municipalities in implementing, monitoring, and evaluating their strategic programs for effective service delivery (Reddy, Sing & Moodley, 2003).

According to Kitchen (2005), the statutory functions of government at the municipal level with its resources vary from country to country according to laid down precepts in the respective constitutions of these countries. However, in South Africa, the municipal government is the closest arm of government at grassroots levels; thus, they deal directly with the indigent and oppressed in society (Kitchen, 2005). They are specifically mindful of the arrangement of a wide run of public administrations such as the development of neighborhood streets and roads, road lighting, fire, police security, and neighborhood parks. These frameworks are primarily financed with taxpayers' monies, grants from central governments, and other internally produced incomes from nearby municipalities. Atkinson (2007) disclosed that in 2005, several towns across South Africa experienced protests, marches, demonstrations, petitions, and violent confrontations basically because of non-service compliance by municipalities. Atkinson (2007) concurs that these mass protests are majorly directly connected to municipal incompetence related to service delivery and weak response to the grievances and disappointments expressed by community members.

The Local Government: Municipal Systems Act 32 of 2000, requires that municipalities should judiciously use allocations obtained from the national government to assist citizens at the third tier of government by attending to the important needs of the local community. Furthermore, the municipalities must engage proactively in the development process of the local community and ensure that all members of the community have equal access to basic services. The Batho Pele principles have been in use for more than a decade since the inception of a new democratic South Africa. These principles of Batho Pele have led to several governmental challenges, the most important of which might be the transformation of public services (Khumalo, 2010). The overall purpose of Batho Pele was to transform the Public Service into a people-centered

institution. Batho Pele intends to improve service delivery and enhance public officials' accountability by government departments at large (Public Service Commission, 2008). Advantageously, Batho Pele Principles were initiated to improve service delivery. It is more of a citizen-centered approach that helps those at the grassroots to access service delivery easily (Akinboade, Mokwena, & Kinfack, 2014). The Batho Pele principles are meant to guide the behavior and conduct of public servants as they serve South African citizens. It is a way of delivering services by putting citizens at the center of public service planning and operations. It is a major departure from previous dispensations, which excluded most South Africans. Batho Pele's principles are inclusive of all citizens to the government machinery that seeks the advancement of all citizens for the achievement of a better-life-for-all, hence the promotion of citizenry (Cloete, 2012). The disadvantage of these principles is that improved service delivery cannot be effectively implemented by the distributions of circulars to the relevant departments without proper training on how to implement them, the reason being that it is more of a process that demands relatively good relationship among the public servants and public officials (Schwell, Burger Fox & Muller, 1996).

The need for compelling usage of the Batho Pele standards has come about in an approach that's not reacting satisfactorily to the requests of all citizens, which is the researcher's center of this consideration. The Batho Pele standards (South Africa, 1997) state that the South African public service will be judged by one model: its viability in delivering services that meet the fundamental needs of all South African citizens. Putting all these Batho Pele Principles into practice is a serious concern facing all the South African public sectors, including the municipalities. To understand that the service delivery is a responsibility of government, Riekert (2001), indicates that service delivery is a responsibility of government when he defines it in this way: *Service delivery is concerned with the provision of a product or service, by a government or government body to a community that it was promised to, or which is expected by that community.* This implies that municipalities must deliver on their directive which is vital to improving the quality of life for all citizens since the services provided by municipalities have a direct impact on the living standards of the people in the community. Thornhill and Hanekom (1995) state that in the public sector, the main aim should always be for action which will lead to the improvement of the quality of service rendered by public institutions, whereas Mitchell (1991) provisions this by adding that public institutions should continually strive towards cultivating their

service delivery. The aim of service delivery must be primarily to provide satisfaction as an objective, and customers must be pleased and satisfied with the quality of the services that they receive. The Ward Committee Resource Book (2005) indicates the eight principles of 'Batho Pele', which are Consultation, Service standards, Access to services, Ensuring courtesy, Customer information, Openness and transparency, Redress, and Value for money. The Batho Pele Principles which form part of the operational culture in municipalities receive more attention. Each of those principles is elucidated in the ensuing paragraphs:

1.2.1 Consultation

According to Du Toit, Knipe, Van Niekerk, Van der Walddt, and Doyle (2002:108), the consultation suggests that citizens ought to be consulted at almost the level of the public administrations they received and wherever conceivable, be given a choice around the quality of services that are rendered unto them. Consultation is one of the pillars of majority rule government and effective administration since it welcomes dynamic support of service beneficiaries in decision-making on the benefit of service delivery.

1.2.2 Service Standards

Citizens have to be told what level and quality of public administration they will get so that they are mindful of what to anticipate (South Africa 1997:15). These guidelines must be significant to the person client and be particular and quantifiable. Du Toit *et al.*, (2002:108) state that it is vital to guarantee that citizens are well educated approximately the level and quality of administration that they will get and when citizens are educated, they know what to anticipate.

1.2.3 Access to services

Citizens have the right to equal access to benefit from the available services from the municipality and public servants must guarantee that they do not withhold that right from them (Du Toit *et al.*, 2002:108). The White Paper on the Change of the Public Service (1995 government newspaper (b)), states that "All citizens ought to have an inalienable right to receive the services to which they are entitled".

1.2.4 Ensuring Courtesy

Du Toit *et al* (2002:108) argue that following the values of courtesy public officials must always be friendly to the people whom they serve including the internal and external stakeholders that these public officials will be answerable. Being friendly to the people who are served by these officials involves treating everyone with dignity and fairly.

1.2.5 Customer Information

Citizens should be given full and exact data about the public services to which they are entitled to get (WPTPS). It is the right of citizens to have data that must be regarded by public institutions (Schwella, Burger, Fox & Muller, 1996: 263).

1.2.6 Openness and Transparency

As per Fox *et al.*, (2006: 24), the guideline of transparency and straightforwardness advances that general society should be familiar with how the public, common, and neighborhood government establishments work, how well they use the assets they burn through, and who is in control. Districts are urged to be transparent in pretty much all aspects or areas of their work.

1.2.7 Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response (Reddy, 2016). Du Toit *et al.*, (2002:108) contend that when the public does not get what they are qualified for from the public services available, they reserve the option to review or help errors and disappointments.

1.2.8 Value for money

As indicated by the Public Service Commission (August 2007:5), the Batho-Pele guideline of significant monetary value expects departments to utilize imaginative ways of disposing of inefficient consumption and shortcoming. Public authorities ought to be urged to focus on the utilization of scant assets of the state. An incentive for cash energizes cautious spending by public authorities to guarantee productivity and adequacy during service delivery.

1.3 PROBLEM STATEMENT

In the post-apartheid era, the South African government has been fully committed to regular service delivery to all households. Central to this commitment is the right of all South Africans to have access to a common minimum standard of services. In this way, this credo satisfies the constitutional duty of all spheres of government to ensure that this is fulfilled (Department of Provincial and Local Government, 2002: 5). On a national level, databases show enhancements in the fundamental delivery of services in South Africa, as per the Redistribution and Development Program (RDP) responsibility made in 1994 by the ANC-drove government. In any case, because of the guarantees made by the government, numerous families do not have access to clean water, sterilization, free medical care, and declined evacuation and power. Subsequently, districts have begun to encounter a series of service delivery protests in recent times. These worries concerning local authorities' disappointment or failure to deliver services to the communities have been raised over and over.

The then-President Thabo Mbeki had, notwithstanding, demonstrated in parliament in 2005 that helpless service delivery could over the long haul contrarily influence the dependability of South Africa. According to (Mathibane, 2010), poor service delivery remains an important challenge in South Africa, and there have been many violent service delivery protests in municipal areas, and these protests resulted from both the lack of service and poor-quality services rendered. Singo (2018: 194) asserts that the implementation of BPP in public service is sketchy. The study findings reveal that Batho Pele's principles were not well communicated to the public officials. Most of the public officials indicated a lack of knowledge about the content of BPP and its implications for service delivery, which result in poor implementation.

There is a heightened awareness that service delivery at Thulamela Local Municipality is of poor quality. This is evidenced by academic research which indicated the agonies of the residents of the area, complaining bitterly about poor service delivery rendered to residents by the officials of the Thulamela Local Municipality (Netswera & Phago, 2011; Munyai 2017). Apart from other issues raised by the inhabitants of this Municipality, this study will focus on the investigation of the implementation of Batho Pele Principles on service delivery at Thulamela Local Municipality. The complaints or concerns are recurring despite the government's recommendation to public service municipalities to adhere strictly to the Batho Pele principles. Notwithstanding, there have

been many reported cases of Thulamela Local Municipality's inability to provide access roads, especially in the remote rural areas as the poorest-of-the-poor attend funerals by traveling on gravel roads which has serious implications. This implies that the goal of government at this level which is to improve basic services seems to have been defeated, an attempt in futility.

During the Corona virus pandemic, the role of Batho Pele principles which advocate for people-centeredness was questioned. Instead of the Municipality exercising the principles which call for consultation, access, courtesy and transparency, and openness, poor service delivery has been worsened by the novel Corona virus pandemic. According to Rathando (2020), lots of complaints emanating from residents of the Mutale area, Tshilamba, and other neighboring villages raised concerns that they were not taken into consideration. Communities were not provided with appropriate services to deal with the pandemic, also some indicated that they did not have access to the services. During the National lock, down, people were expected to stay at home, except for those who render essential services. On the other hand, the poor are to be provided with sanitizers and facial masks, while those infected by the virus are to be quarantined as stipulated by the Government's urgent legislation.

The requirements of lockdown are following the prescribed health practices by the World Health Organization (WHO). The concern is that in South Africa, during level 1, strict measures were still in place to mitigate the effects of the ravaging virus. A serious challenge faced by many of the residents was the inadequate provision of information about the virus by the respective government agencies/departments. Besides, provisions of protective gear for the elderly who are very vulnerable have not been taken into cognizance. These senior citizens need to procure groceries, collect old age grants, and visit healthcare institutions. Additionally, some of these people are living without potable water, sanitizers, and masks to prevent the spreading of this virus. They confirm that although Batho Pele principles were developed in 1997, the officials in most municipalities show less prominence about the full implementation of the principles, which compromised the legitimacy of the municipality towards its residents.

The Municipality is failing to provide these hygiene materials to the poor, and there are even no access roads for the officials from the office to visit the needy ones. In the Thulamela Local Municipality, Integrated Development Plan (IDP) 2019/2020-2021/20 document, the Mayor in the person of Mr. Tshifhango averred that *We need to work together to speed up the*

implementation of this program of action to address backlogs on roads, electricity, and water, also improve our economic development initiatives to fight poverty, income inequalities and unemployment which are the dominant challenges we face in our Municipality. The problem is that such statements seem to be a rhetorical or lip service as the service backlogs, coupled with regular service protests are not in conformity with the requirements of Batho Pele principles. Generally, municipalities have tendencies of making such promises because it is progressive and good enough to make pronouncements such as this; however, the implementation of the eight principles in this regard has always been the main challenge.

1.4 AIM OF THE STUDY

The study aims to investigate the implementation of the principles of Batho Pele for the enhancement of service delivery at Thulamela Local Municipality and to recommend possible mechanisms that will enhance prompt service delivery by public officials at Thulamela Local Municipality through the full integration of Batho Principles into their programs.

1.5 OBJECTIVES OF THE STUDY

- To determine the challenges of the implementation of Batho Pele principles on service delivery within Thulamela Local Municipality.
- To establish the extent of conformity with the principles of Batho Pele on service delivery.
- To examine the relationship between public officials and communities at the Thulamela Local Municipality based on Batho Pele principles.
- To recommend strategies for improving the implementation of the principles of Batho Pele for the enhancement of service delivery

1.6 RESEARCH QUESTIONS

- What are the challenges facing the implementation of Batho Pele Principles on service delivery within Thulamela Local Municipality?
- How does Thulamela Local Municipality conform with the principles of Batho Pele on service delivery?
- What is the relationship between the public officials and communities at the Thulamela Local Municipality?

- What are the possible solutions that can be suggested to employees of Thulamela Local Municipality to improve service delivery based on the Batho Pele principles?

1.7 SIGNIFICANCE OF THE RESEARCH

This study focuses on the implementation of the principles of Batho Pele on service delivery at Thulamela Local Municipality. An investigation into the implementation of Batho Pele Principles from public officials' experiences and citizens at large will identify challenges to the implementation of these principles. The identification will improve decision-making and policy making in addressing vital areas of concern. The Thulamela Local Municipality's mission is to build prosperity, eradicate poverty and promote social, political, and economic empowerment of all our people through the delivery of quality services, community participation, local economic development, and smart administration. This study is of importance as it will provide the Thulamela Local Municipality Management with insight into the implementation of Batho Pele principles. Furthermore, the knowledge gained will assist to identify the strengths, weaknesses, and challenges of the implementation process of these principles. Gaps of poor service delivery and the inequalities in the implementation of Batho Pele Principles will be minimized and attended to by the Management.

Furthermore, the study is of crucial significance at this juncture of South Africa's socio-economic and political history in the sense that it will explore the constant challenges of service delivery which often lead to protests at the municipality. In this account, some of the dynamics which hinder the successful delivery of services will also be explored. The research will further provide more information knowledge to the management of Thulamela Local Municipality regarding the revision of the Human Resources Development (HRD) programs and Integrated Development Plans (IDP). This revision will encourage the implementation of Batho Pele Principles (BPP) in the Municipalities across South Africa. Furthermore, the study will also enhance citizens' understanding of their rights with specific reference to the provision of services provided by Thulamela Local Municipality. It will also increase awareness of inputs to be made by various sectors of the society, which will serve as a and will guide in the formulation of concrete strategies that are aimed at ensuring improved approaches. This will provide insight to the Municipal in its quest to come up with strategies and the search to fast-track service provision

to our people in the community to address socio-economic problems. Lastly, upon investigating this challenge, the study seeks to contribute to the improvement of municipal understanding of service delivery and its implications for the developmental mandate of local government.

1.8 DELIMITATION OF THE STUDY

This study will focus on the implementation of the principles of Batho Pele at Thulamela Local Municipality and will exclude the implementation of the Principles of Batho Pele by other municipalities in Vhembe District within the Limpopo Province in South Africa due to the restricted budget allocated for this study. Financial constraints and time limitations prevented a broader study that could have included a provincial or national study. The researcher may encounter challenges as it might not be easy to interview public officials within the Municipality. Furthermore, the respondents may as might not want to disclose deep information like the existing relationship with their employers as public servants for fear of reprisal.

1.9 DEFINITIONS OF OPERATIONAL CONCEPTS

Implementation

Implementation is the process that turns strategies and plans into actions to accomplish strategic objectives and goals (Ralane, 2011). Therefore, South Africa's literature review in analyzing the efficacy of policies reveals that the blame for the failure of policies is duly apportioned to the implementation stage and its processes (Ralane, 2011). Therefore, the implementation process in this context of the study if executed properly would play an important role in the efficacy of policy like Batho Pele principles in regulating the relationship between the community and the public service.

Batho Pele Principles

Batho Pele is a Sesotho expression that means *people first* (Ralane, 2011). In the context of this study, Batho Pele refers to an official national document on public services formulated to improve public service delivery in South Africa, which is people-centered and aimed at customer (people) care services of citizens from the municipalities. Therefore, the principles require that every employee of the public service must treat the community who comes for service with

respect and dignity using the eight principles as a departure point. The eight principles attempt to remedy the inequities of service delivery to the majority-black which was prevalent during the pre-democratic era in South Africa. This implies that the meaning of the Batho Pele principles advocates for a government that is people-centeredness and cares for its citizens.

Service Delivery

Fox and Meyer (1996) define service delivery as the arrangement of public exercises, benefits, or fulfillments to the residents. It identifies with how clients' requirements are met. This should be possible by government foundations, associations, privately owned businesses, nonprofit associations, and individual specialist organizations. Service delivery alludes to the delivery of essential assets that the community relies upon, for example, clean water, sewage assortment and removal, decline expulsion, power, civil wellbeing administrations, metropolitan streets, road lighting, city parks, and amusement (Chen, Dean, Frant and Kumar, 2014:1). This implies that service delivery is the cornerstone of redressing the imbalances of the apartheid policies which segregated the majority of blacks against the minority whites in terms of services to ensure a quality of life for all citizens.

Public Services

According to the Organization for Economic Cooperation and Development (OECD,2010), public services include all services provided by the government as well as all services where the government has a significant influence. OECD further states that public services can be provided directly by the government or indirectly where the government is not the direct provider but still plays a role in their provision through regulation or a financial contribution (OECD,2010). The definition confirms that government has a mandate to forester ideals of democracy, in which the public service serves as a critical tool for the provision of goods and services to its electorates.

Integrated Development Plan

Craythorne (2006:149) defines Integrated Development Plan (IDP) as a plan aimed at the integrated development and management of the area of jurisdiction of the municipality concerned in terms of its powers and duties, and which has been compiled regarding the general principles contained in Chapter 1 of the Development Facilitation Act 67 of 1995. The IDP serves

as a principal strategic management instrument for municipalities. Therefore, in South African municipalities, the IDP also serves as a blueprint on how the municipality should plan, implement and carry out its objectives.

Local Municipality

Local government/local municipalities are the preferred vehicles, selected by the national government, to implement national policy, and manage and deliver water services to local populations (Hemson, 2004). A local municipality may include rural areas as well as one or more towns or small cities. In South Africa, a local municipality or Category B municipality is a type of municipality that serves as the third, and most local, the tier of local government. The Vhembe District Municipality is under Category C which demarcates it as a rural-based municipality. In this study, the local municipality, as the government closest to the people, is an ideal government level to fulfill the mandate of the Constitution of the Republic of creating a developmental state.

1.10 ORGANIZATION OF CHAPTERS

The research is organized in the following chapters: The study is composed of five chapters which are:

Chapter One: Background of the Study

The chapter will focus on the introduction and general background of the research project. It also provides details of the research plan that the researcher undertook. This chapter presents the main aims and objectives, research questions, significant definition of operational concepts, and organization of chapters.

Chapter Two: Literature Review

The chapter will investigate the research problem through the review of relevant literature. Secondly, the research will focus on the theoretical framework that the research will be based on and supported by. Thirdly it will discuss the legislative mandate towards improved service delivery considering the Batho Pele principles, as cherished in the South African Constitution highlighting the legislative components related to this research. Some of the academic debates

related to this study will be discussed. This chapter will be concluded with the introduction of the Public Value theory which best suits this study.

Chapter Three: Research Design and Methodology

This chapter will highlight the research design that will be employed. A mixed research approach which includes both qualitative and quantitative will be adopted in this research. Hence, it will be presented to identify all the research methodology components used throughout this research such as sampling frame, data collection, data analysis, ethical considerations, and validity will be unpacked during the discussions. Reasons, why such methodology was chosen, will feature in different research components, thus providing structure and guidance to achieve the research objectives. The research approach and the sampling frame will also be unpacked and discussed in detail, highlighting the reasons why these were selected. The data collection and data analysis methods will be discussed, thus providing structure and guidance to achieving the research objectives. Data will be collected using semi-structured and structured interviews in form of questionnaires from selected respondents. This chapter will also explain the validity and ethical considerations.

Chapter Four: Discussion, Analysis, and Presentation of Study Findings

This chapter will focus on the discussion, analysis, and presentation of study findings. Information collected through questionnaires is analyzed and interpreted and references are made to review the literature. The Statistical Package for Social Sciences (SPSS) software will be used for analysis.

Chapter Five: Study Findings, Recommendations, and Conclusions

In this chapter, the preliminary propositions of the study are assessed, and the outcomes of the other chapters are also brought to bear on the subject matter. The chapter will also offer recommendations intended to enhance better service delivery based on the Batho Pele principles by employees at the Thulamela Local Municipality to the indigents.

1.11 CONCLUSION

This introductory chapter talked about the implementation of Batho Pele principles on service delivery focusing on Thulamela Local Municipality in Limpopo Province of South Africa. The

efficient and effective delivery of basic services has always been one of the major yardsticks of good governance. Citizens and businesses increasingly demand public services that are better, faster, and cheaper, and often prefer to be online, not in-line. Governments play a huge role in influencing the welfare of their citizens and, to get this role right, it is essential to have appropriate tools for evaluation of public activity to hold governments accountable. The aims and objectives, research questions, significant definition of operational concepts, and organization of chapters are explained in detail. The next chapter will discuss the literature review in detail

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter focuses on the review of literature on the implementation of the principles of the Batho Pele. The chapter reviews the empirical and theoretical framework underpinning Batho Pele principles and the implementation thereof. The chapter will also review the literature on the global overview of service delivery in public service and discuss the Batho Pele principle as a tool for service delivery. In this chapter, the theoretical framework as the foundation of service delivery will be highlighted. The global overview as a way of comparative analysis is discussed, and the legislation underpinning the development of Batho Pele principles serves as a departure point for the implementation of Batho Pele principles. Also, the state of service delivery in Thulamela Local Municipality is covered and the chapter concludes by discussing in detail the principles of Batho Pele and its importance in forester service delivery in local governments.

2.2 PERSPECTIVE OF BATHO PELE PRINCIPLES AND SIGNIFICANCE TO SERVICE DELIVERY

In the period following the 2009 polls in South Africa, protests spurred by service delivery issues increased protests ejected the nation in each of the nine provinces (Ntjanyana, 2016). The vast majority of the objections were identified with water deficiencies, power issues, poor roads, poor sanitation, housing, and joblessness. In response to these evolving problems, the Department of Co-operative Governance and Traditional Affairs (COGTA) conducted a Local Government assessment to identify the main causes of poor service delivery. The South African system of local government is currently overburdened with critical problems and challenges relating to the provision of sustainable service delivery. The insufficient provision of water, roads, and power was high on the priorities list of local communities, airing out their disappointments and grievances. An appraisal report authorized by the Department of Cooperative Governance and Traditional Affairs (COGTA) in 2009 uncovered significant discoveries identified with administration, service delivery, monetary administration, and strategy execution perspectives concerning districts the nation over. A portion of the recognized issues identify with colossal oblige on help deliver and excess difficulties; helpless correspondence and responsibility

associations with communities; issues with the political/managerial interface; defilement and misrepresentation; poor monetary administration; the number of vicious service delivery protests; frail common society crew and inadequate metropolitan limit because of the absence of the personnel or human resources with the much-needed expert skills. (Reddy, Sing & Moodley, 2003). Effective service delivery entails the delivery of service in a manner that meets the needs, yearnings, and expectations of the people. The community expectation on how service delivery should be done is embraced within the framework of the Batho-Pele program. The challenge of meeting the needs of the South African populace through viable delivery of services, is essential for the five critical projects of the Reconstruction and Development Program (RDP) which was included in the manifesto of the African National Congress (ANC) in readiness for the 1994 elections (Reddy, Sing & Moodley, 2003). This position Batho Pele principles as the extension of RDP, giving meaning to what must be done to achieve the goals of transformation as envisaged in ANC programs.

Beginning around 2009, the South has seen unremitting localized service delivery protests, commonplace and focal government comparable to a few issues, including housing, water, streets, power, and bridges (Institute for Security Studies, 2009). These protests recommend that service delivery challenges have genuine adverse consequences on communities. Numerous residents have become restless with the state-run institutions at various layers over the inability to follow through on guarantees and promise made, in any event, when there are likely purposes behind this disgruntlement since they were adversely impacted (Pieterse, Parnell, Swilling, and Van Donk, 2008). Another precarious situation this review centers around is an investigation of the difficulties of service delivery and its ensuing effect on the expectations for everyday comforts of community members within the Thulamela Local Municipality. Although, many municipalities in the country are confronted with these challenges; of which the Thulamela Local Municipality cannot be exempted from the same malaise. Poor service delivery remains an important challenge in South Africa, and there have been many violent service delivery protests in municipal areas, and these protests resulted from both the lack of service and poor-quality services rendered (Mathibane, 2010).

2.2 THEORETICAL FRAMEWORK FOR BATHO PELE PRINCIPLES

According to Adom, Hussein, and Agyem (2018), a theoretical framework provides a perspective or a lens through which to examine a topic. It serves as a focus for the research as it is linked to the research problem under study. Public administration has undergone the evolution of theories in a bid to find an appropriate theory that is responsive to the democratic ideals of public service and its value. The evolution of contemporary theories serves as a foundation to ensure quality service delivery and the adoption of the Batho Pele Principle. Theories such as New Public Management, theory of democratic citizenship, rational decision-making, public choice, organizational humanism and discourse, New Public Service, and Value theory have an implication on service orientation within public service. This study will however focus on New Public Management, New Public Service, and the Value theory as the departure point for the concept of Batho Pele principles:

2.3.1 New Public Management

The New Public Management (NPM) theory stems from the globalization approach in the early 1970s to 1980s in the United States of America. The NPM principles are based on entrepreneurial public service which emphasizes marketization, service orientation, decentralization, performance management, accountability, and efficacy (Masia, 20121). Naidoo (2004) reiterates that the public service theory advocates that the government must be run like a business emphasizing productivity. Public services should be outsourced to private companies so that public service should optimize its resources. White Paper on Transformation of Public Service Delivery of 1997 in South Africa adopted some of the principles of NPM. Public service is expected to be customer-driven instead of citizens or community-driven. The notion that citizens must be the champions of service delivery through participation was less emphasized. Although NPM aimed to empower citizens through privatization of services for quality delivery, public officials and senior public officials were consumed with performance management and productivity and neglected the normative guidelines of being transparent, just, and impartial in pursuit of excellence (Naidoo, 2004).

The principle of decentralization through outsourcing hinders the capacity of the public service to provide quality service delivery through the erosion of ethics. Outsourcing through a tendering

system puts service delivery at stake (Singo, 2018). According to Mubazingi (2011), the principles of NPM are embedded in South African public service reforms' WPTPS. The critique of the theory indicates that the notion of efficiency, productivity, top-down approach, and accountability by only senior public officials compromised the values of NPM. South Africa is one of the developing countries, where the masses are still poor and rely heavily on the government, hence service delivery backlogs. Under this theory, downsizing means less capacity for the government to deliver services. The apartheid backlogs made it difficult to achieve the goals of the government. The theory resulted in poor service and less citizen participation which affected the empowerment of citizens. Therefore, it was not ideal for South Africa and developing countries due to strong elements of capitalism; instead, it is ideal in Western countries like the USA and Europe. Singo (2018) reveals that the implementation of NPM did not align with the ideals of the transformation agenda of South Africa's public service. The outsourcing of public service results in the conflict of interest between quality service delivery and the official's interests which culminates in corruption.

2.3.2 New Public Service

The New Public Service (NPS) as advocated by Dernhardt and Dernhardt's (2000) steering and not Rowing book provides a critique on the role of NPM in enhancing public service delivery. The NPS unravels the failure of NPM indicating that it focuses more on the self-interest of the state than the citizen's interest which requires a down-top approach. The NPS is composed of seven (7) principles which are; serve citizens and not customers, seek public interest, think strategically and act democratically, value citizens over entrepreneurs, recognize that accountability is not easy, serve the citizens rather than steering, and value people not just productivity. The principles are opponents of NPM. Unlike NPM, NPS is more citizens orientated; citizens are value bearers and can initiate programs to channel policies and capacity to solve their problems.

Citizens are expected to come up with products for services, they must own the government as part of the democratic right. Public interest is interpreted because of shared values amongst citizens rather than individual interest (Shai, 2017). Shai (2017) further noted that the model compels the building of the relationship between public officials/authorities and the citizens.

Citizens through civic structures must steer the direction of the government than be mere consumers. The seven principles put people first and profit later, which is the philosophy of Batho Pele principles. Singo (2018) asserts that the introduction of public community participation attests to the adoption of NPS as part of ensuring governance between the community and the government. Singo (2018) also contend that the adoption of NPS would be ideal to strengthen BPP, the problem experienced in South African municipalities was that most of the policies, like Batho Pele principles, becomes lip service. Mokgoro (2005) opined that Batho Pele becomes a mere listing of principles in offices without any indications of implementation.

2.3.3 Public Value

The theory of Public Value was employed to explain continued service delivery failures in this study. Moore (1995) was the proponent of this theory. Moore (1995) described the public value hypothesis and system to direct and support another worldview of public administration called arranged administration. As per Moore (1995) and Fukumoto and Bozeman (2018) public worth is a regulating hypothesis of public administration which gives a hypothetical system to illuminate and rouse change and improvement regarding public administrations. This hypothesis is consequently made by accomplishing distributional value, exhibiting decency, and in more outrageous conditions by going about balancing out power during change. It gives another worldview to public administration; enabling public supervisors to more noteworthy commitments with, and center around, residents and shoppers in a continuous deliberative cycle to arrange and shape public inclinations for what is significant and what they should create.

As indicated by Fukumoto and Bozeman (2018) public worth hypothesis is progressively being embraced in Western nations yet has not been all around acknowledged and the advancement of estimation rules is ongoing. Fukumoto and Bozeman (2018) agreed with Moore (1995) when they likewise depicted public worth as alluding to the worth made by the public authority through laws, guidelines, administrations, and some other activity. In a majority rule society, this worth is characterized by the actual public. Esteem is dictated by residents' inclinations communicated in an assortment of ways and along these lines, it gives a harsh measuring stick against which to check or gauge the public foundations and government strategies.

The notion of public values is generally associated with the work of Bozeman (2007) who defined it as those values that provide a normative consensus about the following:

- The rights, benefits, and privileges to which citizens should and should not be entitled;
- The obligations of citizens to society, the state, and one another; and
- The principles on which governments and their policies should be based.

Horner and Hazel (2005) interpret this concept with perhaps more clarity, defining public value as the correlate of private value or shareholder return. Arguably, citizens ought to be considered stakeholders and a major source of contention are how their tax is spent by the government. Horner and Hazel (2005) further stated that the value may be created through economic prosperity, social cohesion, or cultural development. Ultimately, the value—such as better services, enhanced trust or social capital, or social problems diminished or avoided – is decided by the citizen. Citizens do this through the democratic process, not just through the ballot box, but through taking part in consultations and providing more information and surveys, for example. The researcher believes the public value approach would entail considerable change as it provides a new means of thinking about government activity, policymaking, and service delivery which directly challenges the New Public Management (NPM) paradigm. The Public Value theory is closer to Batho Pele Principles in that it calls for consultation, provision of more information, and surveys to inform the public about the appropriate services and determine their needs. One of the BPP emphasizes value for money. Citizens should feel that the services provided by the municipality are valuable for their survival.

2.4 GLOBAL OVERVIEW OF SERVICE DELIVERY IN PUBLIC SERVICE

This section provides a comparative analysis of how other international countries succeeded or failed in the provision of quality service delivery in their countries. The argument can serve as a valuable lesson for South Africa as most countries share common successes and challenges:

Service delivery cannot be separated from the functional role of government; be it at municipal, provincial, or national levels on the global scale. It is the responsibility of the state to provide basic services to its citizens, and failure to fulfill this role invalidates the reasons people have been appointed or elected to reduce the burden of governance. We must provide services so

that the people of the state can enjoy the benefits of democracy (Bekink, 2006). Australia's Ombudsman (Other Amendments) Act 1983 No. on providing an institutional framework for improving the quality of service to the public. This Act is based on ex officio or civilian complaints and demands. We have stipulated an ombudsman who can investigate the actions taken by the staff.

In 1995, an examination was carried out by several researchers on the quality and the delivery of services, the Strategic Management Initiative (SMI) organizing Group of Secretaries, in their second report to the government Delivering Better Government (DBG), recognized the delivery of services, across the entire scope of its exercises. And the truth is that regardless of whether reasonable and effective service delivery is being conveyed, a lot seems to be lost in most cases where people in general as clients do not see the delivery of services in their municipalities as being productive and supportive. It has been noted universally that accomplishing enhancements in the delivery of services to the general population is a central component of many change programs in the public help (Boyle 1995), the National Economic and Social Forum (NESF) distributed a significant report on Quality Delivery of Social Services. The principle insufficiencies recognized were:

- Absence of customer support in policymaking and execution.
- Absence of authoritative rationality.
- Absence of coordinated delivery of services.
- Absence of clear data; and
- Absence of free requests systems

The result of the report prompted a progression of requests by residents who guaranteed their sacred privileges have been subverted. These freedoms were generally identified with more prominent discussion and investment; better data and counsel; more decision and effortlessness; further developed admittance; and review. Furthermore, incorporated preparation at the public level and the coordinated service delivery at the nearby level were suggested (National Economic and Social Forum, 1995). As per Siswana (2007), the Public Service Management Act (1997) additionally denoted one more significant stage forward in the administration of the public assistance and how many client support issues were made

expressed by every division/office in outlining their assertion of methodology. A comparable methodology was additionally embraced by Belgium, Canada, France, Portugal, Spain, the UK, and the United States of America (USA) with an unmistakable contract of privileges for its residents. In Portugal, the Public Service Quality Charter (1992) was a purposeful move by the government to create trust in an arrangement of policy implementation which appreciated minimal public help. The difficulty in comprehending protected freedoms however is comparable to maltreatment of major common liberties (OECD, 2000).

In a bid to demand accountability, various measures must be put in place to checkmate the excesses or otherwise of the administrators put in place to oversee the delivery of services to ensure good governance. In numerous Western majority rules systems, frameworks of governing rules guzzled into government structures have shaped the center of good administration and have engaged residents (OECD (2008)). The drives that rouse community workers and strategy producers, the prizes and endorses connected to results that assist with molding public area execution are established in a country's responsibility systems. Sound public areas the executives and government spending assist with deciding the course of monetary turn of events and social value, particularly for poor people and other impeded or underestimated gatherings like vagrants, weak residents, ladies, and the old (Shah, 2007).

Agreeing with Shah (2005), many agricultural nations, particularly in Asia, Latin America, and Africa have become casualties of inadmissible and frequently useless administration frameworks including rent chasing and impropriety, unseemly distribution of assets, inefficient income frameworks, and frail delivery of indispensable public services. Such frameworks of helpless administration lead to unwanted results for admittance to public administrations by poor people and other hindered individuals from the general public like ladies, kids, and minorities. Shah (2007) further contended that the World Bank persistently endeavors to take in illustrations from rehearses all over the planet to accomplish a superior comprehension of what works and what doesn't work in further developing public area administration particularly regarding fighting debasement and making administrations work for destitute individuals. The nature of administration is accordingly controlled by the effect of this activity of force on the personal satisfaction appreciated by its residents. Mitlin (2000) and Porio (1997) recognized various signs of the support of helpless viewpoint in neighborhood state-run administrations, including the sum

spent on lodging and the recovery or updating of ghettos and vagrant regions, the sum spent on growing new framework for arrangement of fundamental administrations (like water, power, and sterilization) and in offering such types of assistance in helpless regions, and the locally financed exercises pointed toward animating little, casual business undertakings, (for example, the arrangement of convenience for peddlers or the improvement of road exchanging offices).

In India, a non-administrative association (NGO) called DISHA (Developing Initiatives for Social and Human Action) could get to and dissect common spending plans in Western India to recognize consumption going to helpless gatherings, generally because the commonplace spending plan was extremely definite, and enactment permitted city admittance to such detail (DISHA 2000). In their assessment interaction, it was at first found that the common government was exceptionally inert to the requirements of poor people. One more examination on service delivery at the city of Bamako, Mali was known to have especially inefficient public disinfection frameworks, for instance, with 90% of the costly individual seepage frameworks being nonfunctional and most occupants tipping fluid waste onto public roads (DPLG 2000).

As per OECD (2008), in nations like New Zealand, North America, and Europe, nearby government undertakings are answerable for generally hardly any neighborhood administrations. These administrations frequently incorporate at least one of the accompanying: power, phone, water and sewers, metropolitan air terminals, and social lodging. Be that as it may, in different nations, paradoxically, nearby government undertakings are significantly answerable for some more administrations. Water and sewers in a district, for instance, are the obligation of one organization, a different utility or business venture, here and there under the immediate administration of the region and now and then under the administration construction of a unique reason board or commission that will, in general, have highlights and attributes like those of a different business substance.

In the United Kingdom, nearby specialists are being urged to enter serious offerings for the arrangement of metropolitan administrations (HM Treasury, 2015). In different nations, like New Zealand, enactment presented in the mid-1990s affected how administrations are given, yet it does not go similarly as requiring serious offering. As per (Bird and Vaillancourt, 1994), in New Zealand, service delivery only by neighborhood board divisions declined from 70% in 1989 to 26 percent in 1994, while the delivery of services by specialty units rose from 2% to 18 percent

(Department of Internal Affairs 1994). The center administrations of water supply, sewage frameworks, storm water control, and seepage are conveyed by specialty units in more than 50% of the chambers, while most boards that offered legitimate types of assistance, deny assortment, business ranger service, and decline removal utilize outer suppliers (Pallot, 1998). Consequently, the citizens face frequent obstacles to accessing public services that rely on flawed interaction among several different agencies, reinforcing the traditional view of a government that is distant from the expectation of its masses residing in various constituencies.

Gladwell (2006) describes that the situation is not different even in the United States of America (U.S.A) He made an illustration the gaps in service delivery programs and how it affects the social and economic life of the residents through an article in the New Yorker magazine, titled *Million-Dollar Murray*. Malcolm Gladwell describes the life of Murray Barr, a mentally ill, alcoholic, homeless man living in Reno, Nevada. The man roamed the streets without any help from the local government. The reason is that at some stage, the governments and their programs are not designed to provide holistic service that meets someone like Murray's needs. The challenge facing governments is to minimize the complexity of services while maximizing citizens' ability to access what they need on time. Governments around the world are realizing the benefits of integrating their service delivery horizontally and vertically to make gains in access and quality of service. However, notions of access and quality must be defined according to the citizens' needs.

According to Kiyaya-Nsubuga and Olum (2009), public service delivery remains a huge test for governments in numerous African nations. Notwithstanding this bothersome picture, some nations endeavor to build up sufficient frameworks of local government to further develop public service delivery. Among those nations one could allude to is Uganda. For instance, the public assistance in Uganda depends vigorously on the delivery of services at the metropolitan level, basically the local gatherings. This outcome for nearby government turns into a critical component in the quest for better approaches for administration. This methodology reasons that the overall difficulty is the issue of destitution and that the best method of handling it is to engage individuals to offer the types of assistance that they judge essential, and to choose their own neighborhood needs in the portion of assets. In Uganda, the primary test to nearby administration is the twofold disapproved nature of the governmental issues. Albeit the current

system advanced the foundation of an arrangement of government in the nearby circle, it additionally dislikes the degree of control of public undertakings delighted in by local communities. In South Africa, the arrangement of neighborhood government is tested by the absence of all-around prepared authorities at the nearby level which hampers service delivery (Tshiyoyo and Koma, 2011). Kiyaya-Nsubuga and Olum (2009) demand that the Ugandan neighborhood government framework is started in the region as the essential unit, under which there are lower-level nearby legislatures (sub-province, metropolitan, division, and town chambers), and regulatory units (area, ward, and town)

In Uganda, non-functioning supervisory and inspection mechanisms have meant health units and staff have not been subject to active oversight, with public facilities often closed and high levels of health center staff absenteeism, alongside reports of shortages of public medical supplies and essential equipment (Booth, 2010; Golooba-Mutebi, 2011). For patients, this has meant either a lack of access to health facilities (where they are closed) or potentially greater health risks through unregulated and illegal private practice. Disinfection and sanitary amenities scarcity are additionally a major issue in the city. The staggering larger part of city inhabitants depend on pit restrooms or in a considerable lot of the most thickly populated regions, individuals do not have any admittance to disinfection offices and should depend on plastic sacks (portable latrines) (Matagi, 2002).

The sewers are additionally inclined to blockage, because of missing sewer vent covers that are not supplanted and, thus, permit storm water and going with trash to obstruct the framework (in the same place.). The nature of the streets in the city is horrifying, provoking a few inhabitants to organize protests on streets with the most potholes, including 'fishing' into a portion of the city's biggest potholes after a downpour (Oluka, 2010). In December 2010, city inhabitants coordinated a photograph shows, Pothole Expo 2010, to show photographs of different potholes around the city. Resident disappointment with the committee's helpless street support even provoked three inhabitants to sue the Kampala City Council (KCC) over the nature of the streets (Mukisa, 2010). In particular, legislative issues drive a large portion of the choices and activities of the focal government, sabotaging the help service delivery objectives and the adequacy and proficiency of metropolitan nearby states. The reliance on focal government moves, especially contingent awards that are reserved for specific exercises, essentially restricts the strategy

choices of nearby state-run administrations in Uganda (meet with Commissioner, MoLG, May 2011). The constitution doles out help service delivery obligations to the three levels of government with the states and local legislatures assuming the main part in the delivery of fundamental services like schooling, wellbeing, housing, water, and garbage removal services.

In Nigeria, service delivery has turned into a chime word, regularly use to portray especially, fundamental administrations given by the public authority, for example, social services like clinics, streets, power, water supply, commercial center, traditions administrations, permitting, sterile administrations, actual framework, town arranging, housing. Notwithstanding, the government's ability in conveying the greater part of the administration is problematic and unremarkable. Hence, more frequently than none, accordingly to the residents, the quantity of service delivery protests for better service delivery, has become more famous, as more individuals have arranged public dissent in light of inadequate power supply, poor services offered in a medical care areas, and superfluous charges for services that are not delivered (Makhari, 2016).

The improper and unprofessional attitudes exhibited by public authorities especially, in the public area to issue of service delivery have affected adversely on clients' fulfillment and the political and financial improvement of the general public at large (Aremu and Babarinde, 2010). Likewise, the Nigerian common help has frequently gone under substantial analysis for the helpless association, lack of foresight, overstaffing, indiscipline, administrative noise and mystery, obtuseness, unbending nature and over-centralization, detachment, ineptitude, defilement and partiality, overbearingness, lethargy, delinquency and malingering (Adamolekun, 1986). Helpless service delivery and administration stay a staggering test in most nearby governments in Nigeria. Of central issue is the level of unavoidable defilement, institutional limit requirements identifying with proper abilities and staff, absence of transparency, incompetence of ward boards of trustees, absence of responsibility by councilors and city authorities, absence of public investment in issues of administration, inability to consent to metropolitan enactment and other by-laws, inability to focus on local area needs and planning processes not adjusted, pressures between the political and authoritative areas of the districts and frail monetary reasonability of local government.

The above discussion reveals that a common challenge faced by every organization in the world is how to serve its customers better. The public sector and municipalities are no exception. Public sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their 'customers' both citizens and businesses. Citizens today are more aware of their rights, have better access to information on public services, and consequently have higher expectations of service levels. Therefore, the study is more relevant to Batho Pele principles in South African municipalities. The Thulamela Local Municipality, which is the focus of this study will be able to learn how other countries dealt with the challenges of service delivery to its communities, which can assist to review the implementation process to ensure the efficacy of the Batho Pele principles.

2.5 TRANSFORMATION OF SERVICE DELIVERY IN PUBLIC SERVICE: SOUTH AFRICAN EXPERIENCE

Numerous studies such as Abedian and Biggs (1998), Naidoo (2004), Sebugwawo (2011), Akinboade, Mokwena and Kinpack (2014), and Sithole and Mathonsi (2016) amongst others, point to the rise of a service delivery protest scourge in South Africa because several communities remaining un-serviced.

2.5.1 Service Delivery in Pre- Democratic Dispensation or Apartheid Era

The Apartheid system in South Africa left behind both the inheritance and impressions of imbalances in admittance to administrations that win to date. In South Africa, service delivery was a test during the Apartheid system, particularly in countries where individuals of color dwelled. It was most awful that their voices and disappointment about helpless service delivery failed to receive any notice. The unavoidable was that helpless service delivery turned into a typical' lifestyle (Sithole and Mathonsi, 2016). As per the Presidency (2015), countries filled in as work pool/repositories for whites in South Africa to store individuals of color and delivery them now and again into white towns/municipalities at whatever point their labor force was required. Apartheid as a government system was discriminatory on racial lines since 1948. The apartheid system was such that government spending was directed toward the development of White people and White areas. The Black people were neglected with little or no spending on basic services such as health, housing, education, roads and infrastructure, water, and electricity (Van

Niekerk, Van der Walddt, and Jonker, 2001). Through the country's framework, the politically sanctioned racial segregation government looked to serve the mining business' work necessities just as those of ranchers and other white-claimed organizations while simultaneously holding white political predominance in the country. Countries, where most blacks lived were described by negligible terrains with low creation limits which could not foster neighborhood economies, and this made the countries rely upon the politically sanctioned racial segregation state for financing. Because of an absence of assets, issues of debasement, and an absence of authenticity of the country organizations, gigantic overabundances figures on essential administrations like water, power, wellbeing, and training offices began to heighten in countries. Treiman (2005) and Nnadozie (2013) agreed that the effect of this inheritance is presently being capable.

Naidoo (2004) reported that during the apartheid era, public servants were held accountable for adherence to rules and procedures, rather than for service delivery outcomes operating within a governance framework that was highly centralized and functioned top-down meant that public servants were aloof and distanced from the communities they were supposed to serve. Moreover, the existence of fragmented public administrations before 1994 resulted in poor coordination within and between departments. Most provinces or self-administering regions then were not given admittance to fundamental metropolitan administrations like clean water, disinfection, deny evacuation, and power. These city administrations were regularly non-existent rather than regions where whites possessed. In dark metropolitan regions, assuming that such administrations existed, they regularly did not address essential issues and were frequently inconsistent, unacceptable, and unpredictable. The absence of fundamental administrations added to high occurrences of water-borne infections like loose bowels and cholera in countries. The deficiency of power brought about individuals utilizing coal ovens which added to an increment of respiratory sicknesses and conditions. While most individuals of color needed to go significant distances to get to their work environments in light of politically sanctioned racial segregation spatial examples, the state didn't give protected, solid, satisfactory, and reasonable methods for transport (The Presidency, 2015).

Moreover, the above situation was compounded by the public servants' lack of the skills necessary for effective service delivery. Service delivery protests originated during the apartheid

era in South Africa and were used as strategies to express dissatisfaction with the lack of services as well as target ethnically based structures. After examining Apartheid era service delivery mechanisms, post-apartheid service delivery in South Africa will be discussed next.

2.5.2 The State of Service Delivery in Post Democratic Era

Following the departure of apartheid and the transition to democracy in 1994, South Africa has sought re-integration into the global economy (Sithole & Mathonsi, 2016). Reintegration has followed the ending of years of isolation and the lifting of sanctions imposed by the international community against the apartheid regime. Abedian and Biggs (1998) reported that the democratic government also recognized that South Africa's prospects for economic growth, essential to achieve the government's objectives of redistribution and poverty elimination, were inevitably linked to the country's ability to position itself within the global economy. The governmental issues of service delivery in South Africa are both a hierarchical and a base-up process. According to hierarchical points of view, the public authority decides strategy systems and instruments of execution, sets financial plans, and deciphers orders. Base up points of view enlighten the battles of normal individuals for service delivery. Administration beneficiaries battle to make their voices heard in the passageways of force that exude from local municipalities upwards into the retail shops of common premiers and the circuit of public assignment groups and official research organizations.

The emergence of the new South African democracy in 1994 brought with its expectations of equalization across racial, gender, socio-economic and geographic boundaries; fair and just delivery of services; access to basic services and hope that all citizens could own their freedom and dignity. Public level information databases show enhancements in essential service delivery in South Africa, as per the Reconstruction and Development Program (RDP) responsibility made in 1994. Nonetheless, numerous families do not approach clean water, sterilization, or free medical services, and deny evacuation and power (Abedian and Biggs, 1998). As indicated by Sithole and Mathonsi (2016), regions have begun to encounter a rash of service delivery protests as of late. The worries raised regarding inefficient service delivery depend on disappointment or failure of nearby positions to deliver services to the people. Akinboade, Mokwena, and Kinfack (2014) agreed that the majority of the protests had turned vicious, for certain hoodlums taking

advantage of the circumstance, in this way exploiting. In particular, protests have occurred primarily in casual settlements and under-special networks. Information from wards shows that these communities are commonly significantly more unfortunate have more elevated levels of joblessness and have lower levels of admittance to administrations than the normal inhabitant living in their districts (Municipal IQ, 2010). In any case, of late, service delivery protests have all the earmarks of being spreading from problem areas in casual settlements to huge metropolitan regions. It is dicey whether the government will accomplish its objectives of giving 100% admittance to satisfactory disinfection, or 92% admittance to a power supply by 2014 (Alexander, Claire, Dawson, and Phadi, 2009)

As per Shaidi (2013), previous President Thabo Mbeki had, notwithstanding, demonstrated in parliament in 2005 that inefficacy in the delivery of services could over the long haul adversely influence the dependability of South Africa. Understanding cooperation in service delivery protests is fundamental because of the freedoms of residents cherished in the South African Constitution. Legislatures have been shared with finance and offer essential types of assistance like wellbeing, schooling, broadcast communications, safe water, and present-day sterilization. Sufficient admittance to these administrations improves advancement. In this manner, further developing public service delivery is perhaps the greatest test around the world (Shaidi, 2013). South Africa like other many countries is now under dark clouds of the Corona pandemic crisis where the country was in the national lockdown and most of the complaints coming from different rural areas and informal settlements are saying: *"We are not going to die of this disease,(Covid-19) but we are going to die of hunger We were on the queue for the whole day waiting for the food parcel donations where at the end of the day some ward-councilors full of corruption take some to their respective homes"*. (TV News Channel, ENCA 403, 2020) This is an indication that the government is failing to meet the basic needs of its citizen such as providing food and water.

Furthermore, the United Nations Development Programme (UNDP) Report highlights that a major part of the population in Africa (especially in the rural areas) live without access to basic public services. The reasons for dysfunctional service delivery are many and complex, but most often, they relate to a lack of accountability, transparency, and commitment to making services work for poor and marginalized citizens (UNDP, 2007). In many cases, the lack of implementation and absorptive capacity of government agencies and citizens, respectively, are

problems that hamper efficient service delivery. Inadequate targeting of the poor, supply-driven planning, elite capturing of programs, lack of voice of the poor, and their inability to reach the government and service providers, are among the most common reasons. Often, government services fail to reach the poor in rural and remote areas, and when services are provided, they rarely reduce poverty (UNDP, 2007).

Nyakumachi (2005), indicates that although local governments in South Africa put efforts to deliver basic services to communities, one of their challenges today is to provide effective and efficient service delivery. More are likely to live in shacks in urban areas and traditional dwellings in non-urban areas, and to have insufficient access to domestic infrastructures such as water, sanitation, and electricity. In 2005, it was accounted for by the South African parliament that 881 service delivery protests had happened in the country in the period from March 2004 to the furthest limit of February 2005 (Cape Argus, 13 October 2005). There were likewise 5,085 legitimate service delivery protests in the year time frame for these protests for which official consent was looked for and obtained. The then public administrator of the ANC, Mosiuoa Lekota, expected that the ANC would be impacted adversely assuming the absence of service delivery was not tended to (Schwella, Burger, Fox and Muller 2001). Service delivery in South Africa has been portrayed by mass protests and petitions (Sebugwawo, 2011).

These reactions from the community, of aggregate voice pressure politic, have turned into a trademark element of conventional individuals' reaction when municipalities neglect to act concerning local area challenges. While the ordinarily pressuring issue is connected to the disappointment of guarantees not fulfilled in respect of service delivery, the other more extensive issue incorporates corruption, the developing hole of imbalance among rich and poor, and the falling apart state of government divisions (Sebugwawo, 2011). Surveys applied in this study introduced many explanations behind service delivery protests in South African municipalities. The essential explanation frequently referred to is disappointment with the delivery of fundamental municipal benefits, particularly in informal settlements. Joblessness, undeniable degrees of neediness, helpless foundation, and the absence of appropriate lodging add to the developing disappointment in these and other poor communities. These protests might be savage or tranquil however there is a reasonable disappointment with the administration of the impacted nearby city chamber. These included mass gatherings, drafting of memoranda,

petitions, toy-playing (South Africans reciting melodies or chanting to air their disappointment), parades, remaining away, political decision blacklists, barring of streets, development of blockades, consuming of tires, plundering, the annihilation of structures, driving disliked people out of municipalities, conflicts with the police, and constrained renunciations of those officials (Ngcamu, 2014) These incorporate claims of uncontrolled defilement and nepotism inside nearby government structures. A few dissidents pin poor delivery of services on the organization of ANC friends to positions for which they are not qualified.

As per Botes, Lenka, Marais, Matebesi, and Sigenu, (2007), the Center for Development Support at Free State University has distributed four contextual analyses of service delivery protests and protests in Phumelela, Khutsong, Phomolong, and Nelson Mandela Bay metropolitan. They reason that poor service delivery has been brought about by poor administration, individual political competitions inside local government an absence of correspondence, an insufficient customer interface, inefficient the executives, and issues of reasonableness and unfunded orders. The disappointment about service delivery is especially apparent in informal settlements and metropolitan regions particularly Western Cape and Gauteng. There is additionally a huge service delivery backlog among country and metropolitan regions explicitly in the previous country spaces of Limpopo, Eastern Cape, North West, and KwaZulu-Natal. Moreover, service delivery disappointment is broader and not limited to regions or wards with the most exceedingly awful service delivery excesses. Alexander (2013) contends that service delivery protests proceed unabated and that administration endeavors to further develop service delivery have not been sufficient to address the disappointment and outrage of destitute individuals in South Africa. In addition, service delivery protests incorporate numerous different worries like an absence of occupations, neediness, significant degrees of violations, drug abuse, and inequality. Nonetheless, numerous demonstrations and protests, often violent, have highlighted popular perceptions that local governments have not kept campaign promises of good service delivery most fundamentally, Nelson Mandela's 1994 promise of "a better life for all. The challenges are that while service delivery is vital to all citizens especially the poor majority from previously disadvantaged groups, municipalities see it as a commercial commodity. This is revealed by the National Study of Service Delivery for District Management Areas (2005), where water and sanitation were the highest revenue generation for most municipalities. Therefore, lack of service delivery for these commodities culminates in low or no profit for these sections. In recent

years one has witnessed an escalation in the number of violent service delivery protests across the country. Some people seem to be frustrated at the slow pace of delivery and at corrupt practices that have become endemic in some municipalities, so one can see that there are quite a several challenges within local government that hamper service delivery.

For South Africa to truly forge forward in this post-Mandela era, it is of paramount importance that the government pays prompt attention to the quality and efficient delivery of basic services, thus the focus of this study. The next section examines service delivery issues in the Thulamela Local Municipality.

2.6 THE STATE OF SERVICE DELIVERY IN THULAMELA LOCAL MUNICIPALITY

Bekink (2006) described service delivery as a service to the municipality's activities to meet the basic requirements of the community. This includes the provision of water, electricity, and sanitation (Department of Provincial and Local Government (DPLG, 2001). Thulamela Local Municipality renders these services to meet the fundamental necessities of residents and such administrations incorporate water supply, sewage assortment, power supply, civil wellbeing administrations, street and tempest water seepage, road lighting, and metropolitan parks and entertainment. The worry is that help service delivery challenges stay evident. In this way, notwithstanding the presence of an exceptionally moderate constitution, laws, and discretionary popular government, rough friendly development discontent has additionally added to the food of these strikes. These strikes have expanded in size, therefore ascending to the degree that a few experts have named South Africa the protest capital of the world (Alexander, 2013). The Constitution of the South African Republic contains a progression of reasonable financial freedoms. As far as Sections 26 and 27 of the Constitution of South Africa 1996, commitments are put on government (particularly at the nearby level) to guarantee the dynamic acknowledgment of privileges, inside accessible assets, to lodging, water, sterilization, and related fundamental administrations, for example, power and deny expulsion. At a conventional level, fundamental administration strategy and enactment perceive the need to needs access by the poor to essential administrations, yet this has shown to be trying practically speaking.

Some of the difficulties experienced in Thulamela Local Municipality incorporate deficient and unreliable water supply, and an absence of a legitimate water reticulation foundation. conflicting

stream from water taps, and no foundation by any means (water is inaccessible), water supply has not arrived at the objective as far as the build-up. The current of mass water supplies can't adapt to the interest in water arrangement. The issue of water supply is deteriorated by the way that current water assets or plans are old and were expected to serve a little populace, explicitly, the individuals who were remaining in country regions. Through self-perception, there is an excessive number of unlawful associations that are as yet growing around the Thulamela Local Municipality region. Illicit associations utilize decontaminated water and do not pay for it, for instance, vehicle wash and block works. The vast majority of individuals use water for planting inordinately and by and large, without paying for it. There is likewise a test of sewerage frameworks around Thulamela Local Municipality, where a large portion of them is harmed and brimming with squanders; then again, vendors and dealers are distributing and cooking close to those sewerages pipes lines, and this represents a genuine wellbeing challenge.

Enitan-Folami, Mutileni, Odiyo, Swalaha, and Edokpayi (2020) averred that infiltration of water from pit toilets, leaking of sewers, and waste dump sites situated near boreholes have also contributed to water contamination at Thulamela Local Municipality. De Vries and Nemeč (2013) assert that Water pipe bursts that are not promptly attended to result in considerable water losses and lengthy interruptions in the water supply. Because of supply chain bottlenecks, water purification chemicals are often in short supply at remote water treatment plants, resulting in poor quality drinking water. The absence of clean water leaves individuals exposed to the risks of contaminated water in metropolitan waterways. As per Mulreany Caligolgu, Ruz, and Sapsin (2006) admittance to spotless, safe water is a foundation of general wellbeing. Nonetheless, in numerous areas of the world, including Thulamela Local Municipality its supply remains inadequate. Most villages rely mostly on groundwater as a source of water supply, thus mostly used boreholes as a formal water supply. Another challenge is social cleavages, and this incorporates racial and ethnic divisions, and it tends to be exacerbated by the movement of outsiders that are socially unique, or even by interior relocation (Hough, 2009).

Ethnic or racial cleavages that are built up by strict, etymological, or monetary contrasts structure specific dangers to strength. Also, assuming that a culture of violence has been set up in a country before, it could serve to legitimize brutality later on.

The Malamulele community in Limpopo province embarked on the rampage, by violent protests as residents demanded their municipality, be separate from Thulamela Local Municipality due to the inability to deliver basic services to its citizens around the Malamulele area. The next section looks at the legislative and policy framework of service delivery in the South African Constitution.

2.7 LEGISLATIVE AND POLICY FRAMEWORK UNDERPINNING THE ROLE OF SERVICE DELIVERY

This section was focused on the legislative framework that governs service delivery within South Africa's municipalities.

2.7.1 The Constitution of the Republic of South Africa, 1996

The Constitution of South Africa, 1996, is the incomparable law of the nation and its objective is to work on personal satisfaction, all things considered, and free the capability of every individual. In a bid to accomplish this objective, the Constitution set up (among others) the local sphere of government with the targets of giving popularity-based and responsible government and reasonable help service delivery to surrounding communities. The truth, in any case, uncovers that occupants are disappointed with the helpless assistance arrangement by provinces which has prompted continuous service delivery protests across South Africa. Segment 17 of the constitution unmistakably expresses that it is the right of residents to partake in tranquil shows assuming they feel their freedoms are being disregarded or their necessities are not met (Sithole and Mathonsi, 2016).

It is a prerequisite of Section 152(2) of the Constitution that municipalities should endeavor to accomplish these goals inside their monetary and authoritative limit. It has been noticed that in South Africa, districts are at the coalmine of public service delivery or are the help deliver the arm of local government since they are regularly the primary resource among society and government (Thornhill, 2008: 492). The main obligations incorporate offering fundamental types of services like water and disinfection, power, reject expulsion, civil wellbeing administrations, metropolitan public vehicle, and city streets (Craythorne, 2006: 7). Through the Constitution of 1996, the delivery of feasible services in South Africa beginning around 1994 has turned into the

right of each South African resident. As it is contained in the Reconstruction and Development Program (RDP) and other government White Papers, service delivery, particularly to poor people and minimized, is frequently connected to changing the previous treacheries and tradition of politically sanctioned racial segregation system. Local government in South Africa is directly mandated by the Constitution and other legislation to render services to the communities and to ensure that such services are enough and highly sustainable.

2.7.2 The White Paper on Transforming Public Service Delivery, 1997

The White Paper on the Transformation of the Public Service was presented in 1995. Its accentuation was on changing the public support to be a delegate, rational, straightforward, productive, powerful, responsible, and receptive to the necessities of all.

The most pressing issues that have to be dealt with included figuring out deficits in the public sector in issues to do with administrative capacities, especially in the accountability transparency and efficient delivery of services. This is attributed in some parts to do the absence of motivation among appointed personnel. (White Paper on the Transformation of Public Service, 1995).

The White Paper on Transforming Public Service Delivery (1997) takes into consideration the fact that citizens have an alienable right to courtesy and to be treated with dignity (Du Toit *et al.*, 2002: 100). Batho-Pele's main principle is to advocate for the creation of an environment where citizens are treated in a friendly manner in meeting the delivery of basic services and goods in South Africa (Du Toit *et al.*, 2002: 107). The state hopes to improve service delivery with the institution of the Batho Pele principles, however, bottlenecks exist in terms of implementation. These impediments are relative from one municipality to the other, but the underlying assumptions of corruption, poor administrative and managerial skills, favoritism, and the other similarly still hold.

2.7.3 Local Government: Municipal Systems Act 32 of 2000

As early as 2000, the Local Government: Municipal Systems Act was enacted to define how municipalities should provide services to local citizens. The Act has made provision that if municipalities are unable to provide a certain service, they could enter a service-delivery agreement contract with external agencies to provide the service on their behalf in their bid to

find supportable and sustainable ways of meeting their social, financial, and material necessities while working on their lives. Despite this essential approach instrument that empowers municipalities to offer superior assistance for all, there still are huge accumulations in help service delivery, and Thulamela Local Municipality is not absolved from this mess. The Act additionally gives the structure to nearby policy implementation, which incorporates a system for the activity of municipalities, with rules for improvement arranging and service delivery frameworks (through an association-based methodology), staffing matters, and execution of the board frameworks (RSA 2000:33-34).

Craythorne (2006) attests that the Local Government: Municipal Systems Act likewise puts an obligation on municipalities to execute the Constitution's provisions by giving attention to the fundamental requirements of the local area and advancing its turn of events. Segment 73(2) of the Local Government: Municipal Systems Act 32 of 2000 spots an obligation on districts to convey evenhanded and public administrations in a way that is helpful for the judicious, financial, productive, and viable utilization of accessible assets. In like terms, Section 76 of the Local Government: Municipal Systems Act 32 of 2000 gives a structure that permits municipalities to investigate an assortment of service delivery choices in the compatibility of its essential goals reflected in the Integrated Development Plan (IDP). As far as the Local Government Municipal Systems Act 32 of 2000 the local area is allowed to have something to do with both the substance of the IDP and the interaction by which it is drafted.

2.7.4 Integrated Development Plan (IDP)

In the year 2000, the Republic of South Africa in a bid to make the people at the grassroots fill its presence initiated the IDP program to meet the aspirations of the citizenry. Local government in South Africa is directly mandated by the Constitution and other legislation to render services to the communities and ensure that such services are enough and sustainable. In line with the participatory thinking and approach to development, the national government has mandated the local sphere to plan and implement the provision of various basic services such as water, waste management, electricity reticulation, sanitation, roads, storm-water drainage, land use planning, and control, and transport planning through the adoption of IDPs (Pieterse; Parnell, Swilling, and Van Donk, 2008). The IDP is viewed as a solitary comprehensive and key arrangement that

connects incorporates and facilitates a municipality's explicit development plans and adjusts the assets and limit of the region to its general advancement targets Van Niekerk, Van der Walddt, and Jonker (2001). Towards satisfying their service delivery order, numerous neighborhood districts in South Africa have confronted distinctive complex difficulties like a significant degree of administration excesses all through various phases of the IDP.

The preeminent plan for formative local government in South African municipalities is to lessen neediness locally through the arrangement of sufficient and quality essential services like water, housing, and the necessary sanitary amenities for poor people. For formative local government to turn out to be more successful in tending to poverty at grass roots level, it should think of inventive procedures which will thusly give a panacea to existing social issues. The critical instrument for improving the necessary inventive limit of neighborhood districts is the IDP. The IDP is a nearby improvement arranging device that assists neighborhood regions with fostering a complete and long haul intend to propel advancement and services in their respective wards. South Africa's governance system accentuates the significance of including communities and their associations or community organizations in municipal issues like the preparation and execution of civil advancement methodologies, the foundation of formal participatory designs, for example, ward boards, the contribution of the community in key dynamic cycles, and the consolation of local area inclusion in monetary issues of the region, including the improvement of city financial plans. Be that as it may, there is a lot to be done to place these standards practically speaking at the municipality level because of poor access to information, no increased access to services and in remedying failures and mistakes (Pieterse *et al*, 2008).

2.8 THE PROMOTION OF ACCESS TO INFORMATION ACT 2 OF 2000

The Promotion of Access to Information Act (PAIA) encourages a culture of straightforwardness and responsibility in public institutions including regions (Fourie and Opperman, 2011). Section 32 (1) of the Constitution of the Republic of South Africa, arranged everybody the option to get to any data held by the State, and when such data is needed for the activity or security of any right. The PAIA, Section 14 likewise show that to improve service delivery, public service offices ought to guarantee that the communities are given access to the information that they will require. This empowers them to settle on informed choices of the Promotion of Access to

Information Act gives that the information officer of a municipality gathers a manual in no less than three authority dialects portraying services given by the municipality and a sign of how to get hold of such services. At the end of the day, PAIA supplements the rule of *Batho Pele* of guaranteeing access to information. Manual dependent on PAIA should be assembled and give a point-by-point depiction of all probable explanations regarding any demonstration or inability to act by the municipality (Fourie and Opperman, 2011). Area 18 gives that the solicitation to admittance to records should be made in the manner needed by the district and should give significant data to permit the data official to recognize the records concerned and the character of the customer, and to decide how the data required will be passed on to the requester (Fourie and Opperman, 2011). So, The Promotion of Access to Information Act, 2000 obliges divisions and establishments including Thulamela Local Municipality to be more straightforward in their dealings with people in general.

The Act gives remedies concerning the distribution of different sorts of reports, including contact subtleties of the responsible authorities. It is critical that a need to be open and convey obviously and adequately in plain language to assist with utilizing public services; and give full information about these services, their expense, and how well they perform a fundamental part. It plans to make a system to permit people to get to the information held by Government and private bodies. Thulamela Local Municipality should make benefits effectively open to every individual who needs those including utilizing various abilities and mastery without limit, offering decisions at every possible opportunity. The Department of Public Service and Administration (DPSA, 2007) further explains the effect of continuous observing ought not exclusively to be to guarantee more compelling frameworks and strategies however should empower residents to take an interest completely in government processes by having precise and convenient data and utilizing their entitlement to admittance to data.

2.9 IMPORTANCE OF BATHO PELE PRINCIPLE IN MUNICIPALITY GOVERNANCE

Batho Pele (Sotho-Tswana: “People First”) is a South African political initiative. The initiative was first introduced by the Mandela Administration on October 1, 1997, to stand for the better delivery of goods and services to the public (Naidoo & Ramphal, 2019). The introduction of this policy was due to the problems encountered by disadvantaged Blacks during the years of apartheid

rule. The advantage of the Batho Pele Principles in improving service delivery is a genuine call and search for a new, better, and professional way of working which ultimately prioritizes the needs of people first and of responding to the public instantly, focusing more on the needs of citizens who were previously disadvantaged such as people living in abject poverty, disabled and black women in rural areas (Naidoo & Ramphal, 2019).

Batho Pele outlines guiding principles meant to guide the behavior and conduct of public servants as they serve South African citizens (Naidoo & Ramphal, 2019). It is a way of delivering services by putting citizens at the center of public service planning and operations. It is a major departure from previous dispensations, which excluded most South Africans from the government machinery to the one that seeks to include all citizens for the achievement of a better-life-for-all, promoting citizenry (Chen, Dean, Frant & Kumar, 2014). The disadvantage of these principles is that improved service delivery cannot be effectively implemented by the distributions of circulars to the relevant departments without proper training on how to implement them, the reason being that it is more of a process that demands relatively good relationship among the public servants and public officials (Public Service and Administration: 1997). Transformation of Public Service which embraces Batho Pele principles aimed to *introduce a fresh approach* to service delivery; an approach that puts pressure on systems, procedures, attitudes, and behavior within the Public Service and reorients them in the customer's favor, an approach which focuses and prioritizes people.

Furthermore, the aim of introducing these principles was not only to transform the culture of public service delivery, but also to prescribe citizens' service packages, set service standards that can be benchmarked against international standards, and ensure that citizens are the central focus of service delivery, and therefore are put first (Naidoo & Ramphal, 2019). These principles need to be adhered to by all levels of government, from national to provincial, and further practiced in local government. According to The White Paper on Transforming Public Service Delivery (1997), the Batho Pele principles are regarded as a cornerstone for service delivery. A deep insight into the principles is highlighted below as follows:

2.9.1 Consultation

According to Ralane (2011), the principle of consultation is comprehensive of the entire components to be utilized to offer quality types of assistance inside public divisions. This implies that whatever strategy is picked should cover the whole scope of existing and likely clients. The Batho Pele White Paper 1997 uncover that it is fundamental that conferences ought to incorporate the perspectives on generally burdened, which have been denied admittance to public services, paying little heed to sexual orientation or race. Specific exertion should be disclosed by the district authorities to incorporate the perspectives of the people who have been recently distraught or who, because of topography, language boundaries, dread of power, or some other explanation, have recently thought that it is difficult to make their voices heard'. The interview interaction ought to be embraced delicately; for instance, individuals ought not to be approached to uncover superfluous individual data, and they ought to have the option to give their perspectives secretly assuming they wish. Frequently, more than one technique for discussion will be expected to guarantee thoroughness and representativeness.

This is about asking customers if they are satisfied with the department's service provision and finding out how best can the department meet their needs. We can only assume to know what customers want. The only way we can find out for certain is by asking them. This can be done through surveys, questionnaires, meetings, suggestion boxes, imbizo, and by talking to our customers. It is important to report back to customers, so they know what to expect, and to our public officials so they know what is expected from us (Hough, 2009). Craythorne (1993) contends that public counsel requires collaborating with, paying attention to, and gaining from individuals who are given public help. The discussion gives the chance to agreeable critical thinking and further developed public service delivery. This means cooperating, while you pay attention to and gain from those you are serving. Public authorities should keep in contact with those they serve. They can do this by discovering the required assistance, seeing how clients need the delivery of services just, and getting the desired feedback in areas of disappointment. This stage is useless assuming that no input gets to the administration for important framework changes.

2.9.2 Service Standards

Mwanda (2010) contends that in certain occurrences, the setting of principles fills in as a benchmark to demonstrate the sort and nature of the services rendered. A few principles address issues of the cycle, for example, the timeframe to be taken while delivering services to the communities. All divisions have administration principles that turn into an aide with regards to support service delivery, particularly with worries of value or standard. The service delivery guidelines require strategies and the period inside which it takes to get specific administrations from explicit public help quarters. For example, going to Home Affairs and different municipalities to apply for an Identification Book (ID), one ought to have the mandatory documentation and expect the ID book to be out in about a month and a half. Inability to keep this standard ought to clarify to the office disclosed to the client and likely expand an expression of remorse.

Gildenhuis (2004) argues that it is therefore that residents ought to be educated concerning the level and quality of public administrations they can anticipate. Gildenhuis (2004) recommended that a norm for public administrations ought to be set to fill in as the public benchmark of principles for cross-country service delivery. He likewise expressed that principles should be exact and quantifiable so the client might decide whether they are getting what was guaranteed (Gildenhuis, 2004). Du Toit et al., (2002), as cited, by Ralane (2011), contended that assistance guidelines imply that the residents should be educated concerning the level and quality of the help they will get for them to realize what's in store. He further expressed that residents reserve an option to grumble when public foundations do not deliver the services that they said they would.

2.9.3 Access to Services

The Constitution, 1996 (Section 32 (1) provides that, everyone has the right to any information in the custody of the state. This covers the information held by municipalities. Therefore, a municipality as an organ of the state is constitutionally bound to provide information to the community. Information is dynamic to capacitate the community to exercise their right to efficient and effective service. Clapper (1996) points out that it is often the case that potential community participants are not provided with the correct or enough information to participate logically and optimally. Access to information means that all citizens should have equal access to the services

to which they are entitled, for example increasing access to public services for those who have not previously received them. Many people who live in remote areas can be reached by setting up mobile units and redeploying facilities and resources closer to those in greatest need.

Management must set targets for increasing access to services for existing, new, and previously disadvantaged groups, giving effect to the constitutional principle of service being provided impartially, fairly, equitable, and without bias (Section 195(1)(d)). An assortment of elements influencing access exists and these incorporate location or geography, communication, infrastructure, culture, and social issues among numerous others. These services should be accessed to and respectfully delivered to the clients, and in this case, to the municipal residents. Boundaries (physical, distance, or social) that could forestall full access to services ought to be distinguished and programs should be set for eliminating these obstructions. The standard of access is legitimate to ignorant and country individuals who might have information in getting to metropolitan administrations. Services ought to likewise be made promptly open to weakened individuals. Foundations that advance the interests of recently hindered gatherings, for example, the Gender Commission and the gatherings addressing the debilitated, ought to be counseled and their inclinations considered by the region's projects DPSA (1997). To further develop access to services, particularly in rural areas, administration offices like Multi-Purpose Community Centers, call focuses and Imbizo ought to be used. Thulamela Local Municipality should foster procedures to annihilate the boundaries of distance by setting up versatile units and redeploying offices and assets near the individuals who are in critical need.

2.9.4 Ensuring Courtesy

According to the DPSA (1997), the concept of kindness goes a lot more extensive than requesting that local officials give a considerate grin and say please and thank you, however, these are positively required. DPSA (1997) explains that kindness and respect for the general population are central obligations of community workers by indicating that local officials should regard individuals from the general population as clients who are qualified for getting a better quality of administration. Civility isn't just being considerate to clients, but being well disposed, supportive, and treating everybody with poise and regard. Courtesy is related to ethical behavior,

as highlighted in the Constitution of the Republic of South Africa, 1996 (section 195(1)(a)). Public employees' conduct should be above reproach in the exercise of their official duties.

Public officials should recollect that they are utilized to help individuals and to give them help qualified for them. This implies that they ought not to become impediments or snags. It is just correct accordingly that they are respectful and offer some services required at whatever point required. National and provincial departments must specify the standards for how customers should be treated. According to the Department of Public Service and Administration (1997), these standards should cover, among other things.

- Greeting and addressing customers;
- The identification of staff by name when dealing with customers, whether in person, on the telephone, or in writing;
- The style and tone of written communications;
- Simplification and 'customer-friendliness' of forms;
- The maximum length of time within which responses must be made to inquiries,

2.9.5 Providing Care and Better Information

Denhardt and Denhardt (2016) describe that sharing of data will offer assistance to educate clients almost what will be happening within the public sector. The arrangement of the vital exact and solid fundamental data to the clients of the South African public will lead to educated or informed clients who are made mindful of the most recent news and approaches that will influence them. They will moreover know when another community gathering will take put. It is exceptionally significant that up-to-date, simple to get it data concerning administrations rendered in regions and the public sector ought to be effortlessly given to clients in different forms and simple dialects counting catering to the debilitated and those with vision impairments within the society (Du Toit, Knipe, Van Niekerk, Van der Waldt & Doyle, 2002).

Customers need to be well informed about the services of government agencies, which can be done through the Service Commitment Charter. The promotion of access to information gives effect to a citizen's constitutional rights and of access to information held by the State and any information that is held by another person and which is required for the exercise or protection of

any rights to foster a culture of transparency and accountability in public services by giving effect to the right of access to information (Cloete, 2012). Society ought to be able to request data from legislative authorities for it to be able to decide the success or failure of approaches and activities of government. Accessibility of data to the citizens increments their capacity to take an interest in arrangement making and in checking the execution of public education. Central to the Batho Pele campaign is the teaching of a culture of responsibility to citizens (Cloete, 2012). In line with the White Paper on Transforming Public Service Delivery, 1997, the Department of Public Service and Administration has asked each government division to deliver an archive wherein the organization commits itself to a standard of benefit. Data almost benefit ought to be at the point of delivery, but to benefit clients who are distant from the point of delivery, elective courses of action ought to be formulated. Local Non-Government Organizations, Community Based Organizations, schools, clinics, and shops can serve as potential service delivery focuses. The data can be utilized in quality change programs to help civil councilors recognize openings to move forward services and creation of a positive discernment among citizens (Mokhlis, Aleesa & Mamat, 2011).

2.9.6 Openness and Transparency

Openness and transparency are the trademarks of a democratic government and are the ultimate to the public service transformation process Department of Public Service and Administration (1997). In terms of service delivery, its significance lies within the got to construct certainty and belief between the public sector and the public they serve. A key viewpoint usually that the public ought to know more approximately the way national and provincial departments are run, how well they perform, the assets they devour, and who is in charge. Ngouo (1997) opined that developing a culture of transparency in the public service guards against anti-social and greedy activities, while Guan (1997: 167-170) is convinced that transparency “helps to keep the public service clean, effective, and free from nepotism and corruption”; aspects receiving increasing attention as the South African public service aims to nurture democratic service delivery. Being open and transparent implies letting customers know how an institution is achieving the promised standards of service delivery as a service provider and how non-delivery is addressed. Furthermore, national and provincial departments may utilize events such as open days, preferably not during normal working hours, to invite citizens to visit the department or

institution to meet with all levels of officials to discuss service delivery issues, standards, and problems.

2.9.7 Redress

In case the guaranteed standard of benefit is not conveyed, citizens ought to be advertised a statement of regret, a full clarification, and a rapid and compelling cure; and when complaints are made, citizens ought to get a thoughtful, positive reaction (Siswana, 2007). Client complaints demonstrate client disappointment and benefit insufficiencies, and this requires awesome consideration and care (Nathuwera in Kangoro, Musiega & Manyisa, 2013). Van der Waldt and Du Toit (1998) get this guideline of helping botches and disappointments as an implication of making up for the botches made. It implies that public workers must cure the circumstance in case they fall flat to provide the guaranteed standard of benefit. They must apologize and embrace to cure the circumstance instantly. Public servants must be willing to get complaints from citizens with a thoughtful ear and react emphatically. The guideline of change requires a successful approach to taking care of complaints.

It is envisaged that the municipality or public section must have a procedure for giving input approximately complaints that will serve as preparing opportunities for the citizen's suppliers. The White Paper on Changing Public Service Delivery (1997) states that different offices are required to survey and make strides in their complaint framework in line with the taking after standards (DPSA, 1997). Accessibility: complaint framework ought to be simple to be utilized. Strict and confounding conventions ought to be maintained virtually. Complaints can be made in composing, face-to-face, or by phone. It is imperative to guarantee that any strategy utilized ought to be within the understanding of the neighborhood community. Speed: the disappointment of the individuals ought to be tended to as a matter of direness. Civil servants are energized to apologize to benefit clients if the specified standard was not met.

Any delay which is unavoidable in terms of rendering administrations to the individuals ought to be communicated, keeping them continuously educated (Du Toit, Knipe, Van Niekerk, Van der Waldt & Doyle, 2002). Fairness: complaints by the inhabitants in terms of service delivery ought to be examined completely and unbiasedly. The guideline of decency empowers individuals to raise concerns without any fear of victimization by public authorities. Privacy: complaints by the

individuals ought to be treated with the most extreme privacy. This will energize them to voice their concerns transparently without any fear of being victimized by public authorities and political office-bearers. Responsiveness: where poor delivery of services by public authorities is distinguished, reactions to cure the circumstance ought to be quick.

Any expression of remorse and a full clarification of what happened, went with by therapeutic activity ought to be communicated to the benefits clients. Change states that public authorities ought to clarify to the individuals why a benefit was not conveyed in understanding the desired standard. Preparing: public officials ought to be prepared in terms of how complaints from the individuals ought to be tended to. To advance client care in arrange to improve the quality of the services delivered, public officials should know what activity to require when a complaint is distinguished (Gildenhuys, 1997).

2.9.8 Value for Money

According to Du Toit, Knipe, Van Niekerk, Van der Waldt, and Doyle (2002), public services should be provided economically and efficiently to give citizens the best possible value for money. The White Paper states that services should be cost-effective and delivered within the departmental resource allocations. Procedures should be simplified, and waste and inefficiency eliminated. Numerous enhancements that the average person would probably like to see frequently require no extra assets or resources and can now and then indeed decrease costs. A considerate and aware welcoming requires no budgetary speculation. Not being able to grant a part of the public a straightforward and satisfying explanation to an inquiry may result in an inaccurately completed application shape which is able fetched time and cash to put right. All national and local offices will be required, as the portion of their benefits service delivery programs to recognize regions where effective reserve funds will be sought, and they will benefit from service delivery advancements that can result from accomplishing the service delivery programs.

2.10 CONCLUSION

South Africa is a unitary state, with some federal elements of self-governance in municipalities and provincial government, for instance, municipalities and provinces have limited self-rule as

per the Constitution of the Republic of South Africa of 1996. Since democratization in 1994, the South African government has taken great steps in ensuring development and the promotion of economic growth through legislation and specific regulations targeted at improving the general wellbeing of its citizens, especially the poor. The discussion on the role of Batho Pele principles and the implementation thereof centered on servicing the community as the rightful owners of service. The comparative analysis of Batho Pele principles in different countries affirms that it is a tool for delivery that the municipalities must adopt and implement to improve quality service. The next chapter 3 presents the research design and methodology, outlining the steps taken to collect and analyze data.

CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

Thulamela Local Municipality is within the Limpopo Province, where it is located is selected as a case study. This Municipality in this province was randomly sampled to implore information that could be generalized to most municipalities in the South African local government sector. A mixed-method was adopted. Both primary and secondary sources were used to collect information on the situation, phenomenon, issue, or group of people (Kumar,1996). Interviews, observation, and questionnaires are the three main methods to collect primary data, while secondary sources include information that is already available, such as government publications, reports, and previous research. Struwig and Stead (2001) contend that collecting information from a sample of the population is often more practical than attempting to obtain information from an entire universe or population the researcher will also conduct observations of individual participants. The study sought to investigate the implementation of the Batho Pele Principles on service delivery within the local government sector in South Africa, particularly the Thulamela Local municipality as well as the effects of these principles to make recommendations to address the identified challenges and impact on poor service delivery.

3.2 RESEARCH METHODOLOGY

Research methodology means the methods, approaches, techniques, and procedures that are utilized in the process of implementing the research design (Babbie & Mouton 2001). According to Brynard, Hanekom, and Brynard (2014), the research methodology of collecting data necessitates a reflection on the planning, structuring, and execution of the research to comply with the demands of truth, objectively and validity. It is the methodology that determines how the researchers deliberate on the study and how they place themselves to discuss with the respondents and the data generated. In other words, the methodology is the lens the researcher looks through when the decision is to be made on the type of methods to use when answering the research questions and how these methods will be used effectively. Sarantakos, (2005)

interprets methodology as a research strategy that translates ontological and epistemological principles into guidelines that illustrate how research is to be conducted. Welman, Christiaan, Kruger, Mitchell, and Huysamen (2005) back this view by emphasizing that research methodology refers to the clarification and the logic behind research methods and techniques. Cohen, Manion, and Morris (2007) assert that by methods, they implied the variety of approaches used in research to gather relevant data which are to be used for interpretation, explanation, and prediction.

3.3 RESEARCH DESIGN

According to Durrheim (2004), a research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy. Leedy (1997) defines research design as a plan for a study, providing the overall framework for collecting data. A research design is a plan for arranging the layout of the study and maximizing control over factors that could constrain the validity of the findings (Burns & Grove 2005). They further indicate that the goal of a comprehensive research design is to provide results that are known to be trustworthy. There are different types of research methodologies such as quantitative, qualitative, and mixed methodology. This study adopted a mixed-method, focusing on the descriptive research design to identify, analyze and interpret the phenomenon.

Creswell (2009) defines mixed method research as an approach to inquiry that combines or associates both qualitative and quantitative forms. This implies that when using the mixed method of research, the researcher combines the strategies and approaches that are used when applying either qualitative or quantitative methods of research. The decision of the researcher was based upon the fact that she conducted an investigative study on the implementation of the Batho Pele Principles in Thulamela Local Municipality. A mixed-method research design has the advantage of giving a voice to study participants and ensures that the study findings are grounded in participants' experiences (Creswell, 2009).

3.4 CONTEXTUAL APPROACH

The phenomenon is studied because of its fundamental and immediate contextual standing. The contextual approach illustrates the natural setting in which people carry out research and happenings occur. Burns and Grove (1998) point out that contextual studies focus on specific events in “naturalistic settings”. Naturalistic settings are uncontrolled real-life situations sometimes referred to as field settings. Research done in a natural setting refers to an inquiry done in a setting free from manipulation (Streubert & Carpenter, 1999). This approach helps in observing the context of an environment. Therefore, this study investigates the implementation of Batho Pele principles to augment the efficacy of service delivery in Thulamela Local Municipality. Literature review reveals that residents have complained bitterly about the poor services being delivered to them, and it seems that the government officials are not responsive to their complaints. These officials are expected to carry out statutory functions of providing the much-needed services to the teeming population.

The Thulamela Local Municipality provides a natural setting as the implementation of the BPP resides with the Municipality officials. The relationship between the community and the Municipality normally occurs when the community attempt to access basic service delivery in public offices, which is the Municipality. Also, the community was visited in their natural settings during the surveys, for example, principals in schools, traditional leaders in their traditional council offices, and councilors' meetings. This has enabled the researcher to have an in-depth understanding of the behavior and perception of the respondents. Furthermore, this has shed more light on how the different participants have viewed the phenomenon, and what are their coping strategies if any (Babbie & Mouton 2001). Sarantakos (2013) states that the qualitative research paradigm is based on context, which suggests an appeal to context situations. This enabled the researcher to connect the concept under study with the social nature which affects service delivery in the area.

3.5 DESCRIPTIVE APPROACH

Descriptive study alludes to investigation which concentrates on individuals as their primary objective the exact depiction of the attributes of people, circumstances, or gatherings (Polit and Hungler, 1999). Roberts and Burke (1989) characterize the descriptive research approach as a

non-trial research configuration used to notice (and gauge) a variable when the minimal applied foundation has been created on explicit parts of the factors under study. This methodology is utilized to portray factors instead of testing an anticipated connection between factors. Welman et al., (2005) recommend that the subjective technique is engaging in nature since it means to portray happenings, convictions, mentalities, and the characteristic of a peculiarity. Punch (1988) shows that the expressive strategy gives a greater image of the peculiarity in the center, what should be concentrated and how. The descriptive approach or technique was deemed significant in depicting the issues experienced by residents in getting essential services. This examination discloses occasions that prompted objection over the inefficient delivery of services to the people of Thulamela Local Municipality.

3.6 EXPLANATORY APPROACH

An explanatory study sets out to explain and account for the descriptive information (Lelissa, 2018). It looks for causes and reasons and provides evidence to support or refute an explanation or prediction. Explanatory Research is conducted to help us find the problem that was not studied before in-depth. Creswell (2014) posits that the explanatory method is concerned with unraveling events that happened in the phenomenon, the reasons for such, and ways by which it can be mitigated. The explanatory technique shows the underlying relationship between variables under study. The study is informed by two variables namely: the implementation of Batho Pele Principles (independent) and service delivery (dependent).

The explanatory method will decide how municipal public officials have implemented this government intervention strategy and check if the citizens have been provided with the much-needed services. Knowing the challenges encountered will go a lot way in assisting us in understanding how services are being delivered and those who have benefitted from its provision. Fisher and Ziviani (2005) contend that the explanatory method ought to illustrate the bond that manifests between the variables and have the contributory effect on the phenomena which is the implementation of Batho Pele Principles on service delivery. Additionally, the method should indicate the implications of cause and effect which makes the study a fact-finding one. The study set out to explain the implementation of the Batho Pele Principles on services

delivery in the Thulamela Local Municipality which has resulted in services delivery strikes due to corruption and misappropriation of funds by the municipal authorities.

3.7 RESEARCH SETTING

According to Kumar (1996), a research setting is a physical, social, or experimental context within which research is conducted. The research setting is an important component of research design or methodology. Leedy and Ormrod, (2005) further state that a research setting is an environment within which studies are run that allows the researcher to conduct experiences, run tests and interact with a phenomenon being studied.

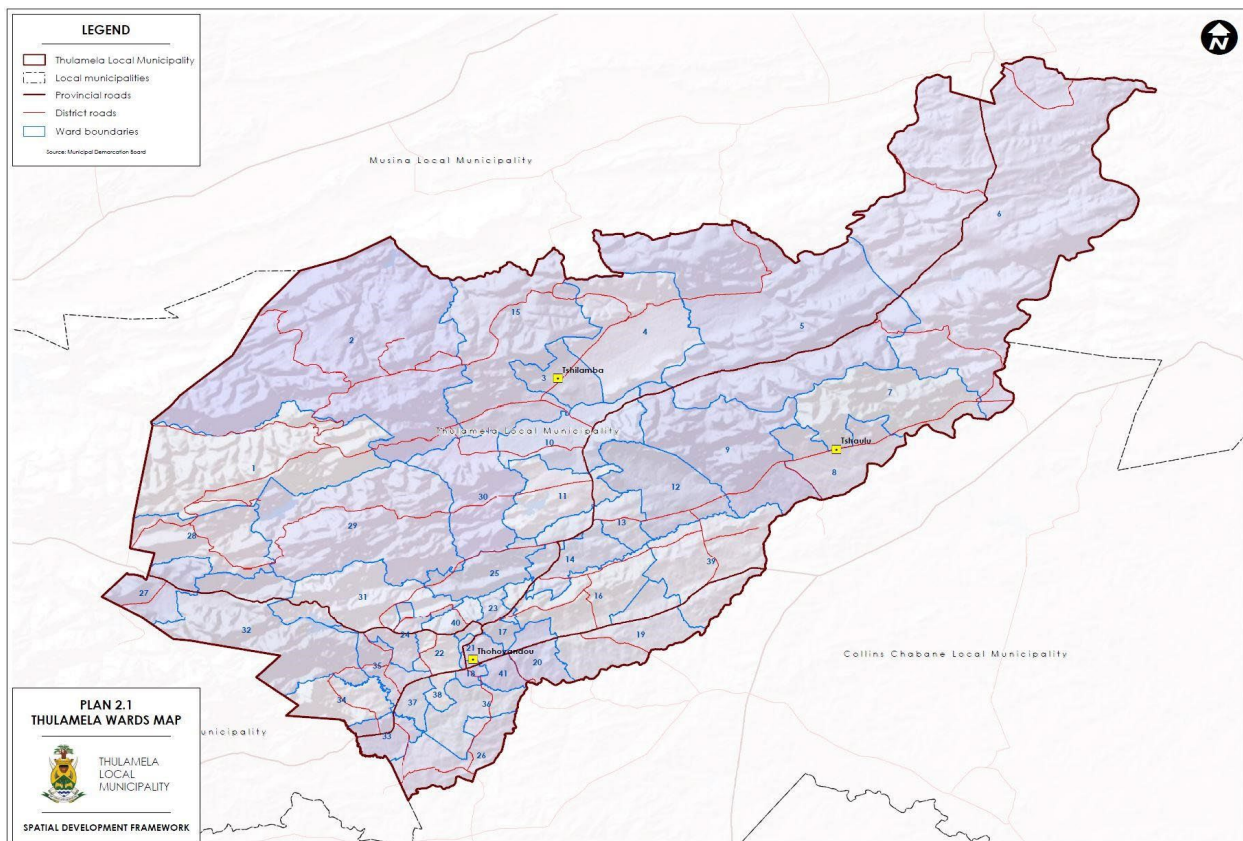


Figure 3.1: Map of Vhembe District Municipality

(Source: Vhembe District Municipality Integrated Development Plan IDP, 2020)

3.7.1 Study Area

The research study was conducted at Thulamela Local Municipality in Limpopo Province. Thulamela Local Municipality is one of the four local municipalities comprising Vhembe District Municipality. Thulamela Local Municipality is a Category B municipality established in terms of Local Government Structures Act number 117 of 1998. It is the eastern most local Municipality in the District. The Municipal Code is LIM 343.

3.8 SAMPLING

Brynard *et al.*, (2014) define sampling as a technique employed to select a small group (the sample) with a view of determining the characteristics of a large group (the population). Sampling refers to the process of choosing a portion of the population to represent the whole population (Polit & Hungler, 1999). The sampling techniques that will be adopted in this study are purposive and snowball sampling.

3.8.1 SAMPLING METHODS

When research is conducted, it is almost impossible to collect data from each person or item in that group. Instead, a sample is selected, which is the group of individuals or items who participated in the study.

3.8.2 PURPOSIVE SAMPLING

Purposive sampling (also known as judgment, selective or subjective sampling) is a sampling method in which the researcher depends on his or her judgment when choosing members of a population to participate in the study. Purposive sampling which falls under the non-probability paradigm will be utilized by the researcher. This sampling technique is also referred to as judgmental sampling (Rubin & Babbie, 2005). Purposive sampling is based on a careful selection of participants that are typical of the population being studied (Terre Blanche *et al.*, 2005). De Vos *et al.*, (2012) state that purposive sampling is based on the judgment of the researcher. A sample comprises elements that possess the most important characteristic feature, which represents or shows the typical attributes or qualities of the population that serves the intended

purpose of the study in the best manner (Grinnell & Unrau, 2008). This method is of great assistance to the researcher because it aids the researcher to determine the population needed for this study as it forms a core aspect when locating the categories of people to be included in the study. Preference was made for the research participants who were knowledgeable in terms of understanding how implementing the principles of Batho Pele that can enhance service delivery at Thulamela Local Municipality.

3.8.3 Snowball sampling

According to Martin, Kevin, and Painter (1999) Snowball is the process of gradually accumulating a sufficiently large sample through contacts and references. Snowball sampling which falls under the ambit of non-probability sampling will be used to locate the poor residents in Mbilwi and Muledane Thohoyandou communities. Snowball sampling is utilized when there is little or no knowledge of the sampling frame and restricted access to the right respondents for the proposed study (Silverman, 2014). Snowballing involves taking one case that is concerned with a phenomenon to be studied to acquire data about other similar people. Babbie (2010 & 2013) contends that “snowball” involves the process of accumulation as each located subject suggests other subjects.

3.8.4 Sample size

This is the number of data sources that are chosen from the total population. The importance of sample size in controlling the correctness of the outcomes or results is the main reason why bigger samples get more detailed estimates and smaller samples generate less accurate estimates irrespective of the size of the huge population (Morgan, 2008).

3.8.5 Population of the Study

A population is a total group from which sampling elements are drawn, and to which the researcher wants to generalize findings (Terre Blanche *et al.*, 2006). The term population refers to all elements such as individuals, objects, events, or substances that meet the sample criteria for inclusion in a study (Burns & Grove, 2005). In terms of population, Thulamela Local Municipality is the second largest of all the municipalities in Limpopo Province. The target population in this study was 50 respondents comprising, (15) Thulamela Local Municipality

officials, (10) Ward Councilors, (10) five school principals, (05) Civic Structures, (05) tribal authority (05), and unemployed community members from Thulamela Local Municipality. According to Polity and Beck (2004), the accessible population is the population of people available for a study, often a non-random sub-set of the target population.

3.9 DATA COLLECTION

According to Burns and Grove (2005), data collection is the accurate and systematic gathering of information relevant to the research determination or the specific objectives, questions, or suggestions of the study. In this study, a semi-structured questionnaire was used to collect qualitative data. The semi-structured one-to-one interview was utilized in this study. This would enable the researcher to gain a clearer picture of the participant's views about, their perceptions, feelings, attitudes, beliefs, or accounts of a specific topic. The interview method enabled the researcher and participants to become more flexible during sessions. Based on the responses, the researcher could follow up on new ideas or responses that emanate during the interview, and the participant was surely given a wider scope of the phenomenon. Semi-structured interviews were suitable particularly with the complex nature of how community members have experienced hardship due to poor service delivery.

The interview consisted of open-ended questions, thus making participants come up with issues unknown to the researcher, being experts on the subject matter; the participants will be given enough space to relate their stories (de Vos *et al.*, 2012). This method was adopted to study people in their natural settings to obtain much-needed information and understanding of the context. Interviews were used in the mini dissertation to gather premium information from people about the provision of quality basic services in contemporary South Africa, their experiences of delay, and discrimination, their attitudes, views about it, and the challenges encountered. Furthermore, the interview was used to compare and substantiate available information in the literature.

3.10 RESEARCH INSTRUMENTS

The researcher has the opportunity of collecting data directly from the participants through direct encounters with individuals, through one-to-one interviews or group interviews, or by

observation. The most widely recognized sources of information assortment in a qualitative study are interviews, document reviews, and audits of records (Creswell 2009; Locke, Silverman, and Spirduso, 2010). Information collection techniques for qualitative studies are tedious, subsequently, the example from which the information is gathered, is typically more modest than on account of quantitative exploration. The information gathered ought to be of significance in responding to the examination question, specifically, regardless of whether carrying out the standards of Batho Pele can add to further developed service delivery in Thulamela Local Municipality. A significant stage in this regard is to track down proper individuals and to get close enough to and build up a relationship with research members so they give accurate information (Creswell, 2013).

3.10.1 Unstructured Interview

An unstructured interview is mainly based on qualitative design (Given, 2012). The questionnaires are not structured, and respondents are not restricted to a fixed response. Unstructured is used in exploratory research where the researcher wants to explore a phenomenon. There is no pre-planning of the questions, and the response can be random. Marketing organizations and television crews usually use the unstructured interview to know the views of the participants. Sampling is often random or snowballing (Qu & Dumay, 2011).

3.10.2 Semi-structured interview

In the case of this study, semi-structured interviews were used to investigate the implementation of Batho Pele Principles on service delivery in Thulamela Local Municipality in a form of qualitative method. The qualitative interview involves direct personal contact where the participant is asked to answer questions relating to the research problem. A qualitative interview is a cooperation between the questioner and a review member wherein the questioner provides guidance for the discussion and seeks after explicit points raised by the respondent (Babbie, 2010 and 2013). Meeting the respondents are normally utilized by researchers in Public Administration to gather information (Brynard *et al.*, 2014). For this examination project, a semi-organized meeting was utilized.

The questionnaire was divided into Section B, (Municipal officials), and Section C, which was the stakeholders, divided into categories which are A-E. Category A=Community members, Category B=Traditional Leaders, Category C=Civic Structures, Category=D is the Local Principals, and Category E=Councilors. Each Section and Category is affected one way or another by the role of Batho Pele principles and their implementation thereof. All sections of the questionnaire could complement the knowledge of Batho Pele principles by responding to a semi-structured questionnaire. This enabled the researcher to confirm that the sampling was purposive as the population is a key role player in either ensuring that the independent (Batho Pele principles) or the dependent (Implementation) variables are carried out. The semi-structured questionnaire complemented the gaps that might have been omitted when only using a structured questionnaire.

In this study, Municipal officials (managers and front-line) were sampled to determine their understanding of the Batho Pele and the role the principles played in ensuring that service delivery is people-centered. The researcher is aware that some of the target population who are not so literate be able to respond using the questionnaire. In this instance, the researcher and the assistant read the questions and interpret them in the language they understand to solicit responses. For example, Section C covered the *Community Stakeholder* such as; traditional leader's members of the community and some Civic Structures required the researcher to read out the questions and write. These categories may need an explanation of the concept of Batho Pele principles and their import. The recording was used to validate the responses in this regard. The explanation of the survey instrument by the researcher would create awareness of the role of implementation of the BPP, and how it would benefit the community when they require services from the municipality.

3.11 DATA ANALYSIS

Polit and Hungler (1995), express that the analysis of data involves the techniques for getting sorted out information all together that exploration questions can be responded to. Information got was investigated through the use of the exploration procedure that went from research interviews, surveys, perception, encounters, and report audits. In this part, the analyst examined information by giving them the importance and making them more reasonable. In this review,

information gathered through semi-organized meetings was examined through topical investigation. The topical investigation is the most widely recognized type of examination in subjective exploration. It centers around inspecting topics inside information. The topical investigation is additionally identified with phenomenology in that it centers around human encounters abstractly. This methodology puts an accentuation on the members' insights, sentiments, and encounters as the foremost object of study.

Creswell (2007) discusses the features of data collection in qualitative research. Data was gathered in the location where respondents experience the issue or problem under study. Data was sorted, coded, and balanced so that it is precise, fair, enough and in a detailed enough manner to allow an informed evaluation by the researcher and contributed to the general body of scientific knowledge. According to De Vos et al. (2011), coding involved a careful and thorough reading and understanding of transcribed data delineating and explaining it more meaningfully and analytically. For this study, data analysis was enabled by transcribing each piece of the data from all the data sources and typing the text (from interviews, observational notes, and memos, amongst others) into a word processing document. For the quantitative data as the survey used both qualitative and quantitative, a Likert Scale was used to analyze the structured questionnaires.

3.11.1 Likert Scale

According to Bowling (1997), Burns (1997), Jamieson (2004), Likert (1932), and McLeod (2019) a Likert scale is defined as a psychometric scale frequently applied in research that uses questionnaires. It is the most extensively applied method in scaling responses in survey research. A Likert scale is usually a five, seven, or nine-point agreement scale used to measure respondents' agreement with various statements. The Likert scale was developed by organizational psychologist Rensis Likert to assess the level of agreement or disagreement of an equilibrium agree-disagree scale. This type of rating scale is simple in its construction, administration, and interpretation. The aim of using a Likert scale in this study was to get the responses in a numerical value to measure the attitudes and opinions of the respondents.

3.12 ETHICAL CONSIDERATIONS

Following Brynard *et al.*, (2014), the primary reason for research ethics and morals is to guarantee that examination exercises are ethically satisfactory. Scientists and commentators of examination have a moral commitment to perceive and ensure the privileges of human exploration respondents (Burns and Grove 2005). Moral rules that will be considered in this review are the standards of authorization for the review, informed assent, advantage, regard for human respect, obscurity, and privacy.

3.12.1 Permission to Conduct the Research

Consent to lead research was mentioned by the individual worried at Thulamela Local Municipality as a technique that should be followed. The motivation behind getting consent to lead research was to show explore members the significance of taking an interest in the exploration project. A letter to request permission was submitted to the Thulamela Local Municipality Manager who approved conducting the study to the Municipal officials such as managers, front line staff and the Councilors, the Municipal stakeholders such as the tribal leaders, local principals, community members, and civic structures.

3.12.2 Informed Consent

Participants were informed about the topic under investigation and what it entails. Consent forms were handed to them, and after they read through them, some participants may seek clarifications before interviews will be conducted and after getting the much-needed information, they will append their signatures. Participants were also reminded about the freedom they have if they intend to withdraw from being interviewed anytime they felt like it (Babbie & Mouton, 2001).

3.12.3 Avoidance of Harm

The researcher ought not to expose the research participants to unnecessary pressure, humiliation, or potential loss of confidence (Leedy and Ormrod, 2005). This implies that the respondents ought not to be hurt regardless of whether they have chosen to partake in the study. Research members were informed that they reserved the privilege to pull out from taking part

assuming they believed they were as of now not happy. Members were completely guaranteed independence from mischief, either physical or enthusiastic. The researcher assured the participants were going to be protected from harm by interviewing in places convenient for them (Babbie, 2013).

3.12.4 Privacy, Anonymity, and Confidentiality

Participants in the study were assured of the fact that their privacy rights would not be infringed upon or violated. The participants were shown the interview protocol to win their confidence. Creswell (2013) discussed the relationship between the researcher and the participants, in that the informant's anonymity is protected by allotting numbers to the individuals. Additionally, the researcher explained the purpose of the study to gain support for the participants so they would not be tricked in any form. The identities of the respondents were not disclosed, and all information acquired during the interviews will be used strictly for study purposes.

3.12.5 The Researcher's Role

In line with the obligations of ethics, the researcher will be competent, honest, and adequately prepared while interviewing the participants (Walliman, 2006). The researcher prevented plagiarism, manipulating, or creating false data. In this study, sources were acknowledged, (Druckman, 2005; Welman *et al.*, 2005). All sources were duly acknowledged to avoid plagiarism. The researcher did not harm the respondents in any way as respondents consented to participate. The code of ethics was adhered to, as required by the Ethics and Research Committee of the University of Venda which approved the ethical clearance for conducting this study. The researcher made sure that the ethical standards in the study were adhered to like the topic of investigating the efficacy of the implementation of BPP seemed to be a sensitive issue, pending service delivery concerns encountered in the Thulamela Local Municipality and continue unabated.

3.13 CONCLUSION

This chapter laid out the study's blueprint plan and technique for the review to be upheld to research the execution of the Batho Pele standards on service delivery at Thulamela Local Municipality. The utilization of observations, questionnaires, and surveys shaped the structure

of this study in providing answers to the questions as expressed in chapter 1. Acceptable data was accumulated utilizing these examination instruments despite the different difficulties that the scientist has experienced. This section edified how suitable the mixed methods research design was utilized in responding to the objectives and the questions and the following chapter 4 presents the findings of the study and the analysis thereof.

CHAPTER 4

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

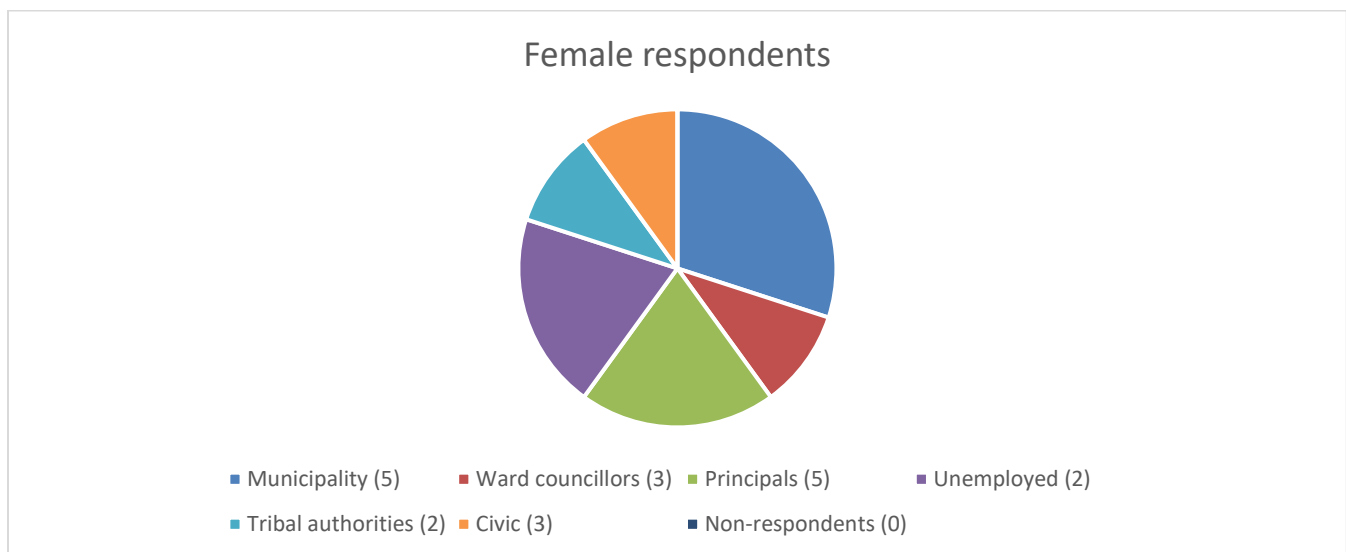
4.1 INTRODUCTION

This chapter presents and discusses the results of the study through the analysis and interpretation of the presented data. The analyzed and interpreted data are both qualitative and quantitative, and with the aid of tables and pie charts, this chapter commences with a discussion and presentation on the implementation of Batho Pele Principles on service delivery in Thulamela Local Municipality. Chapter four concludes with a discussion of the empirical findings of the study. In this chapter, sections A and B are where Pie-charts and Tables are displayed with respondents' answers to the questionnaire.

4.2 SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENTS

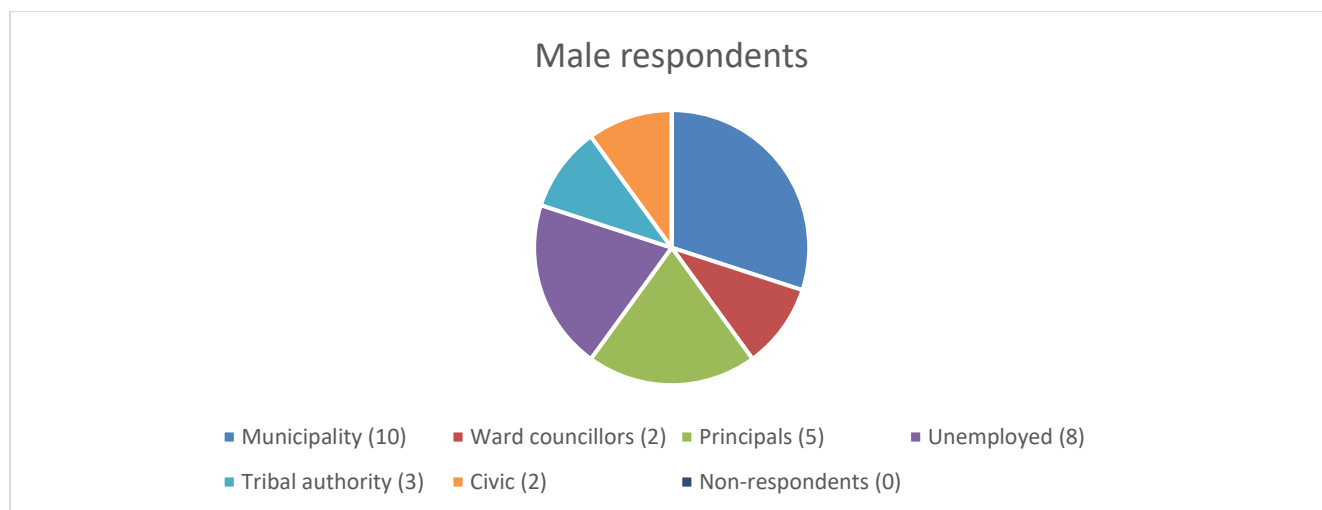
In this section, the demographic details of the participants were presented covering some personal information that was deemed to be of use in the analysis of the findings collected in this study.

Figure 4.1 Female respondents based on the gender of respondents of this study.



(Masia M. 2022)

Figure 4.2: Male respondents based on the gender of respondents of this study.



(Masia M. 2022)

Figure 4.2 indicates the level of participation from both genders, with male respondents enjoying a proportionally greater level of participation than their female counterparts. There was a 100% level of participation from both gender groups.

Table 4.1: Educational background of respondents of the study

	Grade 12	Diploma	Certificate	Bachelor's degree	Postgraduate degree
Municipality	15	07	-	05	03
Ward councilor	01	02	-	-	02
Principals	10	02	-	04	04
Civic	03	01	01	-	-
Tribal authorities	02	01	-	02	-
Unemployed	04	03	-	03	-
Total	35	16	01	14	09
Total respondents			50		
Percentage	70%	19%	02%	28%	18%

(Masia M. 2022)

Table 4.1 shows the full educational background of all respondents to this study. This table successfully showed that the basic educational level (matric) of respondents was very high at 70%, while those who attained a bachelor's degree were dismally low at 28%. Furthermore, only

18% of respondents had any level of postgraduate studies.

Table 4.2 shows the various age groups of our participants, with the highest responding age group found in the 41-50 years bracket at 38%. This age group was mostly made up of respondents from the Thulamela Local Municipality. It was then closely followed by the 51-65 years age group, which was similarly followed by the 31-40 years age group. The last group was found in the 20-30 years age group which came in at 2%. This means that there was a high participation rate in matters involving municipal activities among the 31-65 years age group in Thulamela Local Municipality.

Table 4.2: Age of respondents of the study

	20-30 years	31-40 years	41-50 years	51-65 years
Municipality	01	01	09	04
Ward councilor	-	02	03	-
Principals	-	01	01	08
Civic	-	02	02	01
Tribal authorities	-	01	01	03
Unemployed	-	07	03	-
Total	01	14	19	16
Total respondents	50			
Percentage	02%	28%	38%	32%

(Masia M. 2022)

SECTION B: PERCEPTIONS ON THE IMPLEMENTATION OF THE PRINCIPLES OF BATHO PELE FOR THE ENHANCEMENT OF SERVICE DELIVERY AT THULAMELA LOCAL MUNICIPALITY

Table 4.3: Presentation of participants' responses

Responses	Strongly agree	Agree	Not sure	Strongly disagree	Disagree
Municipality	102 (38.90%)	77 (22.91%)	15 (0.949%)	01 (01.08%)	- (-)
Ward councillors	12 (04.58%)	17 (05.05%)	11 (0.96%)	05 (05.43%)	4 (01.83%)
Principals	13 (04.96%)	20 (05.95%)	22 (13.92%)	10 (10.86%)	25 (11.46%)
Civic	02 (0.76%)	14 (04.16%)	02 (01.26%)	08 (03.26%)	23 (10.55%)
Tribal authorities	01 (0.38%)	15 (04.46%)	09 (05.69%)	03 (03.26%)	22 (10.09%)
Unemployed	01 (0.38%)	25 (07.44%)	20 (12.65%)	19 (20.65%)	35 (16.05%)
Total	131 (49.96%)	168 (49.97%)	79 (43.97%)	46 (49.97%)	109 (49.98%)
Total respondents	<hr/>				
			50		
Percentages	08.32	0.832	07.32	08.32	08.33

(Masia M. 2022)

Table 4.3 shows the responses from all the respondents regarding their understanding, views, and knowledge of Batho Pele principles on service delivery within the Thulamela Local Municipality. Their understanding, views, and knowledge of such principles are captured in Table 4.3.

4.3 MUNICIPALITY RESPONDENTS' PERCEPTIONS OF THE IMPLEMENTATION OF THE PRINCIPLES OF BATHO PELE FOR THE ENHANCEMENT OF SERVICE DELIVERY

It was bound to happen that respondents in this group will be highest in the strongly agree section of the questionnaire. They were duty-bound to answer favorably to their employer. Most municipality respondents, 38.90% strongly agree with the awareness, knowledge, and implementation of Batho Pele principles within Thulamela Local Municipality. While a modest 22.01% of respondents agree and 0.949% are not sure, with only 01.08% strongly disagreeing about the awareness and implementation of Batho Pele principles.

4.3.1 Ward councilor respondents

Ward councilors are in the coal face of local politics in South Africa and usually face the brunt of dissatisfied local communities who almost always burn their properties during service delivery protests. Their views reflect their communities and their fears. The general feeling amongst ward councilors was that Thulamela Local Municipality was not implementing the Batho Pele principles as envisaged in its founding charter as evidenced by a record low of only 04.58% of respondents who strongly agreed on the awareness, knowledge, and implementation of Batho Pele principles. A slight improvement of 05.05% of respondents agreed and 0.96% were not sure. A further 05.43% of respondents strongly disagreed while only 01.83% of respondents agreed.

4.3.2 Principal respondents

The educational background of respondents in this group should always be considered when dealing with municipality matters. All of them have a junior degree and some have post-graduate qualifications. A total of only 04.96% of respondents strongly agreed on the awareness, knowledge, and implementation of Batho Pele principles within and around Thulamela Local Municipality while a further 05.95% of respondents agreed. An emerging trend can be found in this group of respondents. A high of 13.92% of respondents was not sure about the implementation, transparency, service delivery, and set standards of Batho Pele principles within Thulamela Local Municipality. A further 10.86% strongly disagreed and 11.46% disagreed.

4.3.3 Civic structure respondents

The role of civic structures is to hold municipalities accountable to the general community and broader society. These respondents, depending on their location, mostly do not have any favorable information about their municipalities. Only 0.76% of civic structures strongly agreed that they were aware of Batho Pele principles. This includes a lack of information on the openness and transparency required for access to information, service delivery, and redress for clients. A slight improvement of 04.16% of respondents who agreed can be found in this group. A total of 01.26% of respondents were not sure about Batho Pele principles and its associated goals. The high percentage of respondents who disagreed, 10.55%, raises a lot of questions. But this should be countered by the fact that there are many civic-led protests in South African municipalities. For this group of respondents, a record low of 03.26% who strongly disagreed about the lack of information on the openness and transparency required for access to information, service delivery and redress for clients was a sign that there is room for improvement.

4.3.4 Tribal authority respondents

South African tribal authorities are very suspicious of government influences around their subjects. They are resentful when any government sphere tries to undermine and diminish their leadership role in society, and this is evidenced in their responses. Only 0.38% of tribal authority respondents were aware of Batho Pele principles. This included access to information and services, transparency, service standards, and any form of redress. A total of only 04.46% agreed while 05.69% were not sure. A total of 10.09 % of respondents disagreed that they were aware of Batho Pele principles and its associated policies, and a further 03.26% strongly disagreed with this statement.

4.3.5 Unemployed respondents

South Africa is the most unequal society in the world with record unemployment levels surpassing 34.89% of unemployed people. These record levels of unemployed people are regarded as a ticking time bomb by societal analysts and researchers. A glimpse of such a time bomb was witnessed during the recent July unrest in parts of Gauteng and Kwa Zulu Natal. The

respondents in this group are generally unhappy with all Batho Pele principles and its associated policies. A total of only 0.38% of unemployed respondents, which is identical to Tribal authority respondents, strongly agree with Batho Pele's principles. A further 07.44% only agree while 12.65% were not sure. As expected, a record 20.65% of respondents strongly disagreed that they were aware of Batho Pele principles and any positive impact it has had in their communities. Such as openness and transparency, access to information, service delivery, and redress. A further 16.05% of respondents only disagreed with the above statement.

4.4 SECTION C: CONCEPTUAL KNOWLEDGE

This study conducted interviews with different stakeholders in Thulamela Local Municipality. Their various responses are listed below as follows:

4.4.1 Municipality managers and personnel

Question 1 sought to investigate various understandings of the concept of Batho Pele principles from municipality managers and personnel. A 100% of them all indicated that they have a detailed understanding of Batho Pele principles since they are part of implementing such policies in the community.

Question 2 sought to examine the meaning of Batho Pele principles to officials of Thulamela Local Municipality departmentally. 100% of them responded that they are there to serve the community with respect and dignity.

Question 3 sought to evaluate the precise understanding of the concept of service delivery from municipal managers and their personnel. Considering recent protests from members of the community in various parts of Thulamela Local Municipality most of them, 70% had a clear understanding of how service delivery should be serving the community and its impact or lack of it in the community.

Question 4 sought to investigate how well municipal managers and their personnel understood the Promotion of Access to Information Act (PAIA) and its benefits in the enhancement of service delivery. Their response revealed that the public has a right to access all the relevant information to be transparent and fair.

Question 5 sought to determine the various challenges in the implementation process of Batho Pele principles at Thulamela Local Municipality. Their responses varied based on their levels of seniority and departmentally. But their overall responses were that service standard standards were not being adhered to due to a lack of resources and budget constraints.

Question 6 required the personal views of managers and personnel on the strategies that could be recommended in improving the implementation of Batho Pele principles. Of most of the respondents, 80% mentioned training, workshops, inductions, and public engagements that could assist in improving the implementation of Batho Pele principles.

Question 7 sought to determine levels of service delivery that have been implemented by the various departments in the municipality. Most of the respondents, 60% mentioned employment opportunities, and the provision of basic services such as water, sanitation, housing, and electricity. They also mentioned the allocation of communal lands for residential or business sites.

4.4.2 Ward councilors

Question 1 sought to determine how Batho Pele principles have affected service delivery in Thulamela Local Municipality. Their responses were evenly balanced with half of them, 50% said that services had improved while another half said they had not improved at all.

Question 2 sought to find out if the municipality provided those services in line with government legislation. A slight majority of 60% affirmed while a minority of 40% said no.

Question 3 sought to examine what the various political parties had done to ensure that the poorest of the poor had access to service delivery. A majority of 60% responded that they hold imbizos or meetings with their constituencies to report on any developments and account to them as well as iron out any differences. They also mentioned that they took their constituencies' pleas to municipalities to no avail.

Question 4 sought to determine if ward councilors had received any training from municipality officials. A majority of 60% responded that they did indeed receive training and a minority of 40% said they did not receive any training.

Question 5 sought to find out if the need for training was important in the implementation of Batho Pele principles. Their response was an affirmation of the need for training as it helps in the improvement of service delivery to their community.

Questions 6 sought to determine how often political organizations organize imbizos to sensitize locals on government policies such as Batho Pele principles to help improve service delivery. Most of them responded that every quarter and only a few said annually.

4.4.3 Principals

Question 1 sought to gauge their understanding of what Batho Pele's principles meant. All the respondents, 100% said they did indeed understand the meaning of Batho Pele principles and their role in society if implemented positively.

Question 2 sought to determine levels of satisfaction with service delivery from Thulamela Local Municipality. A great majority, 70% were not satisfied with the level of service delivery while only 30% were satisfied. This indicated the great work that still needs to be done in terms of service delivery within and around Thulamela Local Municipality.

Question 3 sought to determine infrastructural deficiencies in schools and the level of attendance by the municipality. Most respondents said they encountered infrastructural deficiencies such as dilapidated classrooms, unsafe buildings, and overgrown sports grounds that were not attended to.

Question 4 sought to find out if schools received any form of assistance from the Thulamela Local Municipality during the Covid-19 pandemic. Half, 50% of the respondents said that they were contacted and received personal protective equipment (PPE) while the other half claim not to have been contacted.

Question 5 sought to find out how often complaints about service delivery were laid at the municipality offices. Most replied that they often lodged complaints but did not receive any feedback or acknowledgment from the municipality. A few do not even bother with laying complaints because of the view that nothing will be attended to or resolved.

Question 6 sought to determine strategies that can assist in improving service delivery within a school environment. Most respondents mentioned partnerships with schools and other stakeholders, and end of cadre deployment because most of those deployed do not have the right qualifications.

4.4.4 Civic structures

Question 1 sought to find out what civic structures understand the meaning of Batho Pele principles. Their responses revealed that they are aware of and understand what Batho Pele means in terms of service delivery.

Question 2 sought to determine what civic structures have done to assist communities' access to basic service delivery. Civic structures are not being heard when it comes to assisting communities' access to basic service delivery because amongst other things due to a lack of communication between the municipality and civic structures.

Question 3 sought to find out if civic structures interfaced with the political class and municipality officials about the challenges faced by locals in accessing proper services. All respondents affirmed this question.

Question 4 sought to find out if municipality officials showed any accountability when presented with challenges of service delivery. Most respondents said that they listened but do not implement any tangible changes.

Question 5 sought to determine strategies that can be recommended for improving service delivery to the community. The respondents indicated that communication and feedback from municipal officials are key. Public participation and educating citizens about service delivery within their communities.

4.4.5 Tribal authorities

Question 1 sought to determine the views of tribal authorities on Batho Pele principles and whether they improved service delivery. A total of 60% responded that they viewed Batho Pele as improving service delivery to their communities while 40% were of the view that it did not.

Question 2 sought to find out if the political class assisted villages in terms of creating awareness of Batho Pele principles. Most of the respondents, 60%, agreed that they did create awareness in villages about Batho Pele principles, while 40% did not.

Question 3 sought to determine how often tribal authorities organized imbizos between the community and municipality to let the know about available services. An overwhelming majority of 80% of tribal authorities indicated that they organized imbizos between the community and municipalities. While only 20% of the respondent that they did not organize imbizos.

Question 4 sought to find out if Thulamela Local Municipality representatives provided any useful information on the expectations of services to be rendered to the community and how such information is accessed. A total of 40% of tribal authorities responded and agreed that Thulamela Local Municipality does indeed provide representatives and information about service delivery while 60% responded that they did not provide representatives.

Question 5 sought to examine if tribal authorities received value for money in terms of service delivery from Thulamela Local Municipality. A total of 100% of tribal authorities explained that they did not receive value for money when it came to service delivery from Thulamela Local Municipality.

Question 6 sought to find out if tribal authorities had ever encountered a situation that needed redress. All tribal authority respondents confirmed that they had been in a situation that needed redress, but municipal officials did not respond nor give any feedback.

Question 7 sought to determine if Thulamela Local Municipality offered polite services. A total of 60% of tribal authority respondents said that municipal officials were rude and disrespectful while 40% said that they were respectful and polite.

Question 8 sought to find out if tribal authorities were aware of PAIA and its associated benefits. A record 100% responded that they knew nothing about PAIA or how it is supposed to benefit them.

Question 9 sought to determine strategies that could assist in improving service delivery in the community. All of them encouraged the use of public participation, and public-private partnerships with the municipality to encourage the improvement of service delivery.

4.4.6 Unemployed community members

Question 1 sought to investigate if unemployed members of the community had any knowledge of Batho Pele principles. The majority, 70% of respondents were not aware of Batho Pele principles and only 30% knew Batho Pele principles.

Question 2 sought to examine if the respondents had access to any services rendered by Thulamela Local Municipality. Half of them, 50% said that they had access to services while the other half said no.

Question 3 sought to find out if the respondents had made any inquiries about available services from Thulamela Local Municipality. The respondents answered that none of them had made any inquiries about available services from Thulamela Local Municipality.

Question 4 sought to find out if the respondents experienced difficulties in accessing various services within the municipality. Of most respondents, 70% said they did not encounter any challenges while 30% said that they did.

Question 5 sought to determine if the respondents were aware of COVID-19 relief programs introduced by the government. Half of the respondents, 50% said that they were aware of such programs and their intended benefits to the community while the other half were not aware.

Question 6 sought to determine the level of assistance provided by the municipality in terms of accessing services. Of most respondents, 60% said that Thulamela Local Municipality did not provide any assistance while 40% said that they did receive some form of assistance from the municipality.

Question 7 sought to quantify the challenges faced by the respondents in their age groups concerning service delivery. Most of the unemployed, 60% aged 35 and above were mostly concerned about the provision of job opportunities, clean water, roads, and security. While 40% of those aged less than 35 years were mostly concerned about job opportunities, access to social media, and crime in their areas.

4.5 CONCLUSION

In this chapter, data was analyzed, interpreted, and then presented with the aid of pie charts and graphical tables which were then used to present a clear indication of the findings obtained from the data collection exercise. This chapter primarily consisted of data obtained from the questionnaires. The findings of this chapter were discussed regarding the relevant literature in Chapter two of the study. The discussions of the findings of the study were highlighted as a method of providing remarks and then making conclusions from the study. The next chapter, Chapter Five, therefore, presents the research findings and discusses the conclusion and recommendations of the study.

CHAPTER 5

FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 INTRODUCTION

This concluding chapter presents the discussion of the research findings, conclusions, and recommendations for improving Batho Pele principles within Thulamela Local Municipality. Chapter Five is intended to recommend the most effective and efficient improvement in the Batho Pele service delivery program and how these principles could be customized to suit communities in Thulamela Local Municipality. The chapter commences by detailing findings relating to the problem statement, and literature review. And then finally, it focuses on the conclusions based on the objectives of the study, makes recommendations from the study, and then provides the scope for further research in the field of study.

5.2 PRIMARY FINDINGS OF THE STUDY

The major focus and objective of this study were to investigate Batho Pele principles in Thulamela Local Municipality. Fifty participants were selected for the study to assess how Batho Pele principles were being implemented in Thulamela Local Municipality. From the resulting findings, the following key findings emerged:

- An overwhelming majority of respondents who participated in the study indicated that they were not receiving adequate service delivery from Thulamela Local Municipality concerning Batho Pele principles;
- It appears from the study that many respondents had adequate knowledge of Batho Pele principles and an understanding of the role of municipalities and service delivery;

- Most respondents did not receive adequate services from Thulamela Local Municipality when they so desperately needed to be assisted. Many respondents were of the view that the municipality does not care nor listen to their pleas for assistance;
- Many respondents encountered challenges when attempting to access basic services such as clean water, roads, job opportunities, electricity, and refuse removal. Most respondents suggested that Thulamela officials did not have empathy for their clients or value Batho Pele principles;
- Slightly less than half of the respondents strongly agreed that Batho Pele principles were being properly administered in Thulamela Local Municipality. This is an area of concern as the perception has led to violent protests across the municipality with protestors demanding service delivery in their communities;
- Most participants had basic matric educational qualifications whilst almost a quarter had a bachelor's degree and more than 18% had post-graduate degrees. This is an indication that the respondents had a proper educational background; and
- Most of the respondents did not have any form of redress from the municipality due to a lack of communication between the municipality and community members. This resulted in a negative image or perception of Thulamela Local Municipality being created.

5.3 CONCLUSION

This concluding chapter was presented based on the findings of the primary research perspective from which the conclusions of the study were drawn. The also proposes several recommendations as a way forward as well as suggestions for further research. Additionally, this chapter provided a concluding platform for the entire study, by ensuring that the objectives of the entire study were fully addressed. Batho Pele's principles are the foundation of the South African government in the local government sphere. It is the cornerstone on which service delivery is built. Generally, service delivery has become a sensitive topic in South Africa, particularly at the municipal level. Batho-Pele principles were established to serve as an adequate policy and legislative framework for service delivery in the public sector. Section 195 of the Constitution of the Republic of South Africa, 1996, contends that public services should be enhanced and that public servants should obligate themselves in rendering services of high morals that meet the needs of the people. Proper implementation of Batho Pele principles will

lead to a satisfied community that is less prone to violent protests over basic needs such as housing, water, electricity, and job opportunities. Thulamela Local Municipality should listen to the concerns and needs of the communities that they serve and engage with them regularly about service delivery and new developments.

A typical sample of 50 respondents in this study was applied and the data was gathered through the administration of a questionnaire based on a mixed data collection method. The study revealed that most public officials at Thulamela Local Municipality are not adhering to and complying with the service standards as set out in the Batho Pele principles so the public should be aware of what to expect.

Slightly less than half of the respondents strongly agreed that Batho Pele principles were being properly administered in Thulamela Local Municipality as depicted in Table 4.3. An overwhelming majority of respondents were of the view that they were not receiving adequate service delivery as envisaged in the Batho Pele principles as shown in Table 4.3. This has occasionally led to violent protests across Thulamela Local Municipality with protestors demanding service delivery in their communities. Table 4.1 depicts the educational background of the participants and this revealed that most of them had a basic educational qualification in addition to advanced qualifications. The make-up of gender was depicted in Table 4.1 and Table 4.2 with a 100% participation level in the questionnaire.

Several respondents who participated in this study indicated that Thulamela Local Municipality denied them an opportunity to participate in the decision-making process on matters that directly affect them. This has had a negative bearing on the development of the said communities. This study seeks to make a significant contribution to municipalities to render more effective and efficient services to communities through the improvement of service delivery by designing better Batho Pele principles that are best suited to the needs of the community they serve. Generally, the negative responses from participants reflect a lack of faith and disappointment in Thulamela Local Municipality in its implementation of Batho Pele principles to generate access to more services from the municipality.

5.4 LIMITATIONS OF THE STUDY

The following were the limitations of this study the researcher come across.

5.4.1 Confidentiality

Some respondents were not cooperating with the researcher due to a mistrust of divulging confidential information.

5.4.2 Errors in data analysis

The respondents at Thulamela Local Municipality were biased and self-justifying to avoid accountability and responsibility towards the implementation of Batho Pele Principles on service delivery.

5.4.3 Geographical area

The selection of Thulamela Local Municipality as a target area has limited the geographical spread of the study to a single municipality without involving other municipalities in the study.

5.5 RECOMMENDATIONS OF THE STUDY

The following were the recommendations based on the findings of the study on the investigation of the Batho Pele Principles on service delivery at Thulamela Local Municipality. The study has revealed that:

- Thulamela Local Municipality needs to strengthen the BPP as a point of departure for its community development initiatives. Putting people first will ensure the Municipality is in harmony with its citizens;
- The Municipality needs to develop coherent policies to improve collaboration, coordination, and cooperation with all stakeholders;
- To adopt integrated planning processes between stakeholders, including community members, and in consultation with the community during policy-making and implementation periods;
- To strengthen its communication programs;
- To recruit personnel with relevant skills and knowledge to ensure the provision of quality services;
- To educate officials on the role of municipalities and legislation governing the functioning thereof; and

- To educate officials on the significance of community involvement and promote active participation to enhance trust. Citizens should improve their knowledge and understanding of their constitutional rights by reading the government constitutions.

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ANNEXURE A: QUESTIONNAIRE



O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES QUESTIONNAIRE

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

This study aims to investigate the implementation of Batho Pele principles in service delivery to residents of Thulamela Municipality. Thank you for agreeing to participate in this research. The purpose of the research is for scholarly contributions only.

Kindly note that this questionnaire is anonymous, and your responses will be treated with confidentiality.

INSTRUCTIONS TO COMPLETE THIS QUESTIONNAIRE

- Please do not write your name, surname, or any other personal details or numbers on this questionnaire.
- The questionnaire will not take longer than 20 minutes to complete.

SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

20-30	31-40	41-50	51-65	Other:
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3. Occupational Group:

Administrative	Councilors	Manager	Snr Manager
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4. Educational Background

Grade 12 /Matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate Degree	

5. Work Experience (No of years)

1-5	6-10	11-20	21 and more
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SECTION B: CONCEPTUAL KNOWLEDGE – MUNICIPAL MANAGERS AND PERSONNEL

1) In your view, what do you understand by the concept of Batho Pele principles?

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2) What do Batho Pele principles mean to you and your department?

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3) In your opinion, can you define the term service delivery?

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4) What do you understand about the Promotion of Access to Information Act (PAIA) policy and its benefits to enhance quality service delivery?

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5) What are the challenges encountered in the process of implementing the Batho Pele principles at Thulamela Municipality?

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6) In your view, what strategies can you recommend for improving the implementation of Batho Pele principles at Thulamela Municipality?

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7) Batho Pele was established to promote access to services. What has your department done for the community to ensure access to service delivery from the Municipality?

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.....

SECTION C: PERCEPTION OF MUNICIPAL MANAGERS AND PERSONNEL ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of Municipal managers and personnel as implementers of Batho Pele Principles. The section targets managers/personnel of various departments who are confronted with issues of improving service delivery on daily basis.

Department:

Item No.	The implementation of Batho Pele Principles on service delivery	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Public Officials are aware of the Batho Pele principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	The community members have access to information that pertains to service delivery.					
4.	The different Civic Structures, Tribal Authority, and Schools are well informed about the Batho Pele principles.					
5.	The community members are aware that they should demand value for money when requesting prompt service delivery from the Municipality.					
6.	Your department ensures the principle of transparency and openness when serving clients.					
7.	The community members are aware of the Batho Pele Principles.					
8.	Courteousness is practiced in your department by all the Municipality Public Officials.					
9.	Service standards are communicated to community members and their supporting structures.					
10.	Your employees are aware of what politeness means to the clients as they request service delivery.					

11.	There is a form of redress for any complaint lodged by clients in your department.					
12.	Your department interfaces with Councillors or Civic structures to inform them about the Batho Pele Principles.					
13.	Public officials in your department show accountability when dealing with clients requesting service delivery.					

O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES

QUESTIONNAIRE

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

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SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

20 - 30	31 - 40	41 - 50	51 - 65	Other:
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3. Occupational Group:

Administrative	Councilors	Manager	Snr Manager
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4. Educational Background

Grade 12 /Matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate Degree	

5. Work Experience (No of years)

1-5	6-10	11-20	21 and more
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SECTION B: CONCEPTUAL KNOWLEDGE – WARD COUNCILLORS

1. How have Batho Pele principles affected service delivery in Thulamela Local Municipality?
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2. Do you think Municipality provided these services in line with government legislation?
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3. What has your political party done to ensure that the poorest of the poor get access to prompt service delivery?
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4. Did you receive training on Batho Pele principles from the Municipality officials?
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.....
5. Do you think training is important for the implementation of Batho Pele Principles? Explain
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.....
6. How often does your party organize Imbizo to sensitize Locals on the policies of government such as the Batho Pele Principles for improving service delivery?
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.....

SECTION C: PERCEPTION OF COUNCILLORS ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of ward councilors as implementers of Batho Pele Principles. The section targets ward councilors who are confronted with issues of improving service delivery on daily basis.

Item No.	The implementation of Batho Pele Principles on service delivery.	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Ward Councillors are aware of Batho Pele's principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	There is access to information that enables the Ward Councillors to understand service delivery standards.					
4.	Ward Councillors are consulted by Municipality officials about issues of service delivery before implementation.					
5.	Community members receive value for money when requesting service delivery from Municipality.					
6.	Citizens are aware of PAIA policy which tends to foster transparency in Municipality service delivery.					
7.	Service standards are communicated to you as to what the service delivery community must expect from the Local municipality.					
8.	Citizens are treated fairly and with respect when requesting service delivery at the Municipality.					
9.	There is a form of redress for the complaints the community lodge with the Municipality.					
10.	The political representatives are aware of the legislations that promote quality service delivery.					

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

**O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES
QUESTIONNAIRE**

This study aims to investigate the implementation of Batho Pele principles in service delivery to residents of Thulamela Municipality. Thank you for agreeing to participate in this research. The purpose of the research is for scholarly contributions only.

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- The questionnaire will not take longer than 20 minutes to complete.
-

SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

20 - 30	31 - 40	41 - 50	51- 65	Other:
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3. Occupational Group:

Administrative	Councilors	Manager	Snr Manager
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4. Educational Background

Grade 12 /Matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate Degree	

5. Work Experience (No of years)

1-5	6-10	11-20	21 and more
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SECTION B: CONCEPTUAL KNOWLEDGE – SCHOOL PRINCIPALS

1. Briefly explain what is meant by Batho Pele principles?

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2. Are you satisfied with the service delivery provided by the Thulamela Local Municipality?

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.....

3. Are there infrastructural deficiencies being encountered by your school and are left unattended by the Municipality?

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4. Were you informed by the Municipality as to how the School can be assisted during this COVID-19 era?

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5. How often do you lodge complaints of poor service delivery at the Municipality offices?

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6. What strategies can you recommend for improving service delivery to your school?

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SECTION C: PERCEPTION OF LOCAL SCHOOL PRINCIPALS ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of local school principals on Batho Pele Principles. The section targets school principals in various schools on how service delivery can best be improved.

Item No.	The implementation of Batho Pele Principles on service delivery.	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Local School Principals are aware of Batho Pele principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	There is access to information that enables the Schools to understand available service delivery standards.					
4.	The Municipality officials consult the Schools about the issues of service delivery before implementation.					
5.	The School is aware that they should demand value for money when requesting service delivery from the Municipality.					
6.	The Schools are aware of PAIA policy which tends to promote transparency in Municipality service delivery.					
7.	The School have made inquiries about service standards that they must expect from the Local municipality.					
8.	The Principals are treated fairly when requesting service delivery for Schools by the Municipality.					
9.	There is a form of redress for the complaints lodged with the Municipality from the Department.					

O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES QUESTIONNAIRE

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

This study aims to investigate the implementation of Batho Pele principles in service delivery to residents of Thulamela Municipality. Thank you for agreeing to participate in this research. The purpose of the research is for scholarly contributions only.

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- The questionnaire will not take longer than 20 minutes to complete.

SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

20	-	31	-	41	-	51-	Other:
30		40		50		65	

3. Occupational Group:

Administrative	Councilors	Manager	Snr Manager
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4. Educational Background

Grade 12 /Matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate Degree	

5. Work Experience (No of years)

1-5	6-10	11-20	21 and more
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SECTION B: CONCEPTUAL KNOWLEDGE – CIVIC STRUCTURES

1. What do Batho Pele principles mean to you and your Structure?

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2. Batho Pele promotes access to services. What has your structure done to help South Africans access basic service delivery from the Municipality?

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3. Do you interface with the political class and Municipal officials to tell them about the challenges faced by locals in accessing proper service delivery?

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4. In your opinion, do you think the Municipality officials show accountability when you present challenges of service delivery to them?

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5. What strategies can you recommend for improving service delivery to your community?

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SECTION C: PERCEPTION OF CIVIC STRUCTURES ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of civic structures as individuals who are stakeholders of Batho Pele Principles. The section targets civic structures on the various levels of service delivery in communities.

Item No.	The implementation of Batho Pele Principles on service delivery	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Civic Structures are aware of the Batho Pele principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	Civic Structures can access needed information in the Municipality.					
4.	The Municipality officials consult the Civic Structures about the issues of service delivery before implementation of such.					
5.	The Community is aware that they should demand value for money when requesting service delivery from the Municipality.					
6.	Civic Structures are aware of PAIA policy intended to promote transparency in Municipality service delivery.					
7.	The Community receives any form of information from the Municipality about the Batho Pele Principles.					
8.	The Citizens are treated fairly when accessing services from the Municipality.					
9.	The Service standards are communicated to the Civic Structures so that they are aware of what to expect.					
10.	There is redress for those who are treated with bias by Municipal employees.					

O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES QUESTIONNAIRE

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

This study aims to investigate the implementation of Batho Pele principles in service delivery to residents of Thulamela Municipality. Thank you for agreeing to participate in this research. The purpose of the research is for scholarly contributions only.

INSTRUCTIONS TO COMPLETE THIS QUESTIONNAIRE

- Please do not write your name, surname, or any other personal details or numbers on this questionnaire.
- The questionnaire will not take longer than 20 minutes to complete.

SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

20 - 30	31 - 40	41 - 50	51 - 65	Other:
---------	---------	---------	---------	--------

3. Educational background

Grade 12/matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate degree	

4. Traditional Local Authorities

Title	Traditional Leader	Traditional Title Held	
-------	--------------------	------------------------	--

5. Work Experience (N0. of years)

1-5	6-10	11-20	21 and more
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SECTION B: CONCEPTUAL KNOWLEDGE – TRIBAL AUTHORITIES

1. What are your views on Batho Pele principles meant for improving service delivery?

.....
.....
.....

2. How has the political class assisted your village in terms of creating awareness about the eight principles of the make-up Batho Pele?

.....
.....
.....

3. How often do you organize Imbizo between your village members and the Municipal representatives to ensure that citizens are consulted about the available services?

.....
.....
.....

4. Does the Thulamela Municipality representatives provide useful information on the expectations of services to be rendered to the community and how to access such?

.....
.....
.....

5. In your opinion, do you think you receive value for money in terms of service delivery in the Thulamela Local municipality?

.....
.....
.....

6. Batho Pele talks about redress to determine the efficacy of the principles. Have you ever encountered a situation that needs redress?

If yes, how did the Municipality address the issue?

.....
.....
.....

7. Batho Pele promotes politeness, have you received such in the process of accessing services at the Thulamela Municipality?

.....
.....
.....

8. As Traditional Leaders whose community is confronted with challenges in terms of transparency from the Municipality, are you aware of PAIA and its associated benefits?

.....
.....
.....

9. What strategies can you recommend improving service delivery in your community?

.....
.....

SECTION C: PERCEPTION OF TRIBAL AUTHORITIES ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of tribal authorities on the Batho Pele Principles. The section targets tribal authorities on various issues that affect their subjects and communal lands when it comes to service delivery.

Item No.	The implementation of Batho Pele Principles on service delivery	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Tribal authorities are aware of the Batho Pele principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	Tribal authorities can access needed information in the Municipality.					
4.	The Municipality officials consult the Tribal authorities about the issues of service delivery before implementation of such.					
5.	The Community is aware that they should demand value for money when requesting service delivery from the Municipality.					
6.	Tribal authorities are aware of PAIA policy intended to promote transparency in Municipality service delivery.					
7.	The Community receives any form of information from the Municipality about the Batho Pele Principles.					
8.	The Citizens are treated fairly when accessing services from the Municipality.					
9.	The Service standards are communicated to the Tribal authorities so that they are aware of what to expect.					
10.	There is redress for those who are treated with bias by Municipal employees.					

O. R TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES

QUESTIONNAIRE

TOPIC: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY.

This study aims to investigate the implementation of Batho Pele principles in service delivery to residents of Thulamela Municipality. Thank you for agreeing to participate in this research. The purpose of the research is for scholarly contributions only.

Kindly note that this questionnaire is anonymous, and your responses will be treated with confidentiality. (The researcher will explain the questions to the senior citizens and record the responses).

INSTRUCTIONS TO COMPLETE THIS QUESTIONNAIRE

- Please do not write your name, surname, or any other personal details or numbers on this questionnaire.
- The questionnaire will not take longer than 20 minutes to complete.

SECTION A: BIOGRAPHICAL INFORMATION

Place a cross (X) in the appropriate block. Choose only one option.

1. Gender

Male	
Female	

2. Age Next Birthday

1. 31- 40
2. 41- 60

3. Educational background

Grade 12/matric	
Diploma	
Certificates	
Bachelor's degree	
Postgraduate degree	

4. Location:

--

SECTION B: CONCEPTUAL KNOWLEDGE – UNEMPLOYED

Unemployed Community Members

1. Do you know about Batho Pele principles at Thulamela Municipality?
.....
.....
.....
2. Are you able to access the services you require at the Municipality?
.....
.....
.....
3. Have you made inquiries about the services available to Municipality. e.g. indigent programmes?
.....
.....
.....
4. Do you experience difficulties in accessing different services like water provision, waste removal, street lights, electricity, school patrols, etc.?
.....
.....
.....
5. Are you aware of the additional relief program introduced by the ANC-led national government during COVID -19 lockdown phases?
.....
.....
.....
7. What has the Municipality done to make life easier for Citizens like you in terms of providing the necessary information that can help you when you require service?
.....
.....
.....
8. What are the other challenges faced by you and others who fall into your age bracket concerning quality service delivery?
.....
.....
.....

SECTION C: PERCEPTION OF UNEMPLOYED COMMUNITY MEMBERS ON BATHO PELE PRINCIPLES

This section attempts to determine the perception of unemployed community members on Batho Pele Principles. The section targets the unemployed who are confronted daily by issues affecting service delivery within their communities.

Item No.	The implementation of Batho Pele Principles on service delivery	Strongly Agree	Agree	Not sure	Strongly Disagree	Disagree
1.	Unemployed community members are aware of the Batho Pele principles.					
2.	Thulamela Municipality provides for openness and transparency of required information to the citizens.					
3.	Unemployed community members can access needed information in the Municipality.					
4.	The Municipality officials consult the Unemployed community members about the issues of service delivery before implementation of such.					
5.	The community is aware that they should demand value for money when requesting service delivery from the Municipality.					
6.	Unemployed community members are aware of PAIA policy intended to promote transparency in Municipality service delivery.					
7.	The Community receives any form of information from the Municipality about the Batho Pele Principles.					
8.	The Citizens are treated fairly when accessing services from the Municipality.					
9.	The Service standards are communicated to the Unemployed community members so that they are aware of what to expect.					

10.	There is redress for those who are treated with bias by Municipal employees.					
-----	--	--	--	--	--	--

ANNEXURE B: INFORMED CONSENT

Researcher

I, Masia Mukondeleli a master's student at the University of Venda am engaged in research titled: **INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON SERVICE DELIVERY: A CASE STUDY AT THULAMELA MUNICIPALITY**. I am conducting this research project for my master's degree at the University of Venda under the O.R Tambo Institute of Governance and Policy Studies in the School of Management Sciences. My supervisor and co-supervisor are Dr. A.T Singo and Prof. N.W. Nkuna respectively. The study aims to investigate the implementation of Batho Pele principles on service delivery. Upon investigating this problem, the study intends to gain a better understanding of the Batho Pele principles on service delivery in Thulamela Local Municipality. Your participation in this research will benefit Thulamela Local Municipality and South Africa and the findings could be used in improving customer relations between municipal officials and community members.

2. Participant:

I-----give my consent to be interviewed by Masia Mukondeleli. It has been explained to me that my name as a respondent will be anonymous as stated in the ethical clearance. As a respondent in this research study, I am required to observe the following ethical standards:

- My name will not be mentioned during discussions;
- Participation is voluntary and there is the freedom to withdraw without penalty;
- Raw materials will be kept under lock to ensure confidentiality;
- Information regarding the interview will only be used for this study;
- A summary of the research study will be available to me if requested.

Respondent's signature-----Date-----

Researcher's signature-----Date-----

THANK YOU FOR YOUR CO-OPERATION

ANNEXURE C: LETTER TO THULAMELA MUNICIPALITY

SCHOOL OF MANAGEMENT SCIENCES
OFFICE OF THE DEAN

19-MAY-2021
The Municipal Manager
Thulamela Local Municipality
Private Bag x 5006
Thohoyandou
0950

Dear Madam/Sir

**PERMISSION TO CONDUCT RESEARCH INTERVIEWS AND ADMINISTER
QUESTIONNAIRES**

Masia Mukondeleli is a registered student for Masters of Public Management and is hereby requesting permission to conduct and administer questionnaires at Thulamela Local Municipality.

The research topic is an "Investigation on the implementation of Batho Pele Principles on service delivery: A case study at Thulamela Local Municipality". The study is at the University of Venda under the O.R Tambo Institute of Governance and Policy studies in the School of Management Sciences, and is led by supervisor Dr. A.T Singo and Dr.L.R Kone, as a co- supervisor.

The study aims at investigating the implementation of Batho Pele principles on service delivery in Thulamela Municipality. Upon investigating this problem, the study intends to contribute in the improvement of understanding of Batho Pele principles on service delivery in Thulamela Local Municipality where the participant are role players in this research. The findings under this study will be used in improving customer relations between municipal officials and community members.

Ethical principles such as, permission for the study, informed consent, beneficence, respect for human dignity, anonymity and confidentiality for research reasons will be highly considered.

Your cooperation in conducting research interviews and administering questionnaires with you will be highly valued.

Yours faithfully

.....
Masia Mukondeleli

Masia Mukondeleli

Contact No:072 879 0888/Tel no:015 962 8086

Email Address:Mukondeleli.Masia@univen.ac.za

Mabasa pls attend
11/05/2021



University of Venda

SCHOOL OF MANAGEMENT SCIENCES
PRIVATE BAG 5005, THOHOYANDOU, 0950.
LIMPOPO PROVINCE, SOUTH AFRICA
TELEPHONE 015 962 8707/ 015 962 8869/ 015 962 8706
FAX 015 962 4749

ANNEXURE D: LETTER FROM THULAMELA MUNICIPALITY



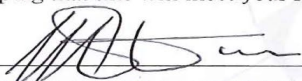
Private Bag X5066
Tlohozyandou
0950
Limpopo Province
Tel: 015 962 7500
Fax: 015 962 4020

Ref : 4/3/4/1
Enquiries : Netshisaulu N.S
Tel : 015 962 7514
Fax : 015 962 4020

To : Masia Mukondeleli
From : THULAMELA MUNICIPALITY
Date : 20 May 2021

Subject : PERMISSION TO CONDUCT RESEARCH AT THULAMELA MUNICIPALITY

1. The above matter refers.
2. Kindly note that permission to conduct research has been granted.
3. Contact Human Resources Section for more information.
4. Hoping that this will meet your favourable considerations.


MUNICIPAL MANAGER: MALULEKE H.E

THULAMELA
MUNICIPALITY



ANNEXURE E: LETTER FROM ENGLISH LANGUAGE EDITOR

FACULTY OF HUMANITIES, SOCIAL SCIENCES AND EDUCATION

24 February 2022

TO WHO IT MAY CONCERN

This serves to confirm that I have proof-read Ms M. Masia's dissertation titled
"An Investigation of the Implementation of *Batho Pele* Principles in Service Delivery: A case Study of Thulamela Local Municipality"

The proof-reading entailed editing some parts of the document; for example, to avoid wordiness, redundancy, sub-dividing sentences, and so on, to enhance the readability of the document.

However, I have not tampered with the content of the document, except where this constituted repetition or made the document confusing.

Sincerely



.....
Mr. F. Mahori
Lecturer
Department of English, Media Studies and Linguistics



ANNEXURE F: TURNITIN REPORT



Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

Submission author: mukondeleli masia
Assignment title: Dissertation
Submission title: INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE P...
File name: NKUNA_MUKONDELELI_MASIA_MINI_DISERTATION.docx
File size: 2.79M
Page count: 131
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Submission date: 17-Nov-2021 12:34PM (UTC+0200)
Submission ID: 1661459280

INVESTIGATION ON THE IMPLEMENTATION OF BATHO PELE PRINCIPLES ON
SERVICE DELIVERY: A CASE STUDY AT THULAMELA LOCAL MUNICIPALITY

by
MASIA MUKONDELELI
(9312990)

A mini dissertation submitted in partial fulfillment of the requirements for the degree

MASTER OF PUBLIC MANAGEMENT (MPM)
in the

OR TAMBO INSTITUTE OF GOVERNANCE AND POLICY STUDIES
FACULTY OF MANAGEMENT, COMMERCE AND LAW

UNIVERSITY OF VENDA

Supervisor: Dr. AT Slingo
Co-supervisor: Dr. LI Kone

November 2021