

**THE EFFICACY OF *BATHO PELE* PRINCIPLES IN DELIVERING BASIC
SERVICES: THE CASE OF THULAMELA LOCAL MUNICIPALITY**

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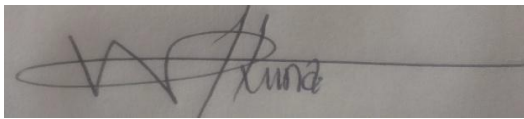
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2025

DECLARATION OF ORIGINALITY

I, **Nkuna Winnies Ndzalama**, student number: **16015111**, hereby declare that the research proposal for the Master of Administration (MSMMA) degree titled “The Efficacy of Batho Pele Principles in Delivering Basic Services: the Case of Thulamela Local Municipality,” submitted to the Faculty of Management and Commerce Sciences at the University of Venda, has not been previously submitted for any degree at this or any other university. Furthermore, I affirm that this work is entirely my own design and execution, and all referenced materials have been appropriately acknowledged.



Nkuna Winnies Ndzalama

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ABSTRACT

This study sought to identify the efficacy of *Batho Pele* principles in delivering basic services the case study being Thulamela Local Municipality. The *Batho Pele* principles provide a framework on how government services should be provided to improve the efficiency and effectiveness of the municipal service. Adherence to these principles will guarantee the provision of excellent services that meet the people's needs and expectations, and enhance customer satisfaction, while upholding the government's promise that access to decent public services is no longer a privilege to be enjoyed by a few, but the rightful expectation of all citizens. The delivery of services like housing and road infrastructure, water, social welfare, and health centers to communities by the government is referred to as service provision. Despite the existence of these principles, the local sphere of government has received an exponential increase in the number of service delivery protests. This study holds the view that any form of service delivery protest questions the extent to which the municipal sphere of government implements the *Batho Pele* principles. This study used a pragmatic research paradigm and employed a mixed method. In this regard, the study deployed both qualitative and quantitative research methodologies with the goal of preserving their original structures and procedures, as well as contextual and descriptive research designs. The study used a non-probability sampling wherein purposive sampling method was used to select participants under the qualitative method. The study also used the probability sampling method wherein random sampling method was used to select participants under the quantitative methods. Data was gathered using research questionnaires and interviews. For data analysis methodologies, the study uses thematic analysis and statistical analysis.

The study discovered the following: that services rendered to the communities are not fair, effective, efficient and in an equitable manner; Batho Pele principles ensures effective service delivery; non- adherence to the Batho Pele principles hinders basic services delivery: insufficient budget, allocation of funds, negligence, malpractices, scarce resources, lack of control measures and incompetency challenges the implementation of *Batho Pele* principles; Batho Pele principles promotes effective and efficient service delivery and that Batho Pele principles; municipal service delivery advocates for the well-being of people; and that basic service can be enhanced through the local government turnaround strategy.

The study recommends that the municipality's IDP be informed of the community's needs. The study recommends that municipal officials adhere to the Batho Pele principles to promote equitable access to basic services. The study recommends training for municipal officials regarding BPP and adherence to the Batho Pele principles to enhance equitable basic service delivery. The research suggested an appointment of effective municipal ombudsman to monitor the use of resources and budget to promote Batho Pele principles fostered service provision. The study recommends that Batho Pele principles and municipal service delivery ought to advocate for the well-being of people. Recommendation by the study is that community participation in municipal affairs must be encouraged and strengthened to promote basic service delivery that caters their needs and well-being. The study recommended that local government turnaround strategy be utilized in the implementation of *Batho Pele* principles.

Key words: Basic Services, *Batho Pele* principles, Community, Efficacy, Thulamela Local Municipality, Service Delivery.

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DEDICATION

This thesis is dedicated to me, for believing in me and the hazy image of a bright future. Those with crippled hopes and imprisoned dreams, you are meant for greatness; keep demanding more from yourself, and there will be light and a resilient spirit that cannot be extinguished. To everyone with cancer in their soul, and those with liquid in their lungs, keep taking those pills to numb the pain, and never succumb to the poison spreading within you, regardless of the countless deaths you may encounter, be a phoenix (a bird that can burst into flames only to rise again or be reborn from its ashes), and remember the following:

Psalms 20:1, 4

“[1] May the Lord answer you when you are in distress; May the name of the God of Jacob protect you. [4] May he give you the desire of your heart and make all your plans succeed”.

Philippians 4:6, 11

“[6] Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God. [11] I am not saying this because I am in need, for I have learned to be content whatever the circumstances.”

Lastly Romans 8:18

“I consider that our present sufferings are not worth comparing with the glory that will be revealed in us.”

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LIST OF ACRONYMS

BPP	: Batho Pele Principles
CDW	: Community Development Worker
COGTA	: Cooperative Government of Traditional Affairs
DPSA	: Department of Public Service and Administration
IBM	: International Business Machinery
IDP	: Integrated Development Plan
IEMI	: Integrated Environment Management Information
IMF	: International Monetary Fund
IRFA	: Intergovernmental Relations Framework Act
LED	: Local Economic Development
LGTAS	: Local Government Turnaround Strategy
MFMA	: Municipal Finance Management Act
NPM	: New Public Management
RDP	: Reconstruction development program
SPSS	: Statistical Package for the Social Sciences
TLM	: Thulamela Local Municipality
WTPSD	: White Paper on Transforming Public Service Delivery

CHAPTER 1

INTRODUCTION AND ORIENTATION OF THE STUDY

1.1 Introduction

The study focuses on the efficacy of *Batho Pele* principles in delivering basic services with specific reference to the Thulamela Local Municipality (TLM). Batho Pele principles are a set of guidelines on how public servants should interact with people while rendering services to them. The Batho Pele principles are critical in guiding municipalities in South Africa to deliver basic services effectively and equitably. These principles prioritize citizen-centric governance, ensuring that municipal service delivery is inclusive, transparent, and efficient (National Treasury, 2021:18). These principles: consultation, access, service standards, redress, courtesy, information, openness and transparency, value for money, and encouraging innovation and reward excellence—provide a framework for citizen-centred governance (Department of Cooperative Governance and Traditional Affairs, 2023:18; Department of Planning, Monitoring, and Evaluation, 2022:22). Municipalities have a legal obligation to provide services such as water and sanitation, and to involve communities in formulating development priorities (Shilubane, 2020:15). However, low public satisfaction with government performance suggests that citizens are increasingly discontented with the state of local government. The effective implementation of Batho Pele principles plays a pivotal role in the government's quest toward the realisation of Sustainable Development Goals (SDGs). SDG number 6 focuses on ensuring the availability and sustainable management of water and sanitation for all. This goal aligns with the Batho Pele principles, particularly access, value for money, and consultation (UN, 2021:45; Stats SA, 2023:12). Furthermore, SDG number 11 aims to make cities inclusive, safe, resilient, and sustainable. The Batho Pele principles of redress, transparency, and courtesy are central to achieving this goal. Through redress, municipalities address housing backlogs and service delivery protests by implementing corrective measures, such as upgrading informal settlements and providing affordable housing (National Treasury, 2021:23; UN-Habitat, 2022:34). Therefore, any failure by the government to implement the Batho Pele principles has a dire implication on assisting government to contribute towards its national and global priorities. Maemu (2021:32) emphasized that a service delivery approach was adopted based on a framework of quality, accessible, and affordable service delivery to all South Africans and that *Batho Pele* "people first"

principles were introduced to provide a framework against which public sector service delivery can be measured. The White Paper on Transforming Public Service Delivery (1997:5) asserts that residents possess an inherent right to receive dignified, courteous, and respectful treatment, with access to quality and sustainable services. Nkuna (2021:11) contends that these services encompass water supply, sewage collection and disposal, waste removal, electricity and gas provision, health services, roadways and storm water drainage, streetlights, and municipal parks and recreation.

The White Paper on Transforming Public Service Delivery (1997:8) recognises the centrality of public service as a crucial mechanism through: inter alia, the efficient delivery of services. Section 27(1)(b) of the Constitution of the Republic of South Africa, 1996, henceforth referred to as the Constitution, mandates the government to deliver basic services, including health care, water, and sanitation, as a fundamental obligation. Sections 26(1), 27(a) and (c), 29(a), and 32(a) of the Constitution underscore residents' entitlements to fundamental services, specifically: housing, healthcare, social security, information, and education. Section 195(d) of the Constitution stipulates that services shall be rendered impartially, fairly, equitably, and without prejudice; sub-section (e) asserts that the demands of the populace must be addressed and citizen participation in policymaking must be promoted.

1.2 BACKGROUND OF STUDY

According to National Planning commission (2020:20) local government in South Africa occupies a special place in the architecture of the state, and there is growing recognition that the performance of local government is linked to combating the country's three major challenges: poverty, unemployment, and inequality. One of the most essential tasks of government is to provide residents with public services. This is premised on the fact that municipalities operate closest to local communities in South Africa's three-tiered government system, local government is a critical point in the municipal service delivery process (South African Local Governance Association, 2020:15). Municipalities at both the local and district level are entrusted with public resources to ensure that basic community needs are met through service delivery (Reddy, 2016:3). Under the new democratic dispensation, municipalities are constitutionally obligated to provide public services to local communities. This implies that access to basic services for the people is no longer a privilege, but rather a constitutionally guaranteed right (South African Human Rights Commission, 2020:11).

To back up this claim, Section 152(1)(b) of the Constitution obligates all municipalities to offer sustainable services to their respective local communities. According to Mboweni (2013:15), South Africa has achieved significant progress in transformational service delivery to provide redress for people disadvantaged by former apartheid practices since the onset of democracy in 1994.

Ngidi (2012:25) emphasises that numerous policies linked to service delivery have been created and implemented since the introduction of democracy in 1994, such as *Batho Pele* stated in the 1997 White Paper on Transforming Service Delivery. The Batho Pele White Paper on Transforming Service Delivery is largely concerned with how public services must be delivered, specifically with enhancing the efficiency and effectiveness of service delivery (WTPSD, 1997:9). The White Paper encompasses the eight *Batho Pele* principles as well as the rules for using the concepts when offering services to clients (Nkuna, 2020:15). This study argues that effective implementation of *Batho Pele* principles can be crucial machinery through which municipalities can deliver sustainable services to its communities as enshrined on the Constitution. The WTPSD (1997:8) further stated that proper implementation of *Batho Pele* principles by municipal officials implies that service delivery provision takes place under the guidance of the White Paper on Transforming Public Service Delivery, while the complaints and cases of dissatisfaction with the services rendered are indications of non-adherence.

Factors that influence services and service delivery change drastically from one municipal term to the next, and continuous and long-term planning is the order of the day. Tjebana (2020:10) avers that Batho Pele principles is amongst the frameworks through which public service delivery can be transformed and reoriented towards the imperative of the new democratic order. It lays out the strategy for transforming service delivery through the promotion of eight transformation priorities which seek to make service delivery more effective to meet the basic needs of all South Africans (WTPSD, 1997:2). Moreover, these transformation priorities are referred to as the *Batho Pele* principles; *Batho Pele* is a Sotho word for people first. As the name suggests, an integral part of this policy is always ensuring that the public service prioritises citizens and puts them at the centre of all service delivery initiatives. Mboweni (2013:22) displayed eight *Batho Pele* principles, namely: consultation,

service standards, access, courtesy, information, openness and transparency, redress, and value for money, which, while not legislation but rather a white paper, are intended to be followed by local government. According to Madalani (2016:23), these principles are intended to provide guidance to all public officials on how to improve customer interactions and services. The administration believed that implementing the *Batho Pele* Principles would make citizens happy and pleased. In Mfene (2009:216), the *Batho-Pele* principles are practical initiatives that aim to alter municipal service delivery by making state and government entities such as municipalities more responsive to people's demands.

Despite the lofty intentions of the *Batho-Pele* principles, there are impediments to its execution that the *Batho-Pele* principles offer to municipal officials. Department of Cooperative Governance and Traditional Affairs (2021:12) supports the assertion by admitting that integrating these principles into municipal service may be difficult. Recognising this, Ingle (2011:75) maintains that there is a gap between policy design and implementation in South Africa, which poses a significant hurdle to the proper execution of policy directives such as *Batho Pele*. Furthermore, as noted by Kuye and Ile (2007:89), the implementation of *Batho Pele* principles, as well as the issue of local government being more responsive to people's needs and fulfilling its constitutional obligations, is proving to be a difficult task given the current state that many municipalities are in. As a result, municipalities face ever-increasing citizen demands, as well as an increase in violent service delivery protests as well as diminished service delivery standards (Mofolo & Smith, 2009:430).

It is no secret that service delivery continues to be a source of worry for South Africans across the board. Moreover, considering it has been thirty-one (31) years since the first democratic dispensation and twenty eight (28) years since the white paper on modernising public service delivery, citizens are frustrated, mostly due to the poor pace of service delivery. The *Batho Pele* principles are regarded by the government as the key to improving municipal public service delivery and performance (Mofolo & Smith, 2009:430). Furthermore, the *Batho Pele* approach aims to boost public service delivery and promote good governance broadly through a people-centred and service-oriented approach (Mofolo, 2012:74). However, their execution has been called into doubt due to the prevalence of bad governance and inefficient service delivery in local government. According to Nzimankwe, Mbili, and Zondi (2017:629), service delivery

has been an initial focus for the government since 1994, which has recognized it as a weapon to alleviate poverty and propel South Africa toward becoming a developmental state; despite this, it remains a difficulty to this day.

According to Nzimankwe *et al* (2017:629), since 1994, service delivery has been a top priority for the government, which has acknowledged it as a tool to reduce poverty and gear South Africa towards becoming a developmental state, up to date it remains a challenge. Tjebjana (2020:5) concurs with Nzimankwe *et al* (2017:629) that service delivery is a pursuing obstacle that the government is attempting to overcome and enhance by adopting new policies, simplifying services, and restructuring specific ministries. This type of challenge has been most apparent at the municipal level, where municipalities across the country have been labelled dysfunctional and so unable to provide essential services to their citizens (Mnadi, 2020:11). According to Ngidi (2012:15), although the *Batho-Pele* Principles are an approach that puts pressure on systems, attitudes, and behaviours within local government, there have been numerous reports of poor performance by local government. Matoti (2011:1) found that initiatives such as the 2004 Know Your Service Rights campaigns aimed at promoting participatory governance, the broader Batho Pele Revitalization Program and Service Delivery Watch (aiming at monitoring quality and pace of service delivery) have proven to be of little help, as numerous reports of poor service delivery show. Therefore, failure to comply with *Batho Pele's* policy will amount to a violation of the policy and will affect the defective performance of the Service.

1.3 PROBLEM STATEMENT

Section 26 of the Constitution provides that everyone has the right to adequate basic services such as housing and water. However ineffective implementation of *Batho Pele* principles in municipal service delivery hinders adequate basic service provision, such as access to clean water and sanitation, this has a negative bearing towards the realisation of the SDGs (goal no 6, which focuses on the access to clean water and sanitation and no 11 which aims to better livelihoods of communities). Section 152(1)(b) of the Constitution requires local governments to guarantee that community services are provided in a sustainable way. In order to carry out the aforementioned constitutional obligation, as noted by Nkuna (2021:23) the WPTPS outlines the eight *Batho Pele* Principles, which are aimed at improving the efficient and effective delivery

of services to the people and are expected to be implemented by all tiers of government. Nangipha (2020:31) supports the local government by clarifying the service delivery principles that establish a new and holistic framework on which municipal service delivery should be based, which are inexpensive and accessible services.

Despite the constitutional imperatives and a plethora of legislative provisions accorded to *Batho Pele* principles, COGTA (2021:15) notes that TLM endures the following challenges in providing basic services to its communities: a lack of adequate resources, a lack of staff capacity, inadequate implementation of *Batho Pele* principles, and a lack of community participation. Ndou (2020:25) noted that TLM lacks skills and capacity to deliver services such as housing, while highlighting inadequate resources and minimal participation by the community. While the TLM IDP 2022/23-2026/2027 review averred that TLM encounters service delivery challenges such as: non-compliance to the budget allocation and lack of community participation. TLM IDP review is backed by Madzivandila 2016 who indicated that TLM is currently faced with a plethora of public service delivery challenges such as inadequate resources to render services and corruption. Nkuna (2017:8) found that the lack of adequate implementation of *Batho Pele* principles by municipal personnel suggests that service delivery disregards the concept of People First, which has a detrimental effect on public satisfaction. Understaffed facilities, inept employees, and a lack of financial resources, according to Madalani (2016:21), are the root causes of inadequate service provision. Contrary to the utterances above, administrators deem *Batho Pele* as an additional activity that can be done on a volunteer basis. This research is being carried out in order to identify possible causes and contributing factors to the negative perception of service delivery in the local sphere of government and non-compliance with the *Batho Pele* principles, as well as to craft mechanisms that can be used to improve the efficacy of *Batho Pele* principles in delivering basic services.

1.4 AIM OF THE STUDY

The aim of this research is to delve into the efficacy of Batho Pele principles in providing basic services in Thulamela Local Municipality, as well as propose solutions for better implementing Batho Pele principles to improve basic service delivery.

1.5 OBJECTIVES OF THE STUDY

The following are the objectives of the study:

- (a) To evaluate the state of municipal service delivery to local communities.
- (b) To determine the role of *Batho Pele* principles in delivering service at the Thulamela Local Municipality.
- (c) To investigate the challenges faced by Thulamela Local Municipality in delivering basic services.
- (d) To examine the correlation between municipal service delivery and the *Batho Pele* principles.
- (e) To recommend strategies to effectively implement *Batho Pele* principles in the delivery of municipal services.
- (f) To examine the correlation between municipal service delivery and the *Batho Pele* principles.
- (g) To recommend strategies to effectively implement *Batho Pele* principles in the delivery of municipal services.

1.6 RESEARCH QUESTIONS

The following are the research questions of the study:

- (a) What is the state of municipal service delivery to local communities?
- (b) What is the role of *Batho Pele* principles in delivering service at the Thulamela Local Municipality?
- (c) What are the challenges faced by Thulamela Local Municipality in delivering basic services?
- (d) What is the correlation between municipal service delivery and the *Batho Pele* principles?
- (e) What are the recommended strategies that can be used to effectively implement *Batho Pele* principles in the delivery of municipal services?

1.7 SIGNIFICANCE OF THE STUDY

The study findings will aid the Thulamela Local Municipality to adopt gauges to enhance the implementation of *Batho Pele* principles with a view to ensure optimum utilisation of state resources yet simultaneously offering efficient and effective basic services to inhabitants. The findings will apprise communities in Thulamela Local

Municipality about *Batho Pele* principles and how they benefit from them, enabling them to be aware of the services to which they are entitled. This research will have an enormous effect on the policy positions of not only TLM, but all municipalities in South Africa. The investigation provide a clear understanding and realisation of the challenges facing TLM in terms of service delivery to the municipality, as well as public officials within it and other role players within the Local Economic Development and Integrated Development Plan units. Despite the clear intent of the *Batho Pele* principles to improve service delivery, significant gaps remain in understanding their efficacy. Empirical research is limited regarding the uniform application of these principles across diverse municipalities, (Masiya et al., 2022: 87; Nzimakwe & Mpehle, 2021:45)... There is also a scarcity of research examining how municipalities practically enforce *redress* and *value for money* in their daily operations. While the policy framework is well-documented, the real-world impact of these principles on improving service delivery outcomes has been insufficiently explored (Madumo, 2021:33). Studies often cite challenges such as ineffective implementation of these principles but rarely connect these issues to corruption and mismanagement (Maphumulo & Bhengu, 2019:12). Finally, the literature lacks citizen-centered research that evaluates public perceptions of the principles' implementation. Understanding community feedback is crucial for identifying shortcomings and creating responsive, citizen-focused strategies (Ngoma & Mayekiso, 2020:69). The study will also propose strategies for facilitating efficient service delivery and the use of *Batho Pele* principles, as well as methods to prevent service delivery strikes and the vitality of providing services to communities.

The outcomes of the research will add to the body of knowledge in the local municipal context. Furthermore, it will benefit future researchers by serving as a starting point for further investigations into the efficacy of *Batho Pele* principles in delivering basic services and contributing to readings and information on *Batho Pele* principles implementation and service delivery in the public sector.

1.8 DELIMITATION OF THE STUDY

The study focuses on the efficacy of *Batho Pele* principles in delivering basic services with specific attention to the Thulamela Local Municipality. Thulamela Local Municipality is located in Limpopo Province and is one of the local municipalities under the Vhembe District in Limpopo Province.

1.9 DEFINITION OF OPERATIONAL CONCEPTS

In order to give context to the study, it is important that key concepts dominating the study are defined and discussed. This section defines and discusses the major concepts of the study namely, *Batho Pele*, *Batho Pele* principles, efficacy, municipal service, municipal service delivery and service delivery.

1.9.1 Batho Pele

Consequently, Nangipha (2020:10), *Batho Pele* is a service user-centred service delivery strategy that the democratic government of South Africa is using for its public service transformation agenda. The approach requires that citizens' needs become the central focus of public service delivery and that all citizens have equal access to public services of outstanding quality. In the words of Nzimakwe and Mpehle (2012:282), is an ideological endeavour initiated by the South African government during the first democratic administration to transform government service in all domains. The study leverages *Batho Pele* as an attempt to boost service delivery by persuading TLM officials to commit to and prioritize helping people through good customer service.

1.9.2 Batho Pele principles

Khoza (2019:10) asserts that *Batho Pele* is a Sesotho expression meaning people first. According to the Department of Public Service and Administration (DPSA), *Batho Pele* principles include consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money. These principles provide a framework for public servants to prioritise citizen satisfaction and inclusivity in service delivery (DPSA, 2021:8). These principles set out a criterion through which the effectiveness and efficiency of municipal service delivery is measured in South Africa. *Batho Pele* principles prioritize people first, as described by Griesel (2018:7). *Batho Pele* is the name given to the government's initiative to improve the delivery of public services, train public servants to be service oriented, strive for excellence in service delivery, and commit to continuous service delivery improvement through its principles. *Batho Pele* principles are studied in this study with the intent of determining their significance and effectiveness in the delivery of basic services. Its efficacy was analysed since it intends to improve delivery of public services based on the principles of putting people's interests first.

1.9.3 Efficacy

MacMillan (2010: 485) defines it as the ability to perform a task to a satisfactory and expected degree. The term in this study is used to evaluate the effectiveness of *Batho Pele* principles in terms of services delivered by TLM. The citizens within TLM expect the municipality to deliver services in line with the same standards as outlined in section 195 of the Constitution which sets out the basic principles of public administration, in particular, section 195(1)(d) which declares that services must be provided impartially, fairly, equitably, and without bias. This study evaluate whether the *Batho Pele* principles and the above stipulations by the constitution are being adhered to by TLM.

1.9.4 Municipal Service

Municipal service encompasses the services provided by the municipality in accordance with its powers and functions, including water, electricity, and waste management, among others (Nangipha, 2020:9). Section 26(1), 27(a) and (c), 29(a), and 32(a) of the Constitution underscores the rights of citizens to essential services, including housing, health services, social security, information, and education. TLM is obligated to provide local communities with essential services, including water, electricity, infrastructure, health facilities, and waste removal.

1.9.5 Municipal Service Delivery

According to Meyer (2010:10) municipal service delivery is the provision of municipal services, to citizens within the local jurisdiction. Municipal service delivery in this study refers to tangible and non-tangible services such as consultation, water, electricity and housing services that TLM renders to the communities within its geographical area. Section 152(1)(b) of the Constitution requires all municipalities to offer sustainable services to their respective local communities, in this case, TLM is expected to perform its duties and function by ensuring that its community receive the basic needs they require for survival.

1.9.6 Service Delivery

In the opinion of Hodson (2014:23), service delivery is a set of principles, standards, policies, and constraints that should be used to guide the designs, development,

deployment, operation, and retirement of services provided by a service provider in order to provide a consistent service experience to a specific user community in a specific business context. From the perspective of Mabitsela (2012:1), service delivery is the extent to which the service has been supplied to the beneficiaries of the relevant services based on the demographics. In this study, service delivery refers to TLM's process and intervention to assess citizens' requirements and endeavour to meet them by providing basic services to people who fall under its jurisdiction.

The relationship between the concepts

As per researcher's perspective, *Batho Pele* is a phrase that describes putting people first. It is related to the *Batho Pele* ideals, which likewise emphasise putting people first while rendering services to them, focusing on numerous qualities such as civility and openness. For service delivery to be effective and efficient, the *Batho Pele* principles must be applied and maintained. The implementation of municipal services without adhering to the *Batho Pele* principles does not only violate the constitutional rights of the people, but also risks the delivery of services which are not responding to the people's needs.

1.10 ORGANIZATION OF THE STUDY

The research is divided into five chapters to provide a systematic and logical explanation of activities. The following are the chapters of the study:

Chapter 1: Introduction and Background of the Study

This chapter discusses the study's introduction and background, problem statement, aim of the study, specific objectives of the study, research questions, significance of the study findings, study delimitation, and definition of operational concepts, as well as study organisation.

Chapter 2: Literature Review

The chapter discusses the theoretical framework for basic service delivery, local municipalities and the delivery of basic services, service delivery principles and approaches, challenges in implementing *Batho Pele* principles, challenges facing municipalities in delivering basic services, mechanisms to achieve effective and

efficient basic service delivery, and the legislative policy framework for basic service delivery in South Africa.

Chapter 3: Research Methodology

This chapter outlines the research methodology that the researcher will employ to determine the efficacy of *Batho Pele* principles in the delivery of basic services in the case of Thulamela Local Municipality. This chapter also account for the rationale for using a hybrid technique (qualitative and quantitative research method). This chapter also discusses the research design, study area, study population, sample technique and size, data collecting, pilot study, data analysis, and ethical considerations.

Chapter 4. Data Presentation, Interpretation, and Analysis

Chapter four is concerned with presenting the analysis and interpretation of data. The chapter also discussed the techniques that are used in data analysis and interpretation.

Chapter 5: Recommendations, and Conclusion

The fifth and last chapter of the investigation. This chapter covered the conclusions about the primary concerns that were investigated. It included the study's limitations, major findings, as well as recommendations for future studies. The next chapter discusses the literature review.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents an examination of existing literature regarding the effectiveness of Batho Pele principles in the provision of basic services. It involves identifying contradictions, and pointing out unresolved issues that require further investigation. It is on this basis that this chapter discusses the theoretical framework for basic service delivery, local municipalities and the delivery of basic services, service delivery principles, and approaches. Furthermore, this chapter discusses the challenges in implementing *Batho Pele* principles, challenges municipalities face in delivering basic services, mechanisms to achieve effective and efficient basic service delivery, the effects of poor service provision, and the legislative policy framework for basic service delivery in South Africa.

2.2 THEORETICAL FRAMEWORK ON BASIC SERVICE DELIVERY

A theory is a significant part of the study since it offers the foundation for integrating the study's issue statement and research questions that operationalise phenomena through explanations and predictions. Shilubane (2020:8) and Kivunji (2018:45) state that a theory is a generalised proclamation of abstractions or concepts that affirms, explains, or anticipates events between or among phenomena within a given frame of reference. As previously stated, a theory is a hypothesis or a set of ideas aimed to explain a phenomenon. The study applied the Good Governance Theory and the New Public Management Theory.

2.2.1 Good Governance Theory

The World Bank introduced the Good Governance Theory in its 1992 research, Governance and Development. According to Good Governance Theory, accountability, openness, inclusiveness, rule of law, responsiveness, and efficiency are fundamental qualities for good governance (United Nations, 2020:4; UNDP, 2011:12). Governance refers to the institutions, systems, and other elements that shape political and economic connections, decisions, and resource allocation (Sahedee, 2014:32). According to Nangipha (2020:22), good governance refers to normative concerns about what the government should do to address issues of national interest, such as poverty reduction, economic growth, and the provision of basic services. The concept of good governance emerged in response to the absence of long-term economic growth in many parts of the world. Furthermore, the concept arose as a result of instances of poor or bad administration, defined mostly by corruption, unaccountable government, and human rights violations (Madzonga 2020:9).

Relevancy of the Theory of Good Governance in basic service delivery

The relevance of the Good Governance Theory in this study hinges on its principles, which correlate with the Batho Pele principles that seek to enhance citizen-centered service delivery in South Africa. Integrating these frameworks enables municipalities to improve service quality and equity. Accountability is fundamental to Good Governance Theory and the Batho Pele principle, which emphasizes openness and transparency. Municipalities must deliver transparent information regarding their decisions and performance to enhance public trust. Transparent resource allocation processes facilitate the efficient delivery of services such as water and electricity (National Treasury, 2021:12; Masiya et al., 2022:85). Inclusiveness, a fundamental aspect of Good Governance, aligns with the Batho Pele principle of consultation. Engaging with diverse stakeholders enables municipalities to comprehend and address the needs of marginalized communities, thereby ensuring equitable service delivery (Ngoma & Mayekiso, 2020:68). This promotes social cohesion and cultivates a sense of ownership among citizens. The principle of responsiveness in Good Governance aligns with Batho Pele's redress principle, which ensures prompt action in addressing complaints. For example, efficient grievance mechanisms empower

citizens to report service failures and receive timely interventions (DPSA, 2021:9). Finally, efficiency and effectiveness are shared priorities. The Batho Pele principle of value for money promotes judicious use of resources, ensuring sustainable service delivery. Good Governance Theory reinforces this by advocating for systems that minimise waste and maximise impact (Maphumulo & Bhengu, 2019:11). The notion of good governance concerns itself with how public institutions conduct public affairs and manage public resources in an ineffective manner.

According to Griesel (2018:16), effective governance involves the reform of nearly all parts of the public sector and raises concerns about what needs to be done and who needs to do it, which is why every breakdown in state politics or administration is attributed to a lack of good governance. According to Prinsloo (2013:3), successful governance begins with a political determination to rule effectively. The applicability of this theory to this study is demonstrated by Prinsloo's comments (2013:3), which is relevant given the variety of difficulties that local governments are currently experiencing. In South Africa, the Constitution and the Batho Pele White Paper are two important measures for improving local government governance (Mle & Maclean, 2011:1366). Adopting the following concept of good governance will allow one to unpack or engage with literature related to Batho Pele and service delivery. According to Nangipha (2020:23), competent leadership is required to manage municipal issues and promote efficient service delivery. The study applied this theory to discover the linkages between good governance and Batho Pele principles. Furthermore, using this theory, the study was able to uncover the inherent benefit of effectively implementing Batho Pele principles, not just in municipalities, but across all levels of government. Finally, this theory enabled the study to demonstrate the distinctiveness of the government's decision to include Batho Pele ideas into the delivery of public services.

2.2.2 New Public Management Theory

The New Public Management (NPM) theory emerged in the 1980s as a reaction to perceived inefficiencies in conventional public administration. Grounded in the tenets of market-oriented reforms and private sector methodologies, New Public Management seeks to enhance efficiency, effectiveness, and accountability in the provision of public services (Hood, 1991:5). The philosophy underscores decentralization, performance evaluation, and customer focus, transforming the

operations of public organizations. Katsamunsk (2012:77) contends that the implementation of New Public Management Theory is based on the integration of private-sector management methods into governmental operations. This paradigm underscores the economy, efficiency, and effectiveness of governmental structures, processes, and programs, as well as the provision of superior services. The NPM approach is widely acknowledged as a novel paradigm for advancing decentralized, democratic, and free market-oriented governance principles (Doorgapersad, 2011:239). The New Public Management Theory is oriented towards results and emphasizes clients, performance, objectives, and outcomes. The researchers contends that NPM aims to cultivate a culture of productivity, accountability, and adaptation inside government.

Relevancy of New Public Management Theory in the delivery of basic services

The core principles of New Public Management (NPM) closely correspond with the Batho Pele principles, especially regarding their mutual emphasis on efficiency, responsiveness, and customer-oriented service delivery. Both frameworks seek to reform public service by emphasizing citizen satisfaction and enhancing operational efficiency, hence considerably improving service delivery in South Africa. NPM's emphasis on customer orientation reflects Batho Pele's commitment to treating citizens as clients, as underscored by the principles of civility, consultation, and restitution. Municipalities are urged to interact with communities to ascertain their requirements and ensure services are customized accordingly (DPSA, 2021:9). This citizen-centric approach cultivates confidence and responsibility in governmental processes. The NPM focus on performance evaluation corresponds with the Batho Pele notion of service standards, necessitating explicit criteria for service delivery. The implementation of key performance indicators (KPIs) enables public organizations to assess their efficiency and effectiveness. Establishing explicit objectives for water and power supply guarantees responsibility and promotes ongoing enhancement (Gruening, 2020:50; National Treasury, 2021:14). NPM's idea of decentralization reinforces Batho Pele's dedication to accessibility by positioning decision-making authority nearer to service recipients. Decentralization enables local governments to tackle specific community issues more efficiently, therefore enhancing service delivery results (Pollitt & Bouckaert, 2017:24; Ngoma & Mayekiso, 2020:69).

NPM and Batho Pele principles underscore value for money, advocating for the judicious use of resources to improve service delivery. Delegating non-essential municipal functions can reduce costs and improve service quality, aligning with the efficiency principle of New Public Management (Dunleavy et al., 2019:16; DPSA, 2021:11). This approach may adeptly address certain fundamental difficulties encountered by local governments, particularly municipalities. The constructs of New Public Management Theory, while pertinent to the study, provide significant threats that should not be overlooked. Primarily, an overemphasis on quantifiable results in New Public Management may neglect the human elements of service provision, which are fundamental to the Batho Pele philosophy. Secondly, the privatization of services, as advocated by NPM, may occasionally contradict Batho Pele's values of inclusivity and equity, especially in marginalized groups (Masiya et al., 2022:88). This study contends that the implementation of private organizations' methodologies by the government in service delivery will enhance the quality of municipal services provided to citizens.

This study contends that the amalgamation of New Public Management (NPM) principles with the Batho Pele principles establishes a solid foundation for enhancing service delivery in South Africa. By integrating NPM's focus on efficiency and accountability with Batho Pele's commitment to citizen-centered governance, public institutions can provide services more effectively and equitably. Scholars endorse this assertion. The government considers the Batho Pele principles essential for improving municipal public service delivery and performance (Shilubane, 2020:33). Additionally, the Batho Pele approach seeks to enhance public service delivery and foster good governance through a people-centered and service-oriented methodology Shilubane, 2020:33). These theoretical perspectives facilitated the study's exploration of the research aims and objectives delineated in Chapter 1.

2.3 BATHO PELE PRINCIPLES SYNTHESISED

The Batho Pele principles, meaning people first in Sesotho, were introduced in 1997 as a policy framework aimed at transforming public service delivery in South Africa. Rooted in the post-apartheid government's commitment to redressing historical inequalities, the principles were designed to promote accountability, transparency, and citizen-centered service delivery (Department of Public Service and Administration

[DPSA], 2018:4). These principles form part of the broader Public Service Reform Programme, which was established to create an efficient, equitable, and ethical public sector. Mr. Nelson Mandela, the esteemed former President of the Republic of South Africa, introduced the Batho Pele program to the South African public sector in 1997. The Batho Pele principles surfaced from the necessity to implement section 195 of the Constitution. This section requires that public administration be focused on development, engage in participatory practices, and reflect the democratic values of the nation. Drawing from international developments in public administration, especially the New Public Management (NPM) framework, Batho Pele incorporates concepts like customer focus and operational efficiency within the South African milieu (DPSA, 2020:7; Masiya, Davids, & Mangai, 2022:84). The Batho Pele framework is founded upon eight fundamental principles: consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money. Recently, there has been a significant expansion in the principles, increasing from eight to eleven as proposed by various scholars. The newly included principles are participatory governance, social equity and fairness, and a citizen-centered approach (South African government 2022:10). These principles embody a commitment to prioritizing citizens in the realm of public service delivery, while simultaneously ensuring the accountability of government institutions (DPSA, 2018:6). The inception of Batho Pele was additionally shaped by the Reconstruction and Development Programme (RDP) of 1994, which underscored equitable service delivery and poverty alleviation as pivotal objectives of the newly established democratic state (Mkhonza & Mangena, 2020:112). The institutionalization of Batho Pele principles was achieved through the White Paper on Transforming Public Service Delivery (1997), commonly known as the Batho Pele White Paper. This policy document established the essential principles for enhancing public service delivery and cultivating a culture of accountability within the public sector (DPSA, 2018:5). It underscored the necessity for public services to cater to the requirements of all citizens, with particular attention to marginalized and historically disadvantaged groups.

While the Batho Pele principles are uniquely South African in their focus on redressing apartheid-era inequities, they were also influenced by international best practices in governance. The emphasis on consultation, transparency, and performance mirrors global public administration reforms, particularly those that are inspired by the NPM

approach (Pollitt & Bouckaert, 2017:23). However, Batho Pele's emphasis on inclusivity and social justice reflects South Africa's distinct historical and socio-political context (Ngoma & Mayekiso, 2020:72). As per Batho Pele handbook (1997:8), Batho Pele is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement, it is a simple transparent mechanism, which allows customers to hold public servants accountable for the type of services they deliver. Masiya et al., (2022:88) avers that Batho Pele principles are the measures in which the good and bad outcomes of public service delivery are evaluated in all spheres of government. This study argues that the quality of municipal service delivery depends on the extent to which municipalities implement the Batho Pele principles, failure which the service delivery protest will remain an inevitable phenomenon.

2.3 THE RELATIONSHIP BETWEEN BATHO PELE PRINCIPLES AND MUNICIPAL SERVICE DELIVERY

Sections 151(1) and 152(b and c) of the Constitution explicitly illustrate the relationship between municipalities and service provision. Zondi, Nzimankwe, and Mbili (2017:634) assert that municipalities are constitutionally obligated to deliver services, including water and sanitation, and to engage residents. The Batho Pele principles, established in 1997, are fundamental to reforming public service delivery in South Africa by emphasizing citizens' needs and fostering a people-centric approach, thereby improving the efficiency, accountability, and responsiveness of public services. The correlation between the Batho Pele principles and service delivery is apparent in the how these rules influence relationships between public servants and residents, guaranteeing that services are given efficiently and fairly. This section presents an analysis of these principles and their impact on municipal service delivery.

2.3.1. Consultation

Van der Walddt and Knipe (2020:134) assert that consultation enhances openness and fortifies accountability through public involvement in decision-making processes. The notion of consultation underscores the significance of involving citizens to comprehend their wants and expectations for public services. Furthermore, Mofokeng (2022:22) emphasizes that consultation fosters confidence between governmental entities and

the populace, guaranteeing that services are customized to meet community requirements. This idea necessitates that municipal authorities interact with communities via community forums, surveys, and public consultations to collect feedback (Naidoo, 2022: 114). This guarantees that local service provision, including trash management and healthcare, is attuned to the community's needs.

2.3.2 Service Standards

Service standards are designed to outline clear, measurable targets for public services to meet. These standards ensure consistency in service delivery. The South African Government (2021:45) stresses that setting service standards allows institutions to track performance and evaluate outcomes effectively. Molefe (2020:215), noted that establishing service standards also enables citizens to hold public servants accountable for deviations from agreed expectations. Additionally, in their research, Thwala and De Villiers (2021:98) argue that service standards play a critical role in improving the efficiency of public services by providing benchmarks for performance evaluation. The principles and municipalities are responsible for establishing specific service standards (such as response times for emergencies or frequency of road maintenance) and ensuring that they are met, (Mthembu, 2020:72). This principle requires that public services have clear, measurable service standards, with set expectations for the quality and timeliness of services to ensure public satisfaction.

2.3.3 Access

The principle of access aims to guarantee that all citizens can utilize public services without impediments. Enhancing access to services, both physically and digitally, is vital for achieving equity in service provision. Nzimande (2020:243) underscores the necessity of ensuring that individuals with disabilities and other vulnerable populations have equal access to essential services. These principles align with the Batho Pele principles, which advocate for access to government services for all citizens, particularly marginalized groups. According to the Department of Public Service and Administration (2019:38), the access principle necessitates the elimination of physical, economic, and social barriers to service delivery. Furthermore, local governments are responsible for ensuring equitable access to essential services such as healthcare,

education, and transportation, which includes dismantling barriers for individuals with disabilities or those in remote areas.

2.3.4. Courtesy

Government officials are obligated to treat residents with respect and courtesy, which is crucial in promoting a positive public image of government institutions. Molefe (2020:220) stresses that courtesy in service delivery adds to a culture of politeness and professionalism, which builds public trust. Thwala (2021:99) asserts that citizens' opinions of service quality are profoundly affected by the conduct of public personnel during contacts. Local governments must educate their staff to interact with citizens courteously and professionally, hence enhancing public impression of service delivery (Naidoo, 2022:18). This constructive engagement cultivates trust in local authorities; hence, public servants are anticipated to treat individuals with respect, dignity, and professionalism, guaranteeing that all contacts are courteous. Simelane and Maharaj (2021:59) assert that civility improves the whole experience for residents, resulting in heightened satisfaction and participation with public services.

2.3.5. Information

Providing citizens with relevant, timely, and accurate information is essential for transparent governance. According to the South African Government (2021:48), clear communication about services and procedures ensures that citizens understand their rights and responsibilities. Van der Waldt and Knipe (2020:140) suggest that government institutions must harness current technologies, such as websites and social media platforms, to convey information effectively. Municipalities must ensure that information regarding local government services (for example., service hours, and application processes) is made available via multiple means such as local newspapers, online platforms, and community gatherings (Mthembu, 2020:73). Additionally, Molefe (2020:223) underlines that the provision of accessible information stimulates citizen participation and strengthens responsibility in service delivery. This concept mandates that citizens obtain relevant and timely information about government services and their rights. Providing clear, accessible information empowers citizens to make educated judgments.

2.3.6. Openness and Transparency

Transparency in governmental activities fosters trust between public institutions and citizens. Thwala (2021:103) contends that public workers should be transparent on their decision-making processes and service delivery results. Knoetze (2022:58) asserts that openness enables citizens to be informed about governmental acts and to hold politicians accountable for their performance. Municipalities must publicly disclose information, including budget reports and council meeting minutes. This fosters accountability and enables citizens to examine governmental acts (Department of Public Service and Administration, 2019:40). The South African Government News Agency (2020:54) emphasizes that transparency in administrative procedures aids in the fight against corruption and bolsters institutional integrity. Transparency is essential for enabling citizens to comprehend the decision-making processes of the government. Local governments must ensure its processes and decisions are transparent and readily accessible to the public.

2.3.7 Redress

The principle of redress guarantees that citizens possess avenues for recourse when services fail to meet expectations. An effective grievance procedure enables citizens to submit grievances and pursue remedies. Mofokeng (2022:27) asserts that redress systems should be readily accessible and responsive to guarantee prompt settlement of grievances. Nzimande (2020:246) asserts that implementing effective complaint resolution systems can improve public satisfaction with governmental services. Local governments must create accessible avenues for complaints, like dedicated hotlines, online forms, or physical sites, to facilitate timely resolution of concerns (Naidoo, 2022:120). The South African Government News Agency (2021: 65) underscores the necessity of immediately addressing grievances to uphold citizens' trust in the government. Citizens must possess the right to lodge complaints and pursue remedy if services are not rendered as anticipated. Efficient grievance systems are essential for guaranteeing responsibility and fostering ongoing enhancement.

2.3.8. Value for Money

The concept of value for money pertains to the judicious allocation of public resources aimed at delivering high-quality services. The South African Government News

Agency (2020:30) asserts that the pursuit of value for money necessitates the optimization of resource allocation to maximize benefits for the populace. Thwala and De Villiers (2021:104) contend that the efficient management of public resources and the pursuit of cost-effectiveness are essential for realizing enduring sustainability in the delivery of public services. Molefe (2020: 220) emphasizes the necessity for public servants to consistently assess the cost-effectiveness of service delivery programs in order to prevent unnecessary expenditures. It is imperative for municipalities to judiciously allocate taxpayer resources, prioritizing essential services such as infrastructure development, healthcare, and education (Mthembu, 2020:74). Mudzusi, Mahole and Munzhedzi (2024;4) argue that the utilization of public resources ought to be optimized in order to deliver services that effectively address the needs of citizens, all the while reducing waste to a minimum. This principle emphasizes the significance of achieving cost- effectiveness while maintaining the integrity of service quality.

2.3.9. Accountability

Knoetze (2022:60) asserts that accountability measures, including audits and performance evaluations, are essential for maintaining service delivery quality. Van der Walddt and Knipe (2020:137) emphasize that accountability cultivates a sense of duty among public personnel, thereby enhancing performance. Municipalities are required to establish systems for assessing the performance of their officials and ensuring their accountability in providing excellent services (Mthembu, 2020:76). According to COGTA (2021:22) this enhances public trust in the local administration. Public officials must be held accountable for their actions and decisions. Public service commission (2021:11) indicated that holding officials accountable promote responsible decision making, prevents corruption and builds trust. This principle mandates that local governments are accountable for their utilization of public resources and the fulfillment of people' needs.

2.3.10. Citizen-centered and ethical conduct

The South African Government News Agency (2022:10) points out that municipal services must emphasize the needs and expectations of citizens. This notion promotes the incorporation of equality and fairness in service provision. Simelane and Maharaj (2021:62) contend that ethical behavior is fundamental to effective administration, as it sustains public confidence. The South African Government News Agency (2021:68)

underscores the necessity of ethical training for public servants to guarantee their comprehension of the significance of upholding these standards. Molefe (2020:222) asserts that ethical principles must be rigorously implemented to avert corruption and guarantee that public resources are utilized for the benefit of the populace. A study by Naidoo, (2022:122) indicated that the enhancement of local government service delivery can be achieved by the streamlining of processes, which diminishes inefficiencies and guarantees the timely execution of services such as waste collection, emergency response, and road repairs. This principle emphasizes the effective delivery of services, reducing delays and guaranteeing that citizens obtain high-quality services promptly. Public servants are required to comply with ethical norms including integrity, honesty, and justice.

2.3.11 Participatory governance

The South African Government News Agency (2022:25) affirms that municipalities ought to promote citizen engagement in decision-making and governance issues. Government decisions must be executed transparently, with accountability and grounded in empirical data. Nkuna (2021:18) asserts that these principles underscore the inclusion of residents in topics pertaining to the services they receive, which must be delivered efficiently and effectively. Municipalities must engage residents in decision-making processes, especially with local development and resource allocation (Department of Public Service and Administration, 2019:45). The study concludes that the effective implementation of Batho Pele principles in basic service delivery has the potential to enhance service quality, increase citizen participation, improve public accountability, optimize resource allocation, and elevate citizen satisfaction. Moreover, the connection between Batho Pele principles and service delivery is rooted in the Constitution. Adhering to these principles ensures that local government fulfills its service obligations to the public while fostering community trust and engagement. Consequently, there should be a prioritization of citizens' needs, a promotion of social equity and fairness to guarantee value for money, and an encouragement of participatory governance.

2.4 CHALLENGES FACING MUNICIPALITIES IN IMPLEMENTING *BATHO PELE* PRINCIPLES AND DELIVERING BASIC SERVICES

The major barrier reported by departments in the implementation of all Batho Pele principles is the lack of funds. The Batho Pele principles are widely regarded as the key to improving public service delivery as well as restoring confidence in the public service (Subban & Theron, 2016:52). However, their implementation has been, for the most part, poor in local government, and this seriously compromises the efficient provision of basic services (Draai, 2010:132; Mofomme & Barnes, 2004:107). In a study reviewing the Batho Pele policy and other service delivery reforms carried out in South Africa, Masia (2020:18) contends that the main criticism of Batho Pele is that there is poor attention given to its implementation, mainly attributed to a shortage of resources to monitoring and implementation. Furthermore, the study found that the Batho Pele policy is impeded by several implementation shortages, which include amongst others the absence of a people-centred culture in the public service; a lack of strategic visions and missions, the failure to integrate Batho Pele principles into the daily activities of public servants at work. Inefficiencies in the implementation process can be attributed to the following factors: a lack of integrated planning, the absence of effective communication links, and the failure to improve beneficiaries' quality of life, a lack of standard departmental implementation procedures, and inefficient evaluation and monitoring mechanisms. Nangipha (2020:19) stated that a shortage of funding is likely to be a significant barrier to the implementation of this principle in the future. Moloto (2020:43) cited a lack of funds as a threat to prioritizing the implementation of all Batho Pele principles, while Venter (2018:33) identified a lack of funds and staff shortages as the key hurdles to implementing these principles.

On the other hand, Ingle (2011:67) claims that the failure to execute Batho Pele principles is primarily due to problematic public sector recruitment procedures. Mkhanyane (2004:3) reiterates that the Batho Pele principles demand all municipal administrators to uphold the highest standards of morality and devotion to municipal service. Although Batho Pele ideals are frequently preached in government, they are rarely implemented (Mofolo, 2012:28). Below the researcher will also explore the issues that towns have in providing fundamental services to the public. Municipal service delivery inadequacies are compounded by a myriad of governance, institutional, and fiscal issues.

In addition to corruption and favoritism, there is a lack of political will and leadership, accountability, and political intervention (Twenty Year Review, 2014:30). Several concerns have been identified with governance within local government municipalities in terms of service delivery, including a lack of knowledge, weak governance, a lack of community participation, and corruption.

2.4.1 Poor Governance

Poor governance is linked to corruption, a lack of accountability, as well as political infighting and intervention. According to Reddy (2016:1), political infighting and consequent clashes between municipal political office holders and administrators have a negative impact on municipal service delivery. Furthermore, disagreements between ward committee community development workers and councils are claimed to impede municipal functionality (COGTA, 2009:13). According to Mofolo (2012:20), municipalities in South Africa are unable to execute efficiently and effectively due to a lack of internal controls and governance principles, as well as poor management. According to the Local Government Turnaround Strategy (LGTAS), the main reasons of significant failures within municipalities are structural issues, policy and law, political concerns, and gaps in intergovernmental support and oversight (LGTAS 2009:3).

2.4.2 Lack of community participation

Community participation in municipalities is mandated by Chapter 7 of the Constitution and various other legislative frameworks. However, existing literature indicates that a dysfunctional public participation system has become a significant issue contributing to ongoing service delivery protests in South African municipalities (Mofolo, 2016:236; Lodge & Mottiar, 2016:819). Masiya (2019:27) argues that previous studies on South African municipalities indicate a persistent decrease in public participation at the local level, leading to inadequate service delivery, conflict between decision-makers and communities, and a rise in violent protests related to service delivery. Magoro (2016:9) indicates that a majority of community members lack awareness regarding the importance of municipalities. Hamer (2016:35) identifies barriers to community engagement as including inadequate communication equipment in government institutions, a lack of confidence among ward councillors and committee members, and insufficient capacity and enthusiasm among ward personnel.

2.4.3 Skills Shortages

The shortage of critical skills within South Africa's municipalities remains a major impediment to efficient and effective service delivery. Municipalities frequently lack qualified personnel in technical fields such as engineering, financial management, and town planning, which are essential for planning and maintaining infrastructure and services (SALGA, 2023:2). For example, in TLM, municipal service delivery has been directly hampered by a lack of resources and aging infrastructure, as many skilled professionals migrate to the private sector for better opportunities (BusinessLIVE, 2023:1). Similarly, the Nelson Mandela Bay Metropolitan Municipality has reported that town planning is one of the most severely affected sectors, with significant skills gaps resulting from an aging workforce, lack of professional registration, and poor succession planning (Mpehle, 2022:147). According to the Dullah Omar Institute, local governments face a national shortage of at least 338 high-priority managers, 249 technicians, and 84 professional-level staff, with recruitment often hindered by political interference and a mismatch between job requirements and available skills (Dullah Omar Institute, 2020:4). This deficit not only limits municipalities' ability to deliver services but also contributes to deteriorating public trust and socio-economic stagnation in underserved areas.

2.4.4 Corruption

Mamokhere (2019:41) noted that practices such as bribery, nepotism (the employment of relatives based on personal connections rather than merit), and misappropriation (the improper use of public resources for personal gain) are prevalent in workplaces and adversely impact performance. Corruption in South Africa's local government continues to pose a significant challenge to effective service delivery and public trust. According to the Auditor-General's 2022–23 municipal audit outcomes, only 34 out of 257 municipalities achieved clean audits, highlighting widespread financial mismanagement and a lack of accountability (Auditor-General South Africa, 2023:1). Municipalities such as OR Tambo District recorded irregular expenditures nearing R1 billion, coupled with severe delays in paying creditors up to 409 days—resulting in abandoned and incomplete projects (Citizen, 2024:2). Beyers (2016:176) emphasized that corruption inside South African municipalities, especially in Limpopo Province, constitutes a significant issue, with both politicians and bureaucrats purportedly engaged in corrupt practices. Corruption is particularly rampant in the allocation of

contracts and the hiring of personnel.

2.5 CONSTITUTIONAL, LEGISLATIVE, AND POLICY FRAMEWORK REGULATING THE IMPLEMENTATION OF *BATHO PELE* PRINCIPLES IN SOUTH AFRICA.

This section establishes a regulatory framework that addresses the provision of basic services in South Africa, supporting the implementation of the Batho Pele principles in service delivery.

2.5.1 The Constitution of the Republic of South Africa, 1996

The Constitution serves as the foundational framework from which municipalities obtain their responsibilities to provide services to their respective communities. In this regard, multiple provisions within the Constitution assign municipalities the responsibility of delivering services. Section 195 of the Constitution delineates the fundamental principles and values that ought to inform public administration. Furthermore, section 152(1)(b) of the Constitution mandates that municipalities provide services to communities in a manner that is sustainable. Consequently, every municipality in South Africa bears a legal obligation to provide basic services, as underscored by the Constitution (Mamokhere, 2019:373). Section 152(2) stipulates that the municipality is obligated to exert all possible efforts within its financial and administrative capabilities to achieve the aforementioned objectives. Nkuna (2021:14) asserts that three decades have elapsed since the advent of freedom in South Africa, yet numerous citizens within municipalities remain deprived of essential services such as sanitation, electricity, and water, which are fundamental for sustaining human life.

2.5.2. The White Paper on the Transformation of the Public Service, 1995

The White Paper on the Transformation of the Public Service, (1995:1) defines the priorities for the transformation, at the center of which is changing public service delivery to meet the basic requirements and address past inequities encountered during apartheid. This document (white paper on transformation of the public service, 1995:10) predated the launching of Batho Pele principles. In relation to consultation and engagement of the community, the document underlined the formation of government-community cooperation for effective use of public purse and resources.

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2.5.4. The White Paper on Transforming Public Service Delivery, 1997

The White Paper on Transforming Public Service Delivery (1997:9) delineates the Batho Pele principles, which include consultation, service standards, access, courtesy, openness and transparency, redress, value for money, and customer impact. Notably, the principles have expanded to encompass eleven in total, with the addition of customer impact, encouraging innovation, and rewarding excellence. The paper (WPTPSD, 1997:10) stated that these principles establish a foundation for the delivery of the service and delineate the manner in which individuals ought to be regarded. To implement the aforementioned constitutional provisions concerning the delivery of services to citizens, the Department of Public Service and Administration (DPSA, 1997) has formulated the White Paper on Transformation of Public Service Delivery (WPTPS) and the Batho Pele programme (People First).

DPSA, 1997:14) noted that this initiative establishes a comprehensive framework guiding all government departments in their approach to delivering public services. The program is founded upon the eight national principles known as the Batho Pele Principles, as previously elaborated, alongside established service standards. All government departments are expected to adhere to these principles and standards when delivering services to the citizens. The White Paper regarding the Transformation of Public Services was released in October 1997, (South Africa, 1997). The White Paper delineates eight national priorities, with the transformation of service delivery being the principal criterion by which a reformed South African public service will be evaluated, specifically its efficacy in providing services that fulfill the fundamental needs of all South African citizens (South Africa, 1997:9).

The White Paper on Transforming Public Service Delivery (1997:12) seeks to establish a definitive policy and criteria for the reform of public service delivery, while embedding the Batho Pele principles in service provision. The Batho Pele Handbook (1997:8) defines Batho Pele as an initiative aimed at fostering a service-oriented mindset among public servants, promoting excellence in service delivery, and ensuring a commitment to ongoing improvement in service provision; it serves as a straightforward and transparent mechanism enabling customers to hold public servants accountable for the quality of services rendered.

2.5.5. The White Paper on Local Government, 1998

The White Paper on Local Government (1998) regulates local government as a governmental sphere that operates in proximity to communities, tasked with the provision of essential services to the populace. Section 2 of the 1998 White Paper on Local Government articulates a vision of collaboration with local communities to identify effective methods for addressing their needs for basic services and development objectives. Nkuna (2021:25) noted that the White Paper identifies four primary focus areas for developmental Local Government: prioritizing the provision of essential services, particularly water, electricity, and sewage, to underserved families; addressing the spatial legacy of apartheid by uniting historically divided urban communities; enhancing local economic development through job creation and economic growth; and engaging in discussions regarding community empowerment and redistribution. According to Tjebana (2020:32) contended that the connection between the local government white paper of 1998 and the white paper on transforming service delivery of 1997 lies in their shared emphasis on improving service delivery, as both documents outline principles that must be followed to ensure effective and efficient service provision to the public. Nangipha (2021:30) emphasizes that the administrative principles outlined in the White Paper on Local Government 1998 are informed by the Batho Pele principles and were created to address the assumptions that accompanied the onset of freedom in South Africa.

2.5.6 Local government: Municipal Structures Act 117 of 1998

The Municipal Structures Act 117 of 1998 delineates the functions and authority of category A, B, and C municipalities, which are constitutionally mandated to deliver certain essential services to local communities. Furthermore, as indicated in Nkuna (2017:28) the Municipal Structures Act permits the exercise of political oversight via the formation of committees that, among other responsibilities, make policy-related decisions, enact by-laws, and authorize loans when necessary. Moreover, the Act recognizes the distinct authorities and obligations of each entity within municipal government. Nkuna (2021:35) considers the Act as a pivotal element in local municipal governance, as it elucidates the nature of municipal government and offers directives on municipal operations. The Batho Pele principles pertain to this statute since they establish guidelines that municipal authorities must follow to provide services effectively, it additionally offers directives for the conduct of municipal officials.

2.5.7 Local government: Municipal Systems Act, 2000 (Act No. 32 of 2000) Section 5 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) delineates the characteristics and procedural framework for the formulation and modification of a municipal Integrated Development Plan (IDP), which serves to articulate the inputs and requirements of the community. Nevertheless, section 6 in chapter two of the Municipal Systems Act delineates the responsibilities of municipal administration. Among these is the imperative for municipalities to be attuned to the needs of local communities and to foster a culture of public service and accountability (Municipal Systems Act, 2000). Furthermore, the municipal staff implement strategies to mitigate corruption while fostering an open and transparent rapport with the public in the execution of service delivery (Makoti & Odeku, 2018:27). Section 23 of this Act stipulates that a municipality is obligated to engage in planning that is oriented towards development, thereby ensuring that it endeavors to fulfill the objectives of local government as delineated in section 152 of the Constitution, while also adhering to its developmental responsibilities as mandated by section 153 of the Constitution. Section 73(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that priority must be accorded to the fundamental needs of the populace, mandating that the government fulfill these essential requirements. Memani (2012:29) articulated that municipalities are required to engage in planning that is oriented towards development to ensure that: (a) they align with the local government's articulated objectives as outlined in Section 152 of the Constitution; (b) they fulfill their developmental obligations as specified in Section 153 of the Constitution; and (c) in partnership with other state institutions, they contribute to the progressive realization of South Africa.

2.5.8 The Municipal Finance Management Act, 2003 (Act No. 56 of 2003)

The aforementioned Act was enacted to guarantee that municipalities maintain adequate funding to effectively perform their designated functions. In their analysis, Hanabe, Taylor, and Raga (2018:169) observe that this Act was crafted to guarantee

that the budget reforms implemented facilitate the enduring financial viability of the municipality. An approach of this kind is deemed significant, as it necessitates that any municipality manage its operations with careful attention to budgeting and planning processes, ensuring the provision of essential services for its inhabitants (Majam & Uwizeyimana, 2018:143). Moreover, the Act seeks to enhance budget efficiency within municipalities and to ensure sound financial management practices by facilitating the optimal use of government funds designated to assist municipalities in providing services to their residents, customers, and investors. The legislation fosters the sustainable management of municipal financial matters. Furthermore, the Act assigns to each municipality the obligation to create a unit tasked with the implementation of its Supply Chain Management policy, which will operate under the direct oversight of the Chief Financial Officer.

Khalo (2007:204) asserts that the accounting officer of a municipality bears the responsibility for the formulation and execution of an effective and systematically structured Supply Chain Management system for the procurement of goods and services. The preceding discourse unequivocally illustrates the significant advancements achieved by the South African government in establishing a robust regulatory framework designed to reshape the perspectives of municipal officials in their obligation to provide services to the populace. It is essential to contemplate the underlying reasons for the occurrence of service delivery protests, particularly in light of the established guidelines that dictate the interactions between municipal officials and the communities they serve.

2.6 MECHANISMS TO ENHANCE THE EFFICACY OF *BATHO PELE* PRINCIPLES

As stated in Section 153(a) of the Constitution, a municipality shall establish and manage its administration, budgeting, and planning processes with the primary goal of meeting the community's basic requirements. Municipalities must ensure that the citizens in their jurisdictions have access to fundamental services.

2.6.1 Encouraging community participation

In the words of Maemu (2020:28), community participation fosters an environment where every individual within a community can engage actively in and shape the development process, while also ensuring a fair distribution of the benefits derived

from that development. Mphahlele (2013:123) elucidates that another approach to enhancing community participation involves the forging of public, community, and private partnerships that leverage existing organizational strengths. Greenwood and Levin (2006:258) assert that community participation plays a crucial role in the formulation of suitable policy, legislation, and regulations, while simultaneously fostering democratic ideals, as evidenced by the implementation of the Batho Pele principles in South Africa. Active participation enables individuals to discern critical issues that warrant careful consideration. Engagement in community activities enhances individuals' perception of agency regarding matters that influence their lives, fostering both self-assurance and introspection (Aref, 2011:20). Community participation enhances the efficiency of resource utilization for development projects, leading to reduced costs when the responsibility for the project lies with the people themselves (Sebele, 2010:136). The essence of enacting Batho Pele principles lies in community engagement, as municipalities can effectively consult with the populations they serve. Consequently, it is upon this foundation that, through public consultation, municipalities can augment the effectiveness of Batho Pele principles.

2.6.2 Revisiting the Local Government Turnaround Strategy (LGTAS)

Zondi et al. (2017:634) assert that municipalities must develop and execute turnaround strategies to enhance basic service delivery and the capabilities of their administrative and political personnel, allowing for self-reflection on performance and the identification of constraints to be addressed. Zondi et al. (2017:634) emphasized that the local government turnaround strategy seeks to restore public confidence in municipalities as the primary delivery mechanism and to enhance the fundamental requirements for a functional, responsive, accountable, effective, and efficient developmental local government. Zondi et al. (2017:634) identified five strategic objectives of LGTAS as follows:

- To guarantee that municipalities fulfill the fundamental requirements of their communities;
- To establish a transparent, efficient, responsive, and accountable local government;
- To enhance functionality, performance, and professionalism within municipalities;

- To refine national policy, oversight, and support for local government; and
- To fortify collaborations among local government, communities, and civil society.

The statements outlined above indicate that the implementation of the LGTAS will improve the effectiveness of Batho Pele principles. The LGTAS aims to establish the standards by which municipalities will be accountable to their communities for their performance and actions. This will ensure that municipalities are responsible for the way they deliver services to the communities they serve.

2.6.3 Abiding by public administration principles

When judged necessary, the Constitution mandates for the ethical behavior of public administration/officials and governs local government affairs. As per Section 195 of the constitution) to promote efficient and effective municipal service delivery and adherence to the Batho Pele ideals, all local government officials must follow the following principles:

- a) A high standard of professional ethics must be promoted and maintained.
- b) Efficient and effective use of resources must be promoted.
- d) Services must be provided impartially, fairly, equitably and without bias.
- e) People's needs must be responded to,
- f) The public must be encouraged to participate in policy making.
- g) Transparency must be fostered by providing the public with timely, accessible and accurate information, (Section 195 of the constitution).

With the aforementioned statements, implementing, applying, or putting into practice the principles and basic values of public administration will increase the efficacy of Batho Pele principles. Nkuna (2021:35) noted that the BBP strives to set the standards by which municipalities will be held accountable (to their communities) for their performance and actions.

2.6.4 Adherence to the *Batho Pele* principles within municipalities

An essential factor in enhancing an organization's efficacy is evaluating its present operational status.

Placing the consumer at the core of service delivery, Batho Pele facilitates customer input regarding the services received, including at local service delivery sites. The WPTPSD (Republic of South Africa, 1997:19) articulates that a crucial element in fostering customer-centric behavior involves offering employees avenues to propose enhancements to service delivery. The successful execution of Batho Pele is essential for municipalities to enhance the efficiency of public service delivery. This endeavor necessitates a unified commitment from all civil servants, as the adept application of Batho Pele continues to pose significant challenges within local government (Nkuna, 2021:30). According to the observations made by Tjebana (2020:37), a more extensive application of Batho Pele principles is essential to mitigate the impatience and protests arising from municipalities' inability to meet their constitutional obligations. Madzonga (2022:32) asserts that the efficacy of the Batho Pele approach as a mechanism for service delivery is contingent upon a reformed public service that possesses the capacity to comprehend and execute essential government policies. By adhering to the Batho Pele principles, it will guarantee that the public receives all the services to which they are entitled, while municipal officials are compelled to uphold these principles in accordance with the regulations and rules of the local government sphere. The preceding discussion indicates it's vital for municipalities to implement the principles of Good Governance Theory and New Public Management Theory. The two theories promote accountability, transparency, inclusiveness, rule of law, responsiveness, efficiency, decentralization, performance measurement, and customer orientation, as supported by various sources (United Nations, 2020:4).

2.7 The significant application of *batho Pele* principles in terms of service provision in Thulamela Local Municipality

Mafunisa (2020:12) identified a key factor contributing to the insufficient implementation of batho Pele principles as the inadequate understanding and commitment among municipal officials. The Auditor-General of South Africa (2020:30) observed that the absence of effective monitoring and evaluation mechanisms impedes the implementation of batho Pele principles. The Public Service Commission

(2020:35) identified corruption and maladministration as major barriers to the effective implementation of Batho Pele principles. The primary instrument for fulfilling a municipality's core objective of service delivery is the application of Batho Pele principles. It is essential for each municipality to effectively implement Batho Pele principles. The Batho Pele initiative serves as the primary mechanism for efficient service delivery in South Africa (Nemaxwi, 2023:22). The Batho Pele initiative and its principles offer municipalities a framework for aligning budgeting and project implementation with strategic priorities and facilitating interdepartmental connections and Coordinate a rising array of sectorial plans, programs, and projects that affect municipal service delivery provision (Masia, 2022:21). The Batho Pele initiative serves as a tool to aid newly established municipalities in executing their functions in a coordinated, strategic, developmental, and fiscally responsible manner. The 1997 White Paper on Local Government clarified that Batho Pele serves as the primary instrument for promoting effective and efficient service delivery. The Heads of Departments (HODs) in the Thulamela Local Municipality advocate for the centralization of municipal officials' performance to enhance the delivery of basic services to communities (TLM review 2022/2023). Madzonga (2022:18) states that the primary aim of the Thulamela Local Municipality is to deliver services in a manner that is sustainable, equitable, efficient, effective, affordable, and aligned with service delivery principles. The Thulamela Local Municipality is tasked with ensuring that all residents in its jurisdiction have access to sufficient and affordable infrastructure services in a sustainable manner. An examination of the Thulamela Local Municipality Integrated Development Plan (IDP) (2014/15 - 2016/17) indicates that, following the implementation of the Batho Pele Principles, an increased number of citizens now have access to essential services, including water, electricity, well-maintained roads, and housing, which has led to the incorporation of additional principles alongside the original ones. The new dispensation also brings increased opportunities for economic development. The introduction of the Batho Pele principles generates a degree of confusion as it competes with other planning instruments like the IDP.

2.8 SUMMARY

This chapter presented the literature review, where it discussed two major theoretical perspectives to unearth the importance of effective implementation of Batho Pele

principles on service delivery with the local sphere of government. Secondly, the chapter provided a clear account with regard background of Batho Pele principles in the South African public sector to which municipalities are a critical component. Furthermore, the chapter discussed the relationship that exists between Batho Pele principles and the delivery of basic services by municipalities. Central to the discussion is the strides that the South African government has made with regard to creating a conducive regulatory framework for the implementation of Batho Pele principles.

Finally, this chapter explored the Batho Pele principles, the inherent obstacles associated with applying them, and the procedures for achieving effective and efficient basic service delivery. This was done to provide a thorough knowledge of the research issue while also reviewing additional material by various authors who had previously explored the topic. More importantly, this chapter allowed the researcher to compare and contrast the light and information provided by other researchers, as well as discover fresh results that will improve the efficient implementation of Batho Pele principles in the delivery of basic services in municipal government. The next chapter delves into the research methods.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This section is intended to demonstrate the research methodology employed to address the study's aims and objectives. Leedy and Ormrod (2005:2) assert that research is a methodical process of accumulating, analyzing, and interpreting data to enhance understanding of the subject under investigation. Kothari (2019:12) posits that research methodology encompasses a logical framework that directs the collecting and analysis of data. It encompasses the conceptual foundations of the research, the methodologies utilized, and the rationale for selecting particular techniques. Bryman (2021:33) defines research technique as the systematic approach to comprehending the mechanisms and rationale underlying data gathering and processing. It equips researchers with the necessary tools to address research inquiries effectively, guaranteeing transparency and rigor in the research methodology. Research methodology denotes the systematic strategy utilized to address a research problem, including the methods, procedures, and instruments adopted for data collection and analysis. It serves as the foundation of a research project, guaranteeing that the findings are dependable, valid, and pertinent. This chapter examines the research paradigm, research design, research techniques, study area, population, sampling procedure, sample size, data collecting, pilot study, data analysis, and ethical considerations.

3.2 RESEARCH PARADIGM

A research paradigm, as argued by Hamzas (2015:217), is a comprehensive framework of intertwined practices and thought that delineates the nature of inquiry. Doyle, Brady, and Bryne (2015:176) define a research paradigm as a collection of beliefs and practices that guide a discipline and encapsulate the convictions of researchers. A paradigm is a worldview characterized by various components, including epistemology (the nature of knowledge), ontology (the essence of reality), axiology (values), and methodology (the research process). The researcher adopted pragmatic research for this study. Morgan (2014:9) asserted that the pragmatic research technique functions as a conceptual framework for social research, offering several epistemic perspectives via qualitative, quantitative, or hybrid approaches.

Marvin (2014:45) clarified that pragmatic research is a strategy wherein the researcher utilizes both qualitative and quantitative approaches and data collection techniques to formulate new arguments. The researcher employed pragmatic research, as it generates data, facilitates statistical analysis, and enables observation, so enhancing the comprehensiveness of the study and allowing for the formulation of additional hypotheses. The study employed a pragmatic research method, as it facilitates the reporting of truth based on effective outcomes rather than engaging in a dichotomy between objective reality and subjective perception, thereby enabling the researcher to explore what and how rather than focusing on predetermined consequences.

3.3 RESEARCH DESIGN

Research design is the systematic framework that guides data collection, measurement, and analysis in a research endeavor. It serves as a road map for researchers, ensuring that the study methodically addresses the research questions or hypotheses (Creswell & Creswell, 2018: 52). A well-crafted research design reduces bias, increases reliability, and ensures the validity of the findings. Akhtar (2016:68) defines research design as the structure of analysis, a glue that connects all of the components of a sample or joint project, and it provides a study action plan. According to Ramabitsa (2014:9), a research design is a strategy that describes both the study's problem framework and the method used to provide objective confirmation of problem relationships. In contrast to the researcher, research design is a general technique used to do research that results in a concise and logical strategy through the collection, interpretation, review, and discussion of data to answer specific research questions. According to Shilubane (2020:38) there are three types of research designs that can be used in scientific research: experimental research design, exploratory research design, and descriptive research design. However, this study used a descriptive methodology to give a full investigation of the efficacy of Batho Pele principles in service delivery, with a focus on Thulamela Local Municipality.

Descriptive study seeks to systematically describe the features of a phenomenon or population. In this regard, descriptive research designs are consistent with the study's chosen research paradigm, allowing the study to provide a comprehensive view of the value of effectively implementing Batho Pele principles in the delivery of municipal services within Thulamela Local Municipality. The purpose of the researcher's descriptive research design is to use a variety of data as well as human experience,

allowing researchers to look at what they study in different ways and present a more complete picture than other types of research. Furthermore, because the method contains both a numerical and a personal and observational component, the descriptive study design can encompass a wide range of answers to the various elements being evaluated for data collection.

3.4 RESEARCH METHOD

A research method is a strategy or methodology used by researchers to acquire, gather, analyze, and interpret data in order to answer a research question or test hypotheses. Creswell & Creswell (2020) define a research technique as a roadmap for how the study will be carried out, assisting researchers in making key decisions about data collecting, sampling, and analysis while addressing the research question. While According to Saunders et al. (2020), a research method is a thorough plan that directs the entire research process, ensuring that the technique is consistent with the study objectives. The next section discusses the methodologies used in the study.

3.4.1 Quantitative method

Shaxson (2015:15) views quantitative research as a methodological technique that employs statistics to analyze numerical data and execute the investigation in an unbiased and objective apparel. Ramabitsa (2014:9) contends that the quantitative method entails participant selection in conjunction with data collection techniques, including questionnaires.

3.4.2 Qualitative method

Chauke (2017:12) makes the argument that qualitative research is a diverse methodology that enhances understanding of research questions, generates new concepts, and allows for thorough exploration of participants. Hamusunse (2015:7) concurs with Chauke that qualitative research is characterized by being methodical, exhaustive, strategic, distinct, and contextual.

3.4.3 Mixed method

Mixed methods research comprises designs and procedures that integrate qualitative and quantitative methods within a single study or ongoing program of inquiry. This approach produces a comprehensive understanding that surpasses the individual contributions of each method, allowing researchers to more effectively explore the complex nature of phenomena in palliative care (Public Health, 2020:1). Mixed methods research involves the collection and analysis of data, integration of findings, and development of inferences within a single study that employs both qualitative and quantitative approaches (Doyle et al, 2015:176). The study utilized a mixed method approach for data collection, consistent with the pragmatic research paradigm, which integrates both qualitative and quantitative research methodologies.

This study employed mixed research methods to address research questions that cannot be adequately answered by quantitative or qualitative approaches alone, thereby offering a broader range of instruments to fulfill the study's aims and objectives. Nkuna (2021:30) averred that mixed research methods include convergent parallel design, explanatory sequential design, exploratory sequential design, embedded design, multiphase design, transformative design, and integrative design. This study employs a convergent parallel design as its mixed method approach. Qualitative and quantitative data were collected concurrently, analyzed independently, and subsequently compared or integrated during the interpretation phase.

Convergent parallel design represents a mixed-methods approach where qualitative and quantitative data are gathered and analyzed independently yet simultaneously. Subsequently, the findings are analyzed or integrated to formulate conclusions regarding the research issue as suggested, (Fetters, Curry & Creswell, 2018:6). The objective is to confirm or support findings from both datasets. The study was supported by Creswell & Plano Clark (2021:80), who emphasized that implementing this design facilitates a comparison of results from both methods and aids in corroborating findings from one method with the outcomes of the other, thereby offering a more thorough understanding.

The rationale for selecting this methods

Several factors contributed to the decision to adopt the mixed research method. Firstly, mixed methods enable a more comprehensive understanding of a research problem. Qualitative data delivers depth and context, whereas quantitative data provides breadth and generalizability. By combining these two, one can capture both the details and patterns in the data, ensuring a fuller understanding of the phenomenon (Creswell & Plano Clark, 2021:45). Secondly, employing both qualitative and quantitative methods aids in triangulating the results, thereby strengthening the credibility and validity of the findings. When both methods yield comparable results, it reinforces the overall conclusions (Fetters, Curry, & Creswell, 2021:112). Furthermore, a mixed-methods approach enables the exploration of complex research questions from various perspectives. Qualitative approaches are adept at uncovering emerging themes, whereas quantitative techniques are effective for testing hypotheses and quantifying relationships, leading to a more detailed and dependable analysis (Schoonenboom & Johnson, 2022:58).

Qualitative inquiry is adept at delving into the viewpoints of participants, whereas quantitative analysis offers statistical robustness and the ability to generalize findings. Through the combination of the advantages offered by both approaches, mixed-methods research effectively tackles the shortcomings present in each separate method (Teddlie & Tashakkori, 2020:29). Ultimately, the integration of qualitative and quantitative methods can enhance the validity of findings by minimizing bias and providing stronger evidence. This holds particular significance when addressing intricate or multifaceted research challenges (Bryman, 2021:73). The application of these methods allowed for a thorough assessment of the effectiveness of Batho Pele principles on service delivery in Thulamela Local Municipality. Additionally, it allowed the investigation to uncover the significance of Batho Pele principles in the provision of essential services to communities.

3.5 STUDY AREA

As discovered by Shilubane (2019:32), a study area refers to the specific context in which research is conducted and where the participants reside. Kumar (2014:384) elucidates that a study area constitutes a domain of intellectual or professional inquiry within which research is conducted. The investigation was carried out within the

Thulamela Local Municipality located in Thohoyandou. Thulamela Local Municipality constitutes one of the four local municipalities within the Vhembe District Municipality. It is located 70 kilometers east of Makhado and 180 kilometers northeast of Polokwane, the capital city of Limpopo Province in South Africa. Thulamela Local Municipality constitutes one of the quartet of local municipalities within the Vhembe District of Limpopo Province, alongside Musina Local Municipality, Makhado Local Municipality, and Collin Chabane Local Municipality, as illustrated in Figure 3.1 below.

Figure 3.1: Map of Thulamela Local Municipality



(Source: Madzonga, 2022:49).

3.6 POPULATION OF THE STUDY

Contrary to Ramabitsa (2014:10), the population is the focal point of the analysis and comprises of individuals, communities, organizations, human products, and incidents or conditions to which they are susceptible. Jobo (2014:21) classified the population as an enormous collection of people who have an identical set of distinctive features. The study's population will be the entire populace of Thulamela Local Municipality, which is estimated to be +-618462 people with +-156594 households as estimated by Thulamela Local Municipality IDP 2022.

3.7 SAMPLING

Farugia (2018:23) stipulates sampling as a procedure in statistical analysis whereby a subset of observations is extracted from a broader population, whereas Magoro (2016:18) characterizes sampling as a minor segment of the overall collection of objects, events, or individuals from which a representative sample is obtained. The study's sample comprises a Municipal Manager, Integrated Development Plan (IDP) manager, IDP officials, Local Economic Development (LED) manager, LED officials, Community Development manager (CDW), CDW workers, traditional leaders, headman/woman, ward councillors, ward representatives, civic members, civic leaders, and selected community members.

3.7.1 Sampling Method

The researcher utilized both non-probability and probability sampling methods for the purpose of this study, aligning with the mixed research methodologies utilized throughout the investigation. Non-probability sampling, as articulated by Galloway (2018:866), refers to a sampling method wherein participants are chosen based on the researcher's judgment. Non-probability sampling, as delineated by Cushner, McCleary, and Grossman (2018:144), represents a selective approach to sampling wherein participation is not extended to all individuals within the community. In this mixed-method study, a purposive sampling method is employed to select the respondents, thereby accommodating the qualitative approach effectively.

Purposive sampling serves as a strategic approach frequently employed in qualitative research, aimed at identifying and selecting cases that are abundant in insights, thereby optimizing the utilization of constrained resources (Chauke, 2017:13). As expressed by Hamusunse (2015:9), the purposive method of sampling involves the deliberate selection of study units by the investigator, ensuring that the collected sample is presumed to accurately represent the research population. The researcher selected the purposive sampling method due to its capacity for facilitating a thorough examination of the available information.

Additionally, the inherent flexibility of this approach enables researchers to optimize their resources, both in terms of time and financial expenditure, during the data

collection process. In this context, the study utilizes a purposive sampling method to identify 8 participants, as illustrated in table 3.1 below:

Folio no:	Category of participants	Number of participants
1	Municipal manager	01
2	Ward councilor	01
3	LED manager	01
4	Civic leader	01
5	IDP manager	01
6	Ward representative head	01
7	Community participation manager	01
8	Community development manager	01

(Own source)

The study employed a mixed-method approach, utilizing probability sampling to facilitate the quantitative component, wherein a random sample mechanism will be implemented to choose participants. Nkuna (2021:34) defines probability sampling as the process of selecting a sample from a population according to the principles of randomization. Hlalukana (2017:40) asserted that probability sampling is a methodology that entails the random selection of a sample or unit from the population under investigation by the researcher. The study used a random sample to identify 100 individuals, as illustrated in Table 3.2 below.

Folio No.	Category of respondents	Number of respondents
1	IDP staff members	04
2	Municipal staff members	06
3	LED staff members	05

4	community participation staff	04
5	Ward representatives	05
6	Traditional leader	01
7	Civic members	05
8	Headman/woman	05
9	Community development workers	05
10	Selected community members	60

(own source)

Farugia (2018:22) regulates random sampling as a technique employed in quantitative research to select individuals from a population at consistent intervals. A systematic approach, as delineated by Hamusunse (2015:12), is a survey methodology wherein elements are sequentially selected from a structured population. The researcher selected the systematic method because it is straightforward and expedient to implement, allowing for the efficient construction, evaluation, and management of samples. This approach reduces the potential for data manipulation, as each participant is equidistant from the next, facilitating data segregation and minimizing the risk of bias. Since the participants constitute the population confronting these issues and comprehend the research topic, they will furnish pertinent information concerning the problem statement. Consequently, the study's population can furnish precise information as they pursue efficient and effective service delivery and enhanced plans for boosting public service in rural areas.

3.7.2 Sampling size

The study encompasses a sample size of 108 individuals, categorized as follows: 01 Municipal Manager; 01 IDP Manager; 01 LED Manager; 04 Integrated Development Plan (IDP) Staff; 05 Local Economic Development (LED) Staff; 05 Community Development Workers (CDW); 01 Traditional Leader; 05 Headmen/Women; 01 Ward Councillor; 01 Community Participation Manager; 04 Community Participation Staff; 05 Ward Representatives; 05 Civic Members; 01 Ward Representative Head; 60 Community Members; 01 Civic Leader; 01 Community Development Manager; and 06 Municipal Staff. As distinguished in Tables 3.2 and 3.2 regarding the sampling methodology, 100 participants will be chosen through random sampling, while 08 participants will be selected purposefully.

3.8 DATA COLLECTION

Hlalukana (2017:42) asserts that data collecting is a procedure including the application of measurement to the selected sample or instances for research purposes. Ramabitsa (2014:49) asserts that it is a systematic approach to collecting fragments of information encountered in an environment to provide an evidential foundation for generating interpretations and assertions aimed at enhancing knowledge and understanding of a research subject or issue. For the study, the researcher used self-administered questionnaires and in-person interviews to collect data for the pragmatic approach.

3.8.1. Self-administered questionnaire

A questionnaire is the most frequently employed method for gathering information, as noted by Hamusunse (2015:10). Questionnaire research involves the process of posing a series of questions to willing participants, summarizing their responses through percentages, frequency counts, or more advanced statistical measures, and subsequently drawing conclusions about a specific population based on the sample's responses (Ramabitsa, 2014:49). Questionnaires offer significant advantages, as they give respondents the opportunity to reflect deeply on their answers. Additionally, conducting research in a confidential manner enables participants to respond honestly and openly to the inquiries posed. For this study, a structured questionnaire (closed-ended questions) was utilized for quantitative research. While the closed format limits the participants' responses, their answers are derived from the alternative options presented. For closed-ended questions, employ a five-point scale: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Hymen and Sierra (2016:2) state that a structured questionnaire consists of similar or multiple-choice questions that the individual conducting the study likely selected, thereby restricting the respondent to the options provided. According to Shilubane (2019:42) the structured questionnaires were selected due to their ability to minimize cognitive load on respondents, thereby decreasing the amount of thought needed to complete the task and resulting in higher response rates and more accurate information. Another factor taken into account when selecting structured questionnaires is their simplicity in analysis and interpretation. This study involved the selection of 100 participants using a probability sampling technique, during which questionnaires were distributed to those identified participants. The questionnaire was

Issued by hand to all 100 participants promptly, allowing them ample time to become acquainted with its content. All the completed questionnaires were returned back for consideration in preparation for data analysis.

3.8.2. Face-to-face interviews

The study relied on face-to-face interviews as a method of gathering data in qualitative analysis. In this context, an interview schedule was utilized. According to Nkuna (2017:37), an interview schedule is characterized as a collection of both open-ended and closed-ended questions that an interviewer prepares for implementation during a face-to-face dialogue. As noted by Cele (2015:51), interviews represent interactive engagements where interviewers are significantly and inevitably engaged in the creation of meanings that are believed to reside within the participants. The study will incorporate open-ended interviews, facilitating thorough exploration of responses, the study provided fairness and was not bias as it included all genders, ages, people with disability and difference races, they were asked same questions with courtesy. Nkuna (2017:37) suggests that open-ended inquiries enable the individual to formulate specific questions regarding the study problem. Ranjit (2014:178) asserts that open-ended questions enable a profound understanding of the topic and provide participants the opportunity to introduce points that may not have been previously considered. This study employed face-to-face interviews (which took place in TLM premises) as a method for data collection from eight purposefully selected respondents. The reasoning for choosing these respondents was grounded in their roles within TLM and the communities, as well as their level of knowledge and experience, which is particularly pertinent to the study. This ensures they can offer the precise and essential information needed to address the research question. Ultimately, their selection was based on their advantageous position to engage with the subject, owing to their roles, experience, and the responsibilities they hold within the municipality and the community in question.

3.9 PILOT OF STUDY

A pilot study is an experiment executed in an efficient and cost-effective manner (Mariana, 2018:4). Beyers (2016:172) characterizes a pilot study as a scaled-down iteration of a more extensive study conducted in anticipation of the bigger research endeavor. A pilot study serves as a feasibility assessment to validate the research

concepts or methodologies and to resolve any concerns in the study protocol prior to the commencement of the bigger investigation. The pilot study was divided into two halves due to the utilization of heterogeneous methodologies. The researcher distributed seven questionnaires for the quantitative approach and conducted three interviews for the qualitative method with individuals experienced in the implementation of Batho Pele principles and service delivery within the local government context. The individuals chosen for participation in the study are not included in the sample; therefore, they were excluded from the data collection process. The aforementioned was conducted to evaluate the efficacy of the researcher's data gathering devices and the participants' behavior in the study.

3.10 DATA ANALYSIS

Data analysis, as noted by Bayers (2016:172), involves the process of establishing order, structure, and significance within a substantial volume of gathered data, which encompasses the categorization and description of the data in relation to diverse themes. Hamusunse (2015:10) emphasized that data analysis is the approach of arranging and structuring raw data to extract valuable insights. In this study, two methods were employed for data analysis: statistics using SPSS for quantitative data and thematic analysis for qualitative data.

3.10.1 Quantitative Data Analysis

The study utilized the latest version 30 of International Business Machinery (IBM): Statistical Product and Service Solutions (SPSS), which includes advanced statistical procedures, data management capabilities, predictive analytics, and integration with open-source software. The data was organized in a table, displaying both frequencies and percentages. The data was organized in a tabular format, accompanied by pie charts and bar graphs, including frequencies and percentages for clarity. Numerous experts have outlined the steps involved in quantitative data analysis as follows:

- **Step 1: Data Cleaning**

Data cleaning entails the examination of errors, inconsistencies, and absent values within the dataset (field, 2018:23). This phase guarantees the precision and dependability of the data for subsequent analysis.

- **Step 2: Data Transformation**

Kerr (2020:15) defines data transformation as putting data into a useful format for analysis, which may include normalizing, standardizing, or aggregating the data.

- **Step 3: Descriptive Statistics**

Healey (2018:12) posits that the third step entails the computation of summary statistics, including the mean, median, mode, and standard deviation, to elucidate the characteristics of the data.

- **Step 4: Inferential Statistics**

Salkind (2020:25) states that inferential statistics entails employing statistical tests to draw conclusions about a population from sample data, including hypothesis testing, confidence intervals, and regression analysis.

- **Step 5: Data Visualization**

Data visualisation involves using plots, charts, tables and graphs to present the findings in a clear and concise manner, (Kerr, 2020:25).

- **Step 6: Interpretation and Conclusion**

The final step as highlighted by field (2018:30) it refers to the interpretation of results, drawing conclusion and making recommendations based on the findings.

The quantitative data analysis study encompassed a sequence of steps to derive insights from numerical data. The researcher commenced by delineating the study's objectives and inquiries, thereafter engaging in data collection and purification to guarantee precision and quality. Subsequently, exploratory data analysis was performed to comprehend the data distribution, discern trends, and verify assumptions. Thirdly, hypothesis testing was conducted via statistical tests to derive results; the study additionally employed modeling and predictive tools to uncover links and establish impacts. Finally, the researcher analyzed the results, formulated conclusions, and conveyed the findings through a presentation utilizing graphs, tables, and charts, so offering a clear and succinct overview of the studies.

3.10.2. Qualitative Data Analysis

Thematic analysis was employed to examine data collected from face-to-face interviews. Shilubane (2019:35) outlines the thematic steps for data analysis in the following manner: planning for data collection; conducting data collection and preliminary analysis; organizing the data; engaging in reading and writing memos; generating categories, themes, and patterns; coding the data; testing emergent understanding; exploring alternative explanations; and composing the report. This study followed the below mentioned steps of analysing data. Shilubane (2019:35) concurs with Creswell's (2013:334) observation of the eight steps involved in data analysis, which are outlined as follows:

- **Step 1: Planning for recording data**

The researcher ought to devise a strategy for systematically recording data prior to the data collection phase. The research proposal should clearly outline the plan to utilize tape recorders, cameras, and other devices, specifying what the researcher intends to employ (Creswell, 2013:334).

- **Step 2: Data collection and Preliminary Analysis Data analysis**

Creswell (2013:334) asserts that qualitative investigation requires a dual strategy. The initial aspect pertains to data analysis at the research location during data collecting. The second pertains to data analysis conducted off-site. Data collection and analysis are interdependent for constructing a meaningful interpretation of the data.

- **Step 3: Managing (organizing) Data**

Creswell (2013:334) depicts this as the preliminary phase of analysis, wherein the researcher categorizes data into file folders, index cards, or digital files. Data was systematically arranged and stored in file folders. The researcher systematically categorized data using a notation scheme that facilitated retrieval. The data produced by qualitative approaches are extensive. Structuring and scrutinizing a vast array of narratives may appear to be an insurmountable challenge.

- **Step 4: Reading and Writing Memos**

Upon organizing the data, the researcher thoroughly examines the facts to gain an

understanding of the interview as a cohesive entity before deconstructing it into

segments. The researcher examines the acquired data to ensure it is systematically arranged and categorized. Reexamining the data compels the researcher to have a profound familiarity with it. Following the organization and discussion of the data, the researcher proceeds with the analysis, developing an understanding of the entire database. Reexamining the data compels the researcher to familiarize themselves with it. Individuals, occurrences, and quotations continuously traverse the researcher's cognition (Creswell, 2013:334).

- **Step 5: Generating Categories, Themes and patterns**

This phase entails documenting patterns in the environment or individuals selected for the research. As the categories develop, the researcher seeks those exhibiting internal convergence and exterior divergence. Category generation entails observing patterns within the context or individuals selected for the research. The researcher must decompose the information into a concise, digestible set of topics for the final story (Creswell, 2013:334). The analytical process necessitates an acute awareness of the data, concentrated attention to it, and receptiveness to the relevant implicit elements and undercurrents of social life.

- **Step 6: Coding the Data**

Creswell (2013:334) asserts that the researcher must implement a coding method for the categories and themes by meticulously annotating passages within the data. The researcher may employ abbreviations, keywords, colors, dots, or numerals. Codes can manifest in several forms, such as abbreviations of key terms, colored dots, and numerical representations. The decision rests with the researcher.

- **Step 7: Testing Emergent Understanding**

The researcher initiates the evaluation of her/his comprehension and examines it through the data. As categories and themes are established and coding progresses, the researcher initiates the evaluation of the validity of his emerging comprehension and examines them through sufficient data. This term assesses the data for its irrelevance and significance. This involves an examination of the data in which the researcher interrogates existing interpretations, seeks negative instances of patterns, and integrates these into broader constructs as needed (Creswell, 2013:334).

• Step 8: Searching for Alternative Explanations

In this step, as the researcher uncovers the patterns in the data, it is essential to critically examine the patterns that appear to be evident. The individual conducting the study should explore alternative explanations for the data and the connections between them, (Creswell, 2013:334).

• Step 9: Writing the report

The researcher concludes by composing a report that provides a detailed explanation of the data. This will ensure that the data is presented in narrative form based on themes and will indicate whether the findings confirm or contradict previous literature. The researcher interprets and assigns meaning to raw data (Shilubane, 2019:35).

The qualitative data collected was analyzed according to the processes outlined in the preceding discussion. The researcher engaged with the data through repeated readings and the formulation of initial notes. Secondly, the researcher developed codes that were essential for emphasizing key aspects of the data. The researcher systematically organized the established codes into potential themes. The researcher validated the themes to ensure their consistency and relevance to the data set. The verification exercise was essential for eliminating duplications. Themes were subsequently described and labeled to convey their core meaning clearly. A report was compiled, incorporating themes that allowed the researcher to analyze the efficacy of implementing Batho Pele principles in delivering basic services at Thulamela Local Municipality. The following section deals with the ethical considerations of the study.

3.11 ETHICAL CONSIDERATION

Hlalukana (2017:16) defines ethics as a collection of moral principles put forth by individuals or groups that gain widespread acceptance, providing guidelines and expectations for appropriate conduct towards experimental subjects, respondents, employers, sponsors, and other researchers, assistants, and students. Hlalukana's definition is supported by Magoro (2016:9), who characterizes ethics as norms that direct the behavior and actions of officials in public institutions, which may be referred to as moral laws. The research adheres to the following ethical standards:

3.11.1 Permission to conduct the study

The researcher has been authorized by the University of Venda to conduct the study, which is included as an annexure to this document. The researcher received authorization from Thulamela Local Municipality to gather data within their institution. The approval letter is attached to this document. The researcher obtained permission to conduct the study from the Thohoyandou Tribal Council, and this letter is included as an annexure to this document. All aforementioned approvals are included as annexures to this study.

3.11.2 Informed consent

Chauke (2017:16) posits that informed consent is regarded as a contract or a condition relinquished at the commencement of the investigation. The project will obtain consent from informed prospective participants when collecting data. Participants were apprised of the nature and ramifications of the research and their involvement. Participants were adequately informed about the procedures of the research endeavor. Moreover, individuals were not compelled to partake in the study as their involvement was fully voluntary.

3.11.3 Confidentiality and anonymity

An accord between the researcher and participants stipulates that data cannot be linked to any individual respondent, hence ensuring anonymity and confidentiality (Nkuna 2017: 9). This study does not necessitate participants to disclose or identify themselves through description, name, or number in any form or interview. Hamusunse (2015:11) defines confidentiality as the practice of refraining from associating comments with the identities of participants in a report or presentation, encompassing both direct attribution (where specific comments are connected to a name or role) and indirect attribution (through references to a set of characteristics that could identify an individual or a small group). The study did not include personal or sensitive information of participants. Furthermore, participants were informed that the information collected from them would be utilized exclusively by the researcher and the supervisor for the purposes of this project.

3.11.4 Protection from harm

Magoro (2016:11) emphasized that research must always prioritize the well-being of the subjects involved. Chapter 2 of the 1996 Constitution of the Republic of South Africa, Bill of Rights, articulates that every individual possesses the right to privacy, a right that must be upheld and not curtailed. This study upholds the privacy of participants and respondents, ensuring they are informed of their right to withdraw from participation should they feel uncomfortable with the information requested. The researcher considered the emotional, psychological, and physical well-being of participants, which was essential to avoid triggering memories of past imbalances and injustices.

3.12 SUMMARY

This section examines the research methodology used to assess the efficacy of Batho Pele principles in the delivery of basic services, a case of Thulamela Local Municipality. This chapter discussed the rationale for selecting a mixed methods approach, incorporating both qualitative and quantitative research paradigms. This section encompassed details regarding the research design, study area, study population, sampling technique and size, data collection methods, pilot study, data analysis, and ethical considerations. The researcher selected a mixed-methods approach that incorporates both qualitative and quantitative techniques to thoroughly investigate the research problem, recognizing that the advantages and disadvantages of each method can be reciprocal. This was conducted to highlight the importance of utilizing both methods. Increased likelihood of acquiring the suitable and effective resolution to the research question. This chapter also addressed the procedures for data collection, accommodating both quantitative and qualitative data. This chapter examined the analysis of data collected through both quantitative and qualitative methods. This chapter also included a demonstration of the researcher's adherence to the ethical considerations required for scientific research. The subsequent chapter addresses the presentation, interpretation, and analysis of data.

CHAPTER 4

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 INTRODUCTION

This chapter encompasses the presentation, interpretation, and analysis of the obtained data. The research included a self-administered questionnaire to gather data from 100 randomly selected individuals. Qualitative data was gathered through face-to-face interviews conducted with eight carefully selected respondents. A detailed analysis of the aforementioned is illustrated in Tables 3.1 and 3.2. The inquiries included in the self-administered questionnaire and interview schedule were derived from the study's objectives and questions defined in Chapter 1. The obtained data addressed the problem statement and provided empirical proof on the effectiveness of Batho Pele principles in delivering basic services within Thulamela Local Municipality. This chapter aims to present, analyze, and evaluate the outcomes of data received from respondents and participants, with the objective of providing a clear and profound knowledge of the research questions derived from the problem statement. Furthermore, it facilitated the identification of potential solutions to address the issues confronting the municipality in implementing Batho Pele principles in service provision, as well as recommending strategies to improve service delivery. This chapter comprises two sections: Section A, which presents data obtained through quantitative methods, and Section B, which presents data acquired through qualitative methods.

SECTION A

4.2 ANALYSIS OF DATA COLLECTED THROUGH SELF-ADMINISTERED QUESTIONNAIRES.

This section presents data collected through self-administered questionnaires. The questionnaire was divided into two sections, section A and section B, relating to the aim of the study stated in chapter 1. The data is presented in frequencies and percentages (in a tabular form).

4.2.1 Biographical data of respondents

This subsection presents the personal details of respondents who took part in this study. The biographical details of respondents are as follows: gender, age, position

and highest level of education. This information is presented in a table with frequencies and percentages, is then followed by a synthesis (analysis or interpretation) of the study findings.

Table 4.1: Gender of respondents

Item No.	Gender	Frequency	Percentage
1	Male	41	41%
2	Female	59	59%
3	If other, please specify	0	0%
	Total	100	100%

Source: Own Source

Table 4.1 indicates the biographical details of respondents in terms of gender and majority of respondents at 59(59%) were females, whereas 41(41%) of respondents were males. There was no respondent who indicated on other gender. It was indicated by the research that there will be equal and fair distribution of gender, but during the collection of data the study found that there were more females at 59(59%), which becomes majority to males by only 18 which constitute 31%.

Table 4.2: Age of respondents

Item No.	Age	Frequency	Percentage
1	18-25 years	16	16%
2	26-35 years	27	27%
3	36-45 years	14	14%
4	46-59 years	11	11%
5	60 years and above	32	32%
	Total	100	100%

Source: Own Source

The above table represents the biographical details of respondents with regard to age (the study consisted of respondents aged 18 years to 60 years and above). This Table 4.2 indicates that there were 16(16%) respondents aged 18 to 25, it further indicates that respondents aged 26 – 35 were 27(27%). Table 4.2 depicts that there were 14(14%) respondents who were 36-45 years constituting 14%, there was 11(11%) respondents who were 46- 59 years. table 4.1 further indicates that there were

respondents who were 60 years and above who were 32 constituting 32%. This indicates that the majority of respondents who took part in the study is 32(32%) which is in the age range of 60 years and above. this is due to the community members being the recipients of the services delivered by the municipality.

Table 4.3: Highest level of education completed

Item No.	Education	Frequency	Percentage
1	Primary	06	6%
2	Grade 8-12	17	17%
3	Certificate(any applicable certificate)	15	15%
4	Degree	08	8%
5	Diploma	51	51
6	Post degree	3	3%
7	Other (specify)	0	0%
	Total	100	100%

Source: Own Source

Table 4.3 above presents the highest level of education completed by respondents, the researcher conducted the study on respondents who completed primary education to post-degree. 06 (12%) respondents had primary education. 17% which constitutes 17 respondents had secondary education (grade 8-12), followed by 15 (15%) respondents with certificates. Respondents who had degrees were 08 constituting 8% and 51% (51) respondents has diplomas. However there was 03 (3%) respondents with post degree. This implies that majority of respondents 51(51%) had diplomas qualifications.

Table 4.4: Occupation of respondents

Item No.	Occupation	Frequency	Percentage
1	IDP staff members	04	4%
2	Municipal staff members	06	6%
3	LED staff members	05	5%

4	Ward representatives	05	5%
5	Traditional leader	01	1%
6	Civic members	05	5%
7	Headman/woman	05	5%
8	Community development workers	05	5%
9	Community participation staff	04	4%
10	Selected community members	60	60%
	Total	100	100%

(Own source)

Table 4.4 delineates the occupations or positions of the respondents involved in the study, comprising ten categories: IDP staff, municipal staff members, LED staff, community participation staff, ward representatives, traditional leaders, civic members, headmen/women, community development workers, and selected community members. The IDP staff had four persons, constituting 4%. Municipal staff comprised 6% (06), whereas LED staff constituted 5% (05). Community participation staff constituted 4% (04) whilst there were 05 (5%) ward representative. One percent of responses consisted of one traditional leader, whereas five respondents (5%) were civic members, and five respondents (5%) were headmen/women. Community development representatives represented 5% (5) of the respondents, while selected community members from the Thulamela local municipality included 60 individuals, accounting for 60%. This implies that the bulk of respondents, including 60 individuals (60%), were selected community members from the Thulamela Local Municipality villages that participated in the survey. This is owing to their experience with service delivery challenges stemming from Thulamela.

4.2.2 Responses of participants arranged according to themes

This section presents data from participants which is categorized according to themes. Each theme has five statements which respondents were required to respond to. Each theme is linked to the following research objectives of the study:

- (a) To evaluate the state of municipal service delivery to local communities
- (b) To determine the role of Batho Pele principles in delivering service at the Thulamela Local Municipality.

- (c) To investigate the challenges faced by Thulamela Local Municipality in delivering basic services.
- (d) To examine the correlation between municipal service delivery and the Batho Pele principles.
- (e) To recommend strategies to effectively implement Batho Pele principles in the delivery of municipal services

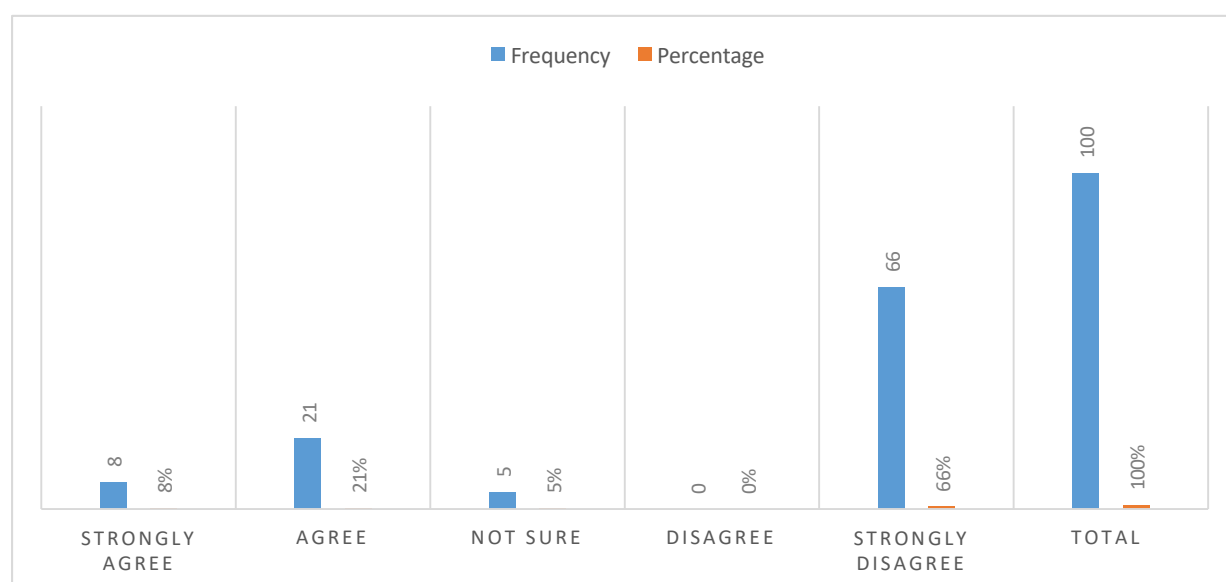
4.2.1. Theme 1: The state of municipal service delivery to local communities

Under this theme, the study presents data collected in terms of the efficacy of Batho Pele principles in delivering basic services a case of Thulamela Local Municipality, in which the data was tabulated with frequencies and percentages and followed by a synthesis.

4.2.1.1. Services rendered to the communities are fair, effective, efficient, and in an equitable manner

Respondents were required to share their opinions with regard to the manner in which services are rendered in their different communities.

Below is graph 4.1, which recorded the findings:



own source)

Sixty-six (66) respondents who constitutes 66% strongly disagreed that services rendered to the communities are fair, effective, efficient and in an equitable manner. A total of 08 (8%) of respondents expressed strong agreement with the statement. A

total of 21 respondents, representing 21%, expressed agreement with the statement, whereas none, or 0%, disagreed that the services provided to the communities are fair, effective, and efficient in an equitable manner. Lastly 5% (05) respondents were not sure whether the services rendered to the communities are fair, effective, efficient and in an equitable manner or not. Their assertion is supported by United Nations (2020:15) who opines that despite efforts to improve service delivery, many communities around the world continues to receive services such as healthcare, education and sanitation that are not fair, effective, efficient and equitable. Guaranteeing that the services provided to the community are equitable, effective, and efficient constitutes a vital aspect of sound governance and an essential human right, (United Nations, 2020:12). From the information presented, one can deduce that the services provided to the populace are characterized by inequity, inconsistency, and a lack of sustainability, whether in terms of quality or other factors. Consequently, it is imperative for the municipality to guarantee that the services provided to the populace are appropriate for consumption or utilization. This can be achieved through a thorough assessment of the services rendered, the implementation of suggestion boxes within communities, and the promotion of active community engagement in matters pertaining to service delivery.

4.2.1.2 The IDP of the municipality is informed about the needs of the community

Respondents were required to share their insights as to does the IDP budget cater for the needs of the community or citizens.

Table 4.5: The IDP of the municipality is informed about the needs of the community

Item	Response	Frequency	Percentage
1	Strongly Agree	43	43%
2	Agree	31	31%
3	Not Sure	07	7%
4	Disagree	15	15%
5	Strongly disagree	04	4%
	Total	100	100%

(Own source)

Table 4.5 indicates that 31 respondents, representing 31%, concurred that the municipality's IDP is attuned to the community's needs, while 15 respondents, or 15%, expressed disagreement with this assertion. A significant portion of respondents, 43 individuals representing 43%, expressed strong agreement that the municipality's IDP is attuned to the community's needs, whereas 4 individuals, or 4%, voiced strong disagreement with this assertion. A total of 7% of respondents expressed uncertainty regarding whether the municipality's IDP is adequately informed about the community's needs. The respondents received endorsement from the South African Local Government Association (SALGA, 2020:12), which emphasized that the Integrated Development Plan (IDP) serves as an essential mechanism for municipalities to address the needs of their communities. Additionally, the Municipal Systems Act (2000) asserted that to guarantee the IDP reflects the populace's needs, municipalities must undertake comprehensive community consultations and engagement processes. The aforementioned table suggests that the IDP possesses awareness of the populace's needs, as indicated by the majority response; however, their failure to address these needs may be interpreted as a lack of understanding. The municipality ought to be apprised not only of the requirements articulated in the Integrated Development Plan (IDP) but also to allocate resources within the municipal budget to fulfill these needs. Furthermore, it is imperative for the municipality to reassess the prior IDP to ascertain whether the community's prioritized needs were addressed; if they were not, a thorough investigation into the underlying reasons should be conducted. In support of the study's conclusions, SALGA (2020:15) emphasized that numerous municipalities face challenges in formulating Integrated Development Plans that are reflective of the needs of their communities.

4.2.1.3 Local economic development takes into consideration the development of communities through service delivery.

Under this question participant were required to give their thoughts as to does the development of the community matter to the LED, whose role is to ensure development in communities.

Table 4.6: Local economic development takes into consideration the development of communities through service delivery.

Item	Response	Frequency	Percentage
1	Strongly Agree	0	0%
2	Agree	01	01%
3	Not Sure	0	0%
4	Disagree	17	17%
5	Strongly disagree	82	82%
	Total	100	100%

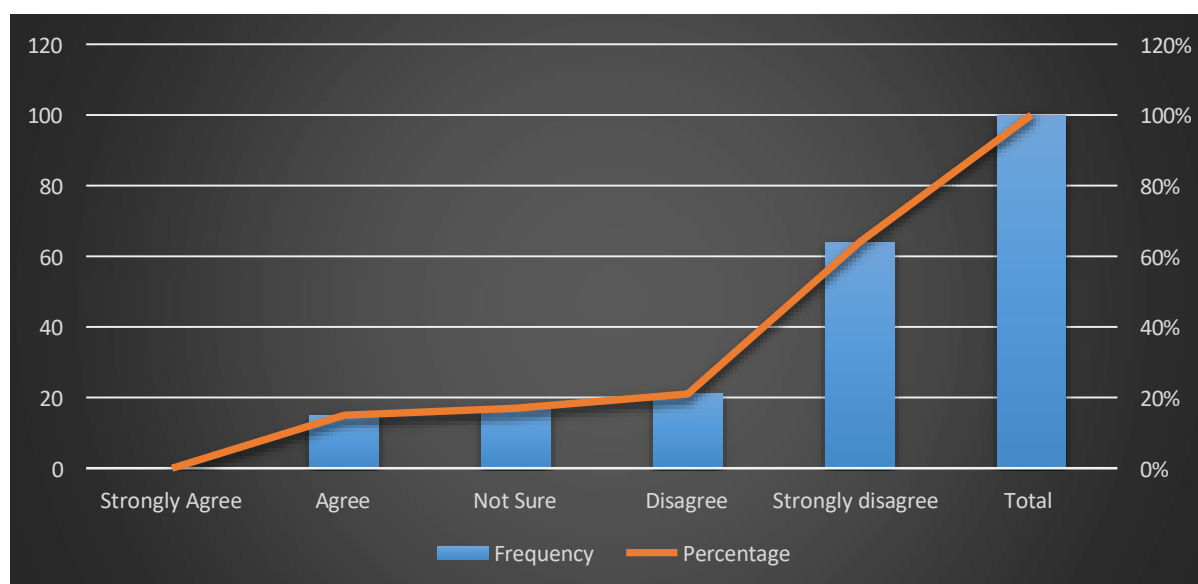
(Own source)

The table presented above reveals that there were no respondents (0%) who strongly concurred with the notion that local economic development adequately considers community development through service delivery. Conversely, a significant majority of 82 respondents, representing 82%, strongly opposed this assertion. The table further illustrates that there was one respondent, representing 1%, who concurred with the statement, while 17 respondents, accounting for 17%, expressed disagreement regarding the regular training of municipal officials on basic service delivery. Additionally, there were no respondents, constituting 0%, who were uncertain about whether the LED considers community development through service delivery. The findings of the study were corroborated by the United Nations Development Programme (UNDP, 2020:20), which emphasized that local economic development initiatives frequently overlook the significance of community involvement and engagement in service delivery issues. This oversight results in adverse social and environmental consequences, including the displacement of local residents and environmental degradation (World Bank, 2020:25). Considering the advancement of communities via service delivery, the LED can facilitate the creation of more inclusive, sustainable, and equitable economic growth (United Nations, 2020:15). This suggests that LED officials fail to consider community development through service delivery, either neglecting to implement their training or being instructed in ineffective strategies. Consequently, the municipality should conduct weekly developmental meetings focused on service delivery, incorporating varied content and methodologies.

4.2.1.4 Community members are encouraged to participate in service delivery issues.

In this graph respondents were evaluated to check their level of involvement in municipal matters and service delivery matters, also whether they are encouraged to do so.

Graph 4.2: Community members are encouraged to participate in service delivery issues.



(Own source)

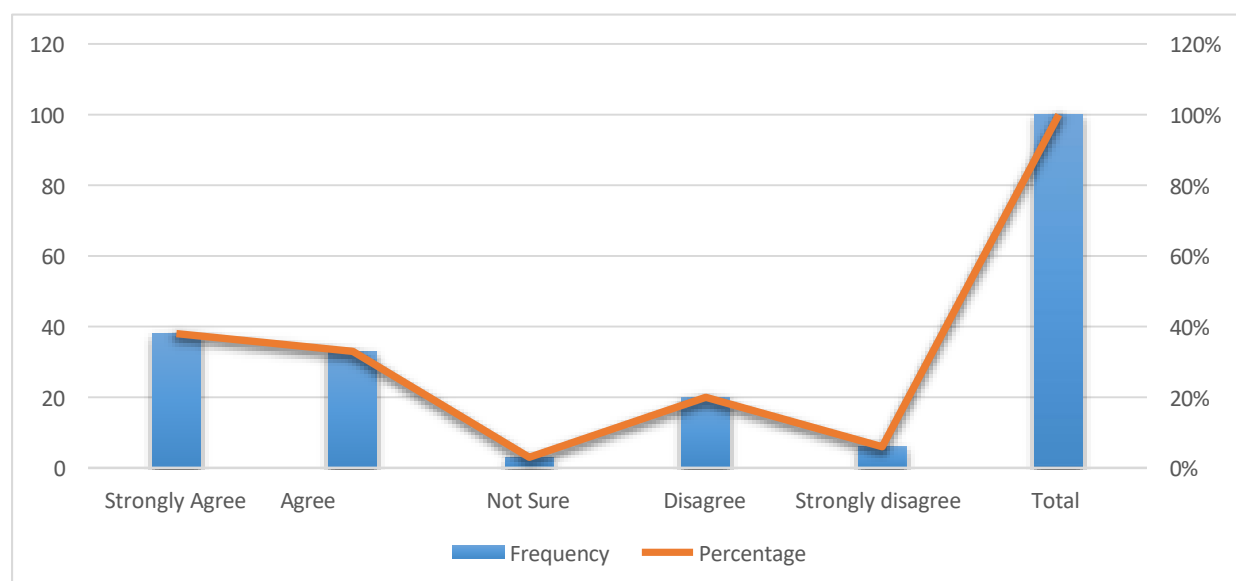
The graph (4.2) presented above indicates that a total of 100 questionnaires were distributed. Among the 100 respondents, none (0%) strongly agreed that community members are encouraged to engage in service delivery matters, whereas 64 respondents, representing 64%, strongly disagreed with this assertion. The table further elucidates that 15 respondents (15%) concurred that community members are motivated to engage in service delivery matters, while 21 respondents, representing 21%, expressed dissent regarding the statement. There were 07 individuals, representing 14%, who expressed uncertainty regarding the encouragement of community members to engage in service delivery matters. This assertion was supported by SALGA (2020:12), which posited that community participation is an essential element for effective service delivery. Consequently, numerous municipalities are now advocating for the involvement of community members in matters pertaining to service delivery. CoGTA (2020:15) supported the claims by

highlighting that ward committees serve as a forum for community members to engage in decision-making processes and to hold municipalities accountable for service delivery. Furthermore, CoGTA (2020:20) asserted that community members who lack the requisite knowledge and ability to participate effectively contributes to the recurring failure of service provision since the community's needs are not being voiced. This suggests that community stakeholders such as civic members, ward representatives, and community participation managers should ensure that community members are fully aware of community participation and emphasize the importance of community engagement in service delivery matters.

4.2.1.5 Municipality have enough resources to deliver services to people

All respondents were required to identify their perception of the municipality, as to whether do they have resources to deliver services or they are having a shortage.

Graph 4.3: municipality have enough resources to deliver services to people



(Own source)

According to the graph above, 38 (38%) respondents strongly agreed that the municipality had the resources to provide long-term services to the community, while 06 (6%) strongly disagreed. 33% of the 33 respondents agreed with the statement, while 20% disagreed that the municipality has enough resources to provide sustainable services to the community. Finally, 3% (3) of respondents were unsure whether the municipality has the resources to provide sustainable basic services to

the community or not. According to SALGA (2020:12), towns with adequate resources are better able to provide services to their communities. SALGA (2020:12) went on to say that many South African towns suffer substantial resource restrictions, such as insufficient budget and expertise, which frequently leads to service delivery protests. In conclusion, based on the evidence gathered on this topic, the municipality should implement steps to monitor resource use and limit misuse/waste. Limited or inadequate resources within the municipality frequently result in an unjust, unequal allocation of sustainable basic services.

4.2.2. Theme 2: What is the role of *Batho Pele* principles in delivering services at the Thulamela local municipality

In this theme, the study presents data collected in terms of the role of *Batho Pele* principles in delivering services at the Thulamela local municipality, in which the data will be in a tabular, graph and chart form with frequencies and percentages and followed by a brief synthesis.

4.2.2.1. Batho Pele principles ensures effective service delivery

Respondents were required to share their opinions with regard to the manner in which *batho pele* principles are of paramount importance in service delivery.

Table 4.7: *Batho Pele* principles ensures effective service delivery

Item	Response	Frequency	Percentage
1	Strongly Agree	59	59%
2	Agree	24	24%
3	Not Sure	01	1%
4	Disagree	07	7%
5	Strongly disagree	09	9%
	Total	100	100%

(Own source)

Table 4.7 indicates that a total of 100 respondents completed the questionnaires, with 59 (59%) expressing strong agreement that the *Batho Pele* principles facilitate effective service delivery, whereas 9 (9%) of the respondents strongly disagreed with this assertion. A total of 24 respondents, representing 24%, expressed agreement with

the statement, while 7 individuals, or 7%, voiced their disagreement. One respondent, constituting 1%, expressed uncertainty regarding the efficacy of *Batho Pele* principles in guaranteeing effective service delivery. Their views were supported by republic of SALGA, 2020:12) who averred that the successful implementation of batho pele principles is crucial in ensuring that the municipal's approach to service delivery is citizen-centric and effective. Municipalities that have not successfully adopted batho pele principles have encountered a considerable number of protests regarding service delivery, (Nkuna, 2021:57). The significance of the *Batho Pele* principles in the provision of services is unmistakable, as they elucidate the essential methods of service delivery and the prioritization of individuals.

4.2.2.2 Municipal officials adhere to the Batho Pele principles to promote equitable basic services

Respondents were requested to evaluate whether the municipal officials use the principles to deliver services.

Table 4.8: municipal officials adhere to the Batho Pele principles to promote equitable basic services

Item	Response	Frequency	Percentage
1	Strongly Agree	27	27%
2	Agree	05	05%
3	Not Sure	0	0%
4	Disagree	23	23%
5	Strongly disagree	45	45%
	Total	100	100%

(Own source)

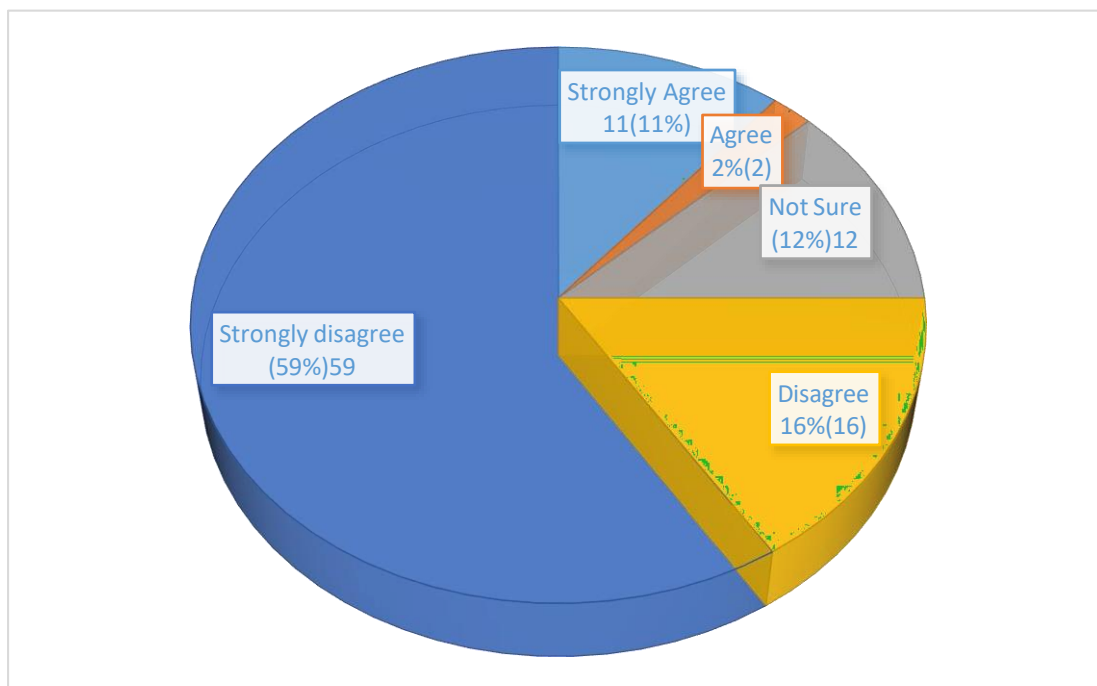
A total of twenty-seven respondents, representing 27%, expressed strong agreement regarding the adherence of municipal officials to the Batho Pele principles aimed at promoting equitable basic services, while 45 respondents, or 45%, strongly disagreed with this assertion. A total of 5 individuals, representing 5%, expressed agreement with the statements, while 23 individuals, amounting to 23%, voiced their disagreement. Nonetheless, 0 (0%) of the respondents expressed uncertainty regarding their agreement or disagreement with the statement. The aforementioned

findings were supported by the public service commission (2020:35), which indicated that the failure to adhere to the batho Pele principles is the root cause of the erosion of trust between municipalities and the populace. Nonetheless, the Republic of South Africa (2020:15) observed that by adopting these principles, municipal officials can guarantee that citizens are provided with service that is efficient, effective, and courteous. Based on the aforementioned information, it can be concluded that the municipality scarcely adheres to these principles; if they do, their application is not maximized, as indicated by the respondents' expressions of dissatisfaction. The research revealed that this situation arises from negligence, a lack of discipline, and the employment of candidates who do not fulfill the necessary qualifications. Consequently, the municipality should engage personnel based on their qualifications and expertise, while prioritizing the commitment to foundational principles and providing training on effective governance and the advancement of ethical practices within the office.

4.2.2.3 Municipal officials are held accountable for the failure to deliver services.

The study required respondents to disclose whether the municipal workers are punished for not giving the public services.

Chart (pie) 4.1: Municipal officials are held accountable for the failure to deliver services.



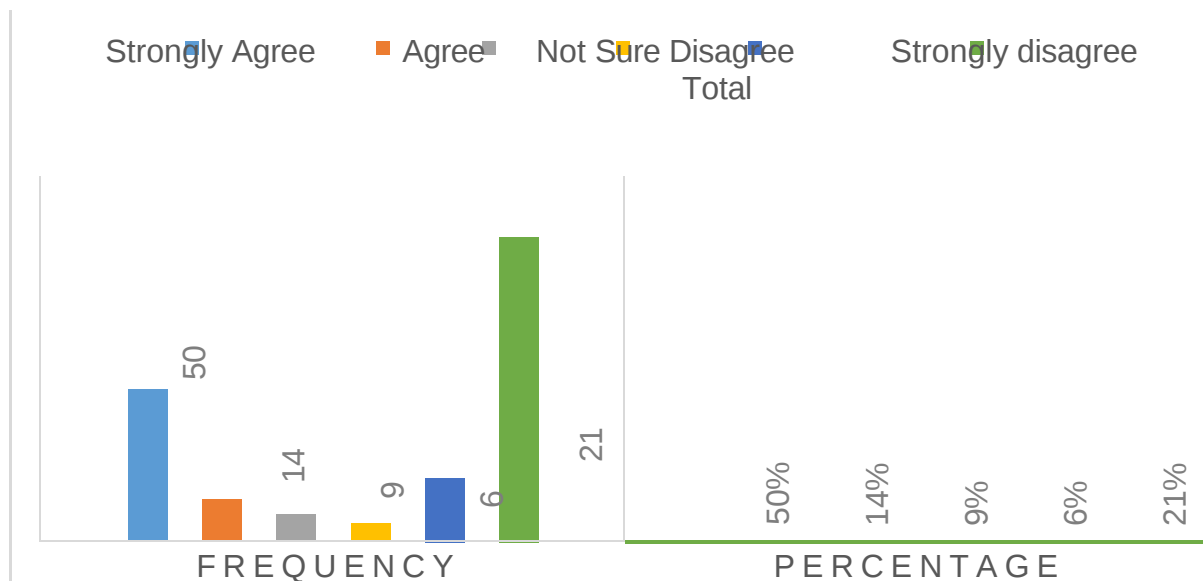
(own source)

Chart 4.1 indicate that respondents who strongly agreed that municipal officials are held accountable for the failure to deliver services were 11 (11%), respondents who strongly disagreed with the statement were 59 (59%). Two individuals, representing 2%, concurred with the statement, while sixteen individuals, accounting for 16%, expressed disagreement with it. A mere 12 respondents, representing 12%, expressed uncertainty regarding the accountability of municipal officials in relation to service delivery failures. In support of the aforementioned claims, SALGA (2020:15) noted that numerous municipalities are deficient in robust mechanisms to ensure accountability among officials regarding failures in service delivery. CoGTA (2020:35) underscores the importance of enforcing penalties on municipal officials who do not fulfill their service delivery obligations, as facilitated by the auditor general. In light of the aforementioned findings, it is evident that, notwithstanding the critical role of accountability in facilitating effective service delivery, numerous municipal officials remain unaccountable for their inability to provide services. Malpractices are prevalent within the municipality, thereby obstructing service provision in various ways. It is imperative for the municipal auditor general to meticulously oversee the inflows and outflows of cash and resources, as well as to scrutinize any omissions. Those responsible must be held accountable, and the public protector should conduct thorough investigations into any suspected wrongdoing, imposing stringent penalties, including incarceration, where warranted.

4.2.2.4 Municipal officials receive training regularly on basic service delivery

The study requested views of the respondents to unearth whether the manner in which services are provided does it show any knowledge and skills learned.

Graph 4.4: Municipal officials receive training regularly on basic service delivery



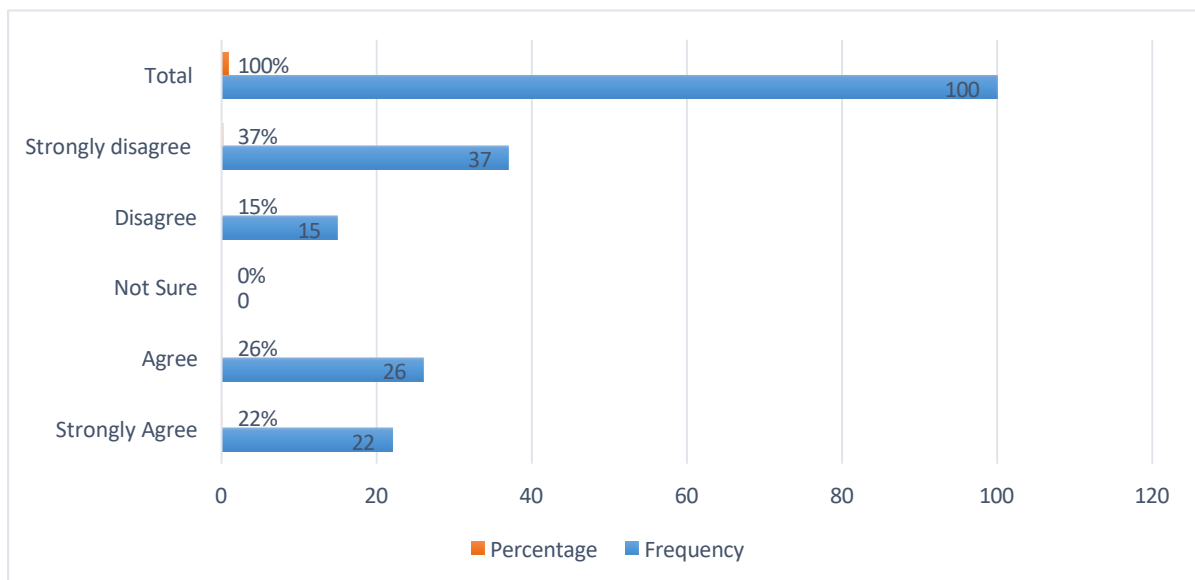
(Own source)

The above graph indicate that there were 50 (50%) respondents who strongly agreed that municipal officials receive training regularly on basic service delivery, while 21 respondents at 21% strongly disagreed with the statement. The table further indicates that 14 respondents, representing 14%, agreed with the statement, while 6 respondents, accounting for 6%, disagreed regarding the regular training of municipal officials on basic service delivery. Additionally, 9 respondents, making up 9%, were uncertain about whether municipal officials receive such training regularly. SALGA (2020:12) corroborated the aforementioned findings by asserting that municipal officials undergo consistent training on service delivery, thereby ensuring their preparedness to provide services that align with the community's needs. The Auditor General of South Africa (2020:35) expounds that the lack of training can lead to lack of skills and knowledge among municipal officials, which can result in poor service delivery and lack of accountability. This implies that municipal officials do receive training regularly on service delivery, but does not practice nor apply what they are taught or they are taught the very same strategy or ways to deal with service delivery, therefore the municipality must offer weekly training on services delivery with different content and methods.

4.2.2.5 Community members are aware of the services they are entitled to

Respondents in this study were requested to share their opinions on the knowledge community members have in terms of services, as far as to do they know which services the municipality must supply them with.

Graph 4.5: Community members are aware of the services they are entitled to



(Own source)

The graph presented illustrates that 22% of the 22 respondents expressed strong agreement regarding the community's awareness of the services to which they are entitled, while 37%, representing 37 individuals, strongly disagreed with this assertion. A total of 26 respondents, representing 26%, expressed agreement with the assertion, while 15 respondents, or 15%, voiced their disagreement regarding the community's awareness of fundamental service delivery decisions. Notably, 0 respondents, accounting for 0%, remained uncertain about the community's knowledge of the services to which they are entitled. The assertions made are corroborated by the South African Human Rights Commission (SAHRC, 2020:15), which emphasized that a significant number of community members lack awareness regarding their rights and entitlements to essential services, including water, sanitation, electricity, and healthcare. The SAHRC (2020:12) asserts that community members possess the right to access information regarding the services to which they are entitled, highlighting the

government's obligation to guarantee the accessibility of such information. It can be concluded that the community is not informed about any service delivery decision and entitlement and it is evident that they do not participate in service delivery matters, therefore community stakeholders need to encourage community participation as well as municipal officials such as ward councilors.

4.2.3 Theme 3: Challenges faced by Thulamela local municipality in delivering basic services

Data collected in relation to the above theme (challenges faced by Thulamela local municipality in the delivering of basic services) was tabulated, charted and graphed for better presentation it included percentages and frequencies, analyzed and then interpreted.

4.2.3.1 Municipal officials fosters community participation

The study required respondents to state their views on community participation, by simply indicating whether the municipality and its workers ensures that citizens are involved in service delivery matters.

Table 4.9 municipal officials fosters community participation

Item	Response	Frequency	Percentage
1	Strongly Agree	16	16%
2	Agree	24	24%
3	Not Sure	051	5%
4	Disagree	40	40%
5	Strongly disagree	15	15%
	Total	100	100%

(Own source)

Table 4.9 demonstrates that 16 respondents, constituting 16%, strongly agreed that municipal leaders promote community engagement, whereas 15 respondents, representing 15%, strongly disagreed with the assertion. Twenty-four respondents (24%) concurred with the statement, while forty respondents (40%) disagreed. Additionally, five respondents (5%) were uncertain about whether municipal leaders promote citizen participation. The aforementioned assertions were supported by the

national treasury (2020:25), which indicated that numerous municipalities lack the capability and resources to enable community engagement. Engagement of the community in municipal decision-making processes can enhance service delivery (Public Service Commission, 2020:35). This suggests that the preceding statements are erroneous; community engagement in municipal matters is not encouraged. Consequently, the municipality must uphold a high standard of community participation to effectively address the needs of the community, enabling members to accurately identify their needs and challenges, thereby preventing service delivery protests.

4.2.3.2 Non-adherence to the Batho Pele principles hinder the delivery of basic service

The study required perspectives from respondents of how failure to comply with the principles limits the provision of services to the public.

Table 4.10 non-adherence to the Batho Pele principles hinder the delivery of basic service

Item	Response	Frequency	Percentage
1	Strongly Agree	17	17%
2	Agree	54	54%
3	Not Sure	03	3%
4	Disagree	16	16%
5	Strongly disagree	10	10%
	Total	100	100%

(Own source)

Table 4.10 indicates that 17 respondents, representing 17%, strongly agreed that adherence to the Batho Pele principles promotes sustainable basic service delivery, while 10 respondents, or 10%, strongly disagreed with the statements. A total of 54 respondents (54%) agreed with the statements, while 16 respondents (16%) disagreed. Additionally, 3 respondents (3%) were uncertain about whether non-adherence to the Batho Pele principles hinders basic service delivery. The assertions are supported by University of the Witwatersrand (2022:30), indicating that municipal officials adhere to the Batho Pele principles to foster a culture of service delivery

ANNEXURE I



**MPHINYI LANGUAGE
EDITING SERVICES**
YOUR IDEAS IN A SIMPLE WAY

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Date: 27/03/2025

TO WHOM IT MAY CONCERN

This serves as Proof that the Masters Dissertation Titled *The efficacy of batho Pele principles in Delivering basic services a case study of Thulamela Local Municipality* by Nkuna WN has been edited.

Regards





**PROOF OF REGISTRATION
To Whom It May Concern**

30-Mar-2025

It is hereby confirmed that the under mentioned person is a registered student at University of Venda PRODI41.

Student Number: 16015111
Student ID Number: 9712070336087
Name: WINNIES NDZALAMA NKUNA
Registered for Period: 09-Jan-2024 - 11-Dec-2024
Study Level: 2ND YEAR
Qualification: MSMMA MASTER OF ADMINISTRATION
Offering Type : MASTERS (SUCCESIVE) FULL TIME

Subject	Description	Qual.	Class Group	Exam Year	Exam Month	Registration Date	Cancel Date	Stats Credits	Amount
PAD6300	H3 MASTERS STUDENTS PUBLIC ADMINISTRATION	MSMMA	A	2024	11	14-Mar-2024		0.333	15430.00
Subtotal:									15430.00
Credit Total:								0.333	Total: 15430.00

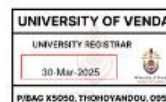
Outstanding Balance: 0.00

NB. The costs reflected in this document apply only to the current academic year's registration and do not constitute a financial statement of account. Registration fees, SRC levies, and residence costs are not included here but will appear on the financial statement of account.



DR. J.J. BALOYI
UNIVERSITY REGISTRAR

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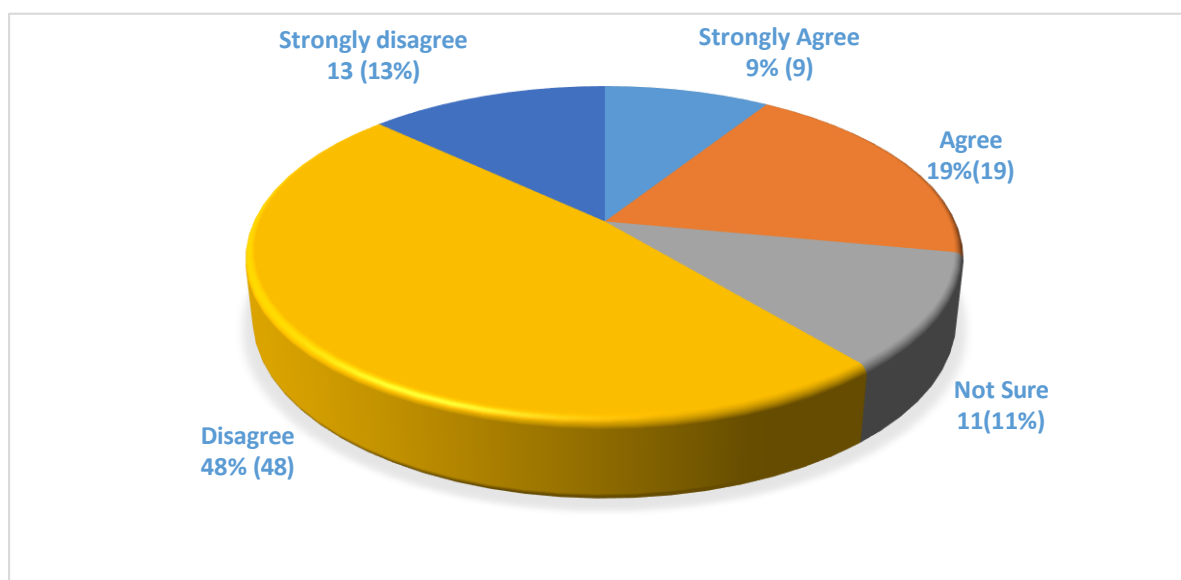
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excellence in the public sector. According to SALGA (2020:12), non-adherence to the Batho Pele principles may result in diminished accountability, transparency, and responsiveness in service delivery, potentially obstructing the provision of basic services. The responses indicate that adherence to the Batho Pele principles enhances effective and efficient basic service delivery within the community and municipality.

4.2.3.3 The municipal budget account for the suggested needs on the IDP

Respondents had to give opinion as to does the municipal budget cater for all the needs of the community and public as identified in the IDP.

Chart (pie) 4.2: The municipal budget account for the suggested needs on the IDP



(Own source)

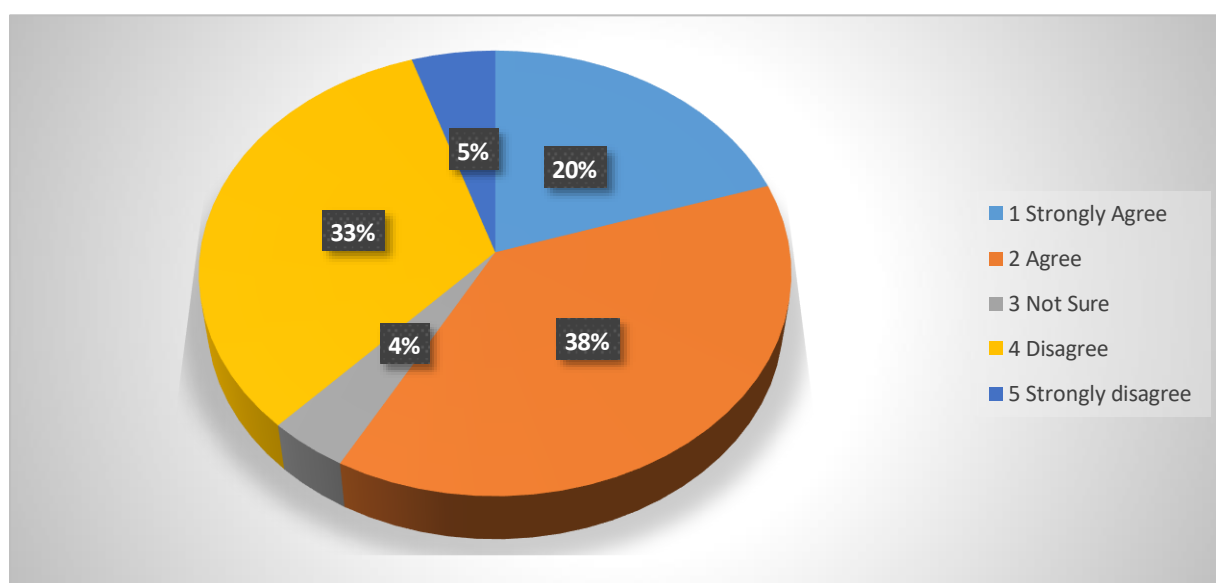
A total of one hundred (100) respondents completed the questionnaires, and their responses were documented as follows: Nine respondents (9%) strongly agreed that the municipal budget addresses the needs outlined in the IDP, while 13 respondents (13%) strongly disagreed with this statement. Nineteen respondents (19%) agreed with the statement, while forty-eight respondents (48%) disagreed. Only 11 respondents, representing 11%, were uncertain about whether the municipality addresses the suggested needs in the IDP. The aforementioned claims were supported by SALGA (2022:20), which indicated that the municipal budget fails to incorporate the needs specified in the Integral Development Plan. According to HSRC

(2020:30), sufficient investment in basic services is essential for fostering sustainable development and enhancing public welfare. The municipality should review the previous IDP to assess whether the community's priority needs were addressed prior to drafting a new IDP. The community should participate in the drafting of the IDP to ensure accurate identification of service delivery priorities, address changes in individuals' needs, and recognize both basic and priority needs.

4.2.3.4 Ward councilors are the active vehicle of communication between the municipality and the community

The study required respondent to state whether the ward councilor is a consistent communicator of municipal affairs to the public or not

Chart 4.3: Ward councilors are the active vehicle of communication between the municipality and the community



(Own source)

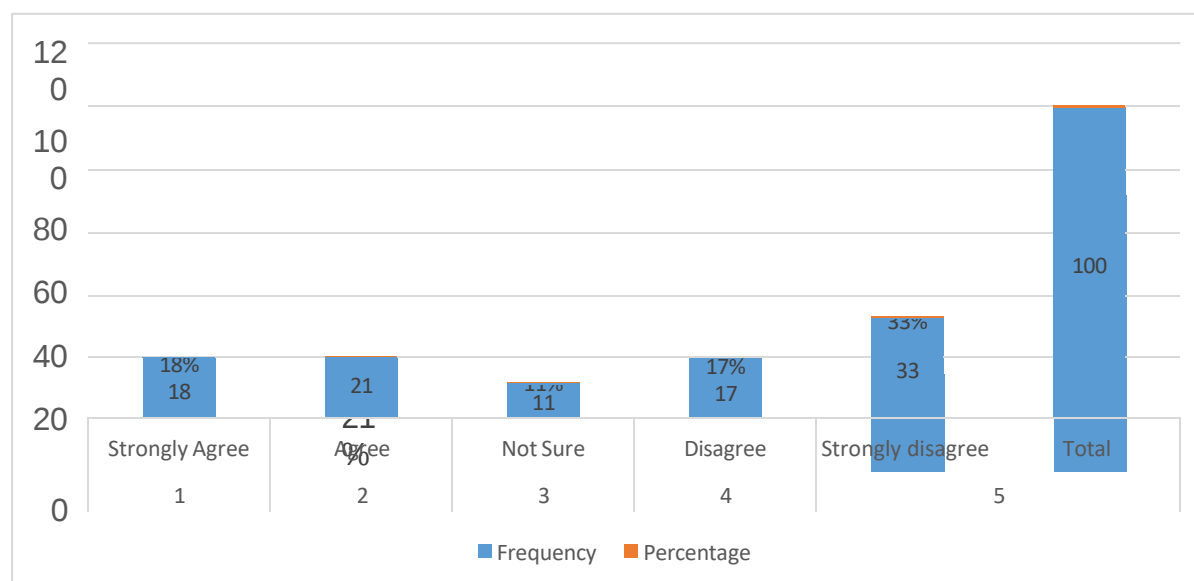
Twenty respondents, representing 20%, strongly agreed that ward councilors serve as the primary means of communication between the municipality and the community, whereas five respondents, accounting for 10%, strongly disagreed with this assertion. A total of 38 respondents (38%) agreed with the statement, while 33 respondents (33%) disagreed. Additionally, 4 respondents (4%) were uncertain about whether ward councilors serve as the active vehicle of communication between the municipality and the community. The findings were supported by SALGA (2022:15), which indicated

that ward councilors serve as the eyes and ears of the municipality, responsible for communicating community concerns and needs to municipal authorities. The Institute for Security Studies (ISS, 2022:27) noted that ward councilors lacking sufficient training in community engagement strategies experience diminished effectiveness in representing community interests. It is essential that municipal officials serving as ward councilors undergo training regarding their job descriptions and specifications. Additionally, they should be instructed on effective engagement with community members to achieve positive outcomes. This training should encompass comprehensive communication about all relevant municipal activities that may impact the community now or in the future.

4.2.3.5 The need for basic services is addressed by the municipal budget

The sentiments of the respondents was required on whether the need to render basic services to the public is included in the yearly municipal budget

Graph 4.6: The need for basic services is addressed by the municipal budget



(Own source)

Graph 4.6 shows that 18 respondents, representing 18%, strongly agreed that the municipal budget addresses the need for basic services, whereas 33 respondents, or 33%, strongly disagreed with this statement. Twenty-one respondents, representing 21%, agreed with the statement, while 17 respondents, or 17%, disagreed. However,

11% of respondents were uncertain whether the municipal budget adequately

addresses the identified needs for basic services. The National Treasury (2022:20) supported the above findings, indicating that in numerous municipalities, the municipal budget does not sufficiently address the need for basic services. The municipal budget, as outlined by the Human Science Resource Council (HSRC, 2020:30), is essential for meeting basic service needs, thereby improving residents' quality of life and fostering sustainable development within communities. The municipality should reassess the prior Integrated Development Plan (IDP) to evaluate whether the community's priority needs were addressed. Additionally, it is essential to utilize the IDP as a framework for fund allocation for service delivery prior to budget drafting, rather than prioritizing other departments at the expense of service delivery.

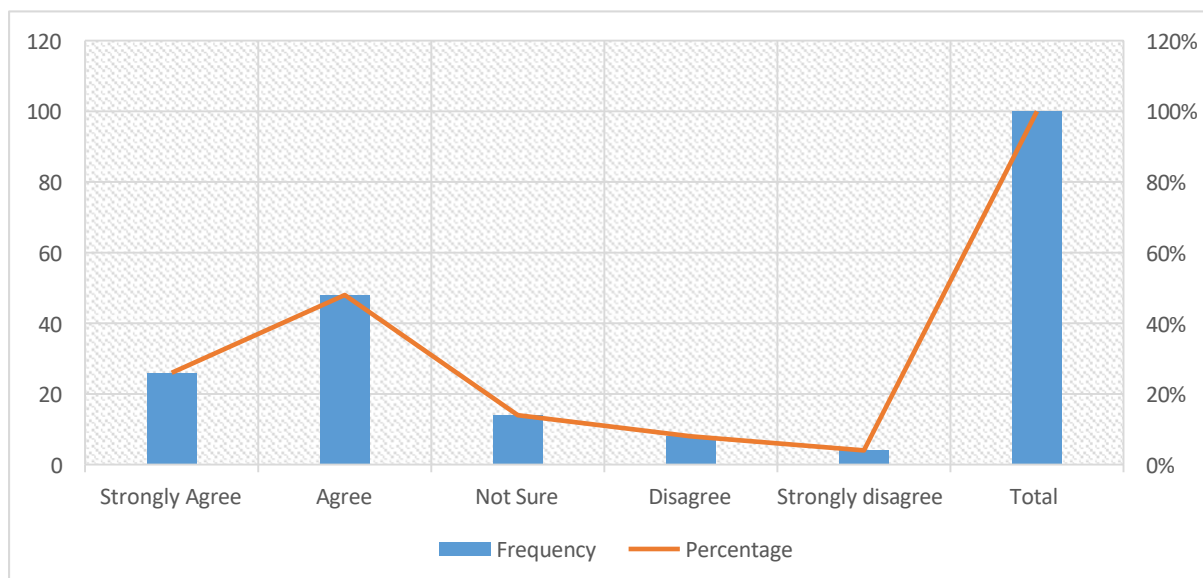
4.2.4 Theme 4: correlation between municipal service delivery and the Batho Pele principles

The data in this theme of the correlation between municipal service delivery and the *Batho Pele* principles. Information will be shown in a table and graphs consisting of frequencies, percentage and followed by a brief interpretation.

4.2.4.1 *Batho Pele* principles and municipal service delivery advocates for the well-being of people.

The study required respondents to share their views on the working together relationship of municipal service and *batho Pele* principles.

Graph 4.7: *Batho Pele* principles and municipal service delivery advocates for the well-being of people.



(Own source)

The graph labeled 4.7 illustrates that 26 respondents, representing 26%, strongly agreed that the Batho Pele principles and municipal service delivery promote the well-being of individuals. Conversely, 4 respondents, or 4%, strongly disagreed. The majority, comprising 48 respondents (48%), expressed agreement with the statement, while 8 respondents (8%) disagreed. In the interim, the number of respondents uncertain about whether the Batho Pele principles and municipal service delivery promote the well-being of individuals stood at 14, constituting 14% of the total. The claims presented above received validation from the Department of Public Service and Administration (DPSA, 2020:5), which elaborates that these principles champion the welfare of the populace by placing their needs and expectations at the forefront of municipal service delivery. The auditor general (2021:27) asserted that insufficient authentic engagement with the batho Pele principles could lead to services that fail to align with community expectations, ultimately diminishing the quality of life for residents. In conclusion, the delivery of sustainable basic services, guided by the principles of Batho Pele, indeed contributes to the enhancement of community wellbeing, albeit in varying degrees according to the diverse needs present.

4.2.4.2 The provision of democratic and accountable basic services ensures peace and unity between community members and the municipality.

Respondents were required to share their opinions with regard to the manner in which the equitable and fair delivery of basic services unites the community and municipality.

Table 4.11: the provision of democratic and accountable basic services ensures peace and unity between community members and the municipality.

Item	Response	Frequency	Percentage
1	Strongly Agree	42	42%
2	Agree	30	30%
3	Not Sure	10	10%
4	Disagree	14	14%
5	Strongly disagree	04	4%
	Total	100	100%

(Own source)

The table presented above (4.11) indicates that 42 respondents, representing 42% of the total, expressed strong agreement with the assertion that the provision of democratic and accountable basic services fosters peace and unity between the community and the municipality. Conversely, 4 respondents, accounting for 4%, strongly disagreed with this statement. A total of thirty-two respondents, representing 32%, expressed agreement with the statement, whereas fourteen respondents, accounting for 14%, voiced their disagreement with it. A total of ten respondents, representing 10%, expressed uncertainty regarding the extent to which the provision of democratic and accountable basic services fosters peace and unity between the community and the municipality. According to Nkuna (2021:72), the establishment of democratic and accountable basic services cultivates peace and unity between the community and the municipality, as it engenders an atmosphere of trust and collaboration. Nkuna (2021:41) noted that the absence of just, equitable, and responsible basic services frequently results in protests concerning service delivery. It can be inferred that the delivery of sustainable, equitable, just, and high-quality basic services fosters harmony and cohesion between the community and the municipality. This is evident as the community is less likely to engage in strikes for services or vandalize property and government assets. Consequently, there will be a greater sense of unity, leading to a prompt response to governmental initiatives such as Imbizo and local elections.

4.2.4.3 *Batho Pele* principles promotes effective and efficient service delivery

In this study respondents were required to share point of view on the importance of utilizing *batho Pele* principles in the provision of services.

Table 4.12: *Batho Pele* principles promotes effective and efficient service delivery.

Item	Response	Frequency	Percentage
1	Strongly Agree	20	20%
2	Agree	58	58%
3	Not Sure	14	14%
4	Disagree	04	4%
5	Strongly disagree	04	4%
	Total	100	100%

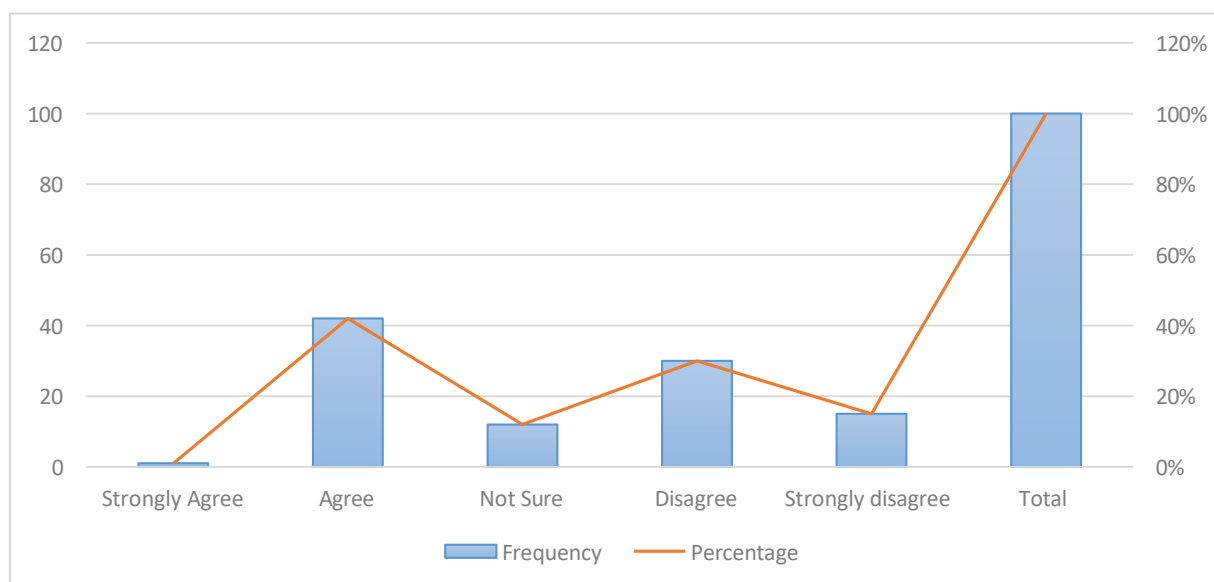
(Own source)

The aforementioned table (12) indicates that 20 respondents, constituting 20%, strongly concurred that the *Batho Pele* principles enhance effective and efficient service delivery, while 4 respondents, representing 4%, strongly opposed this assertion. A total of 58 respondents, representing 58%, concurred that the *Batho Pele* principles enhance effective and efficient service delivery, while 4 respondents, accounting for 4%, expressed disagreement with this assertion. Fourteen percent of respondents expressed uncertainty regarding the extent to which the *Batho Pele* principles facilitate effective and efficient service delivery. SALGA (2022:25) posited that the adoption of the *batho Pele* principles enables municipalities to enhance service delivery in a manner that aligns with the needs and expectations of the citizenry. Notwithstanding their commendable aims, the *batho Pele* principles have faced scrutiny for their failure to facilitate effective and efficient service delivery in actual implementation (SALGA, 2022:20). Prioritizing individuals and demonstrating respect in service provision not only fulfills their needs but also inspires and motivates them to engage in governmental affairs, as they recognize their significance and gain confidence, particularly when the principle of consultation is applied.

4.2.4.4 Municipal service delivery can occur without the Batho Pele principles

Respondents were requested to give their views on how is municipal service delivery without *batho pele* principles.

Graph 4.8: municipal service delivery can occur without the Batho Pele principles.



(Own woman)

Graph 4.8 reveals that there were 01 respondents, constituting 1%, who strongly concurred that municipal service delivery can transpire without the Batho Pele principles. In contrast, 15 respondents, representing 15%, expressed strong agreement with the statement, while 42 respondents, or 42%, agreed with it. Additionally, 30 respondents, accounting for 30%, disagreed with the assertion. Nonetheless, 12 respondents, representing 12%, expressed uncertainty regarding the feasibility of municipal service delivery in the absence of the Batho Pele principles. The assertions presented above are corroborated by the Republic of South Africa (2020:10), which indicated that municipal services may be delivered without adherence to the Batho Pele principles, as these principles serve more as guidelines than as legislative mandates. Nevertheless, the principles of batho Pele, as articulated in the municipal systems act, necessitate that municipalities cultivate a culture of exceptional service delivery that prioritizes the needs and expectations of citizens (Department of Cooperative Governance, 2020:10). It can be asserted that the

provision of effective, efficient, equitable, fair, and impartial services is contingent upon the adherence to and implementation of the Batho Pele principles.

4.2.4.5 Batho Pele principles is of paramount importance in the delivery of basic services as it promotes equitable, impartial and fair services

In the study respondents were required to state their sentiments on the batho pele principles on how it guarantees quality and fair service delivery when applied.

Table 4.13: Batho Pele principles is of paramount importance in the delivery of basic services as it promotes equitable, impartial and fair services.

Item	Response	Frequency	Percentage
1	Strongly Agree	20	20%
2	Agree	48	48%
3	Not Sure	16	16%
4	Disagree	14	14%
5	Strongly disagree	02	2%
	Total	100	100%

(Own source)

There were twenty respondents, or twenty percent, who strongly agreed with the statement that the Batho Pele principles are of paramount importance in the delivery of basic services because they promote equitable, impartial, and fair services. On the other hand, there were only two respondents, or two percent, who strongly disagreed with the statement. Despite this, there were 48 responses who agreed with the statement, that is 48 percent of the total, and 14 respondents, which is 14 percent of the total, disagreed with the statement. There were sixteen (16%) respondents who were unsure as to whether or not the principles of Batho Pele are of the utmost importance in the provision of fundamental services because they promote equitable, unbiased, and fair services. The assertions made above were supported by the Republic of South Africa (2020:10), which emphasized that the Batho Pele principles are of the utmost significance in the provision of fundamental services because they encourage the provision of services that are equitable, unbiased, and fair to all citizens. Despite the assertions made by the Republic of South Africa (2020:10), the concepts of batho pele are not clear enough and do not provide any clear signals for

determining whether or not they have been successful. This makes it difficult for municipalities to put them into practice (DPSA, 2020:15). Taking into consideration the facts presented above, the execution of the Batho Pele principles is necessary for the delivery of basic services that are fair, unbiased, and equitable. Furthermore, this principle encourages members of the community to participate in matters pertaining to government, such as elections at the national and municipal levels.

4.2.5 Theme 5: what are recommended Strategies that can be used effectively implement *Batho Pele* principles in the delivery of municipal services

Data collected in relation to the above theme what are recommended strategies that can be used effectively implement *Batho Pele* principles in the delivery of municipal services was tabulated, charted and graphed for better presentation it included percentages and frequencies, analyzed and then interpreted.

4.2.5.1 Community participation in municipal affairs promote basic service delivery

Respondents were required to give opinions as to whether service delivery can be enhance when the community partake in municipal matters.

Table 4.14: Community participation in municipal affairs promote basic service delivery

Item	Response	Frequency	Percentage
1	Strongly Agree	36	36%
2	Agree	46	46%
3	Not Sure	02	2%
4	Disagree	12	12%
5	Strongly disagree	04	4%
	Total	100	100%

(Own source)

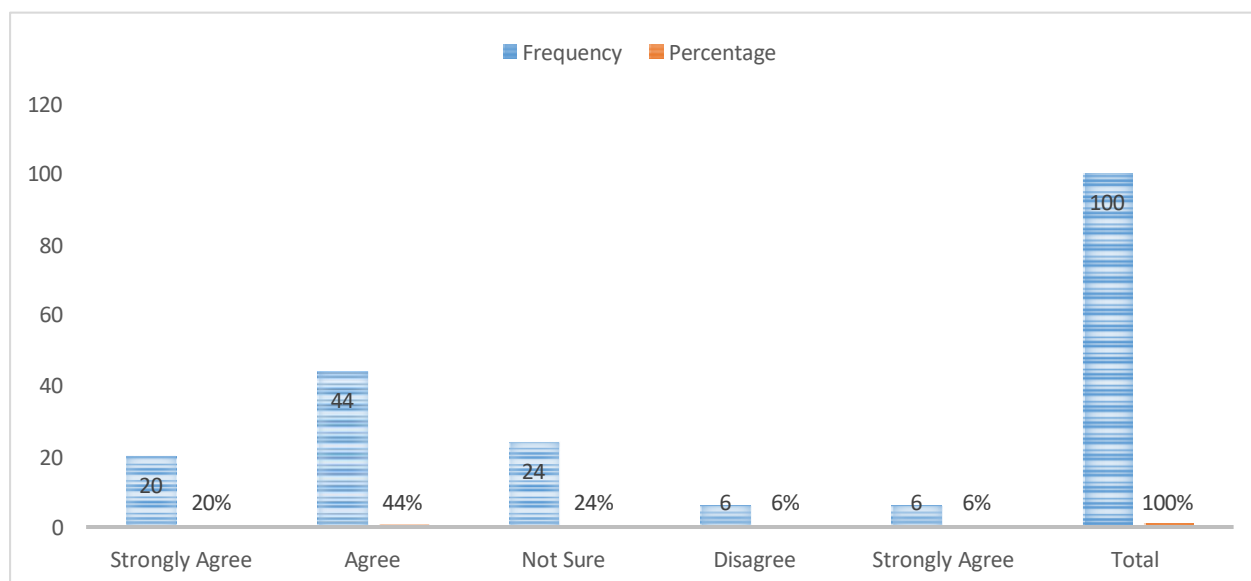
Table 4.14 demonstrates that 36 respondents, representing 36%, strongly agreed that community participation in municipal affairs enhances basic service delivery, while 4 respondents, accounting for 4%, strongly disagreed with this assertion. A total of 46 respondents, representing 46%, expressed agreement with the statement, whereas 12 respondents, accounting for 12%, disagreed. Additionally, 2 respondents, or 2%,

remained uncertain about whether community participation in municipal affairs enhances service delivery. The aforementioned assertions were substantiated by SALGA (2022:20), which posited that community involvement is an essential element in enhancing basic service delivery. Citizens who are actively engaged in municipal decision-making processes are more inclined to hold elected officials accountable for the provision of quality services. The absence of community engagement may result in various adverse outcomes, such as insufficient service provision, inefficient resource allocation, and a deficiency in accountability (Department of Cooperative Governance, 2020:15). This suggests that the preceding statements are accurate; community involvement in municipal matters indeed enhances service delivery. Consequently, municipalities ought to uphold a robust standard of community engagement to effectively address the needs of the populace, as community members will be equipped to precisely identify their requirements and challenges.

4.2.5.2 Local government turnaround strategy fosters the implementation of *Batho Pele* principles

The respondents were asked to share their thoughts as to can *batho pele* principles be put to use without the LGTAS.

Graph 4.9: local government turnaround strategy fosters the implementation of Batho Pele principles.



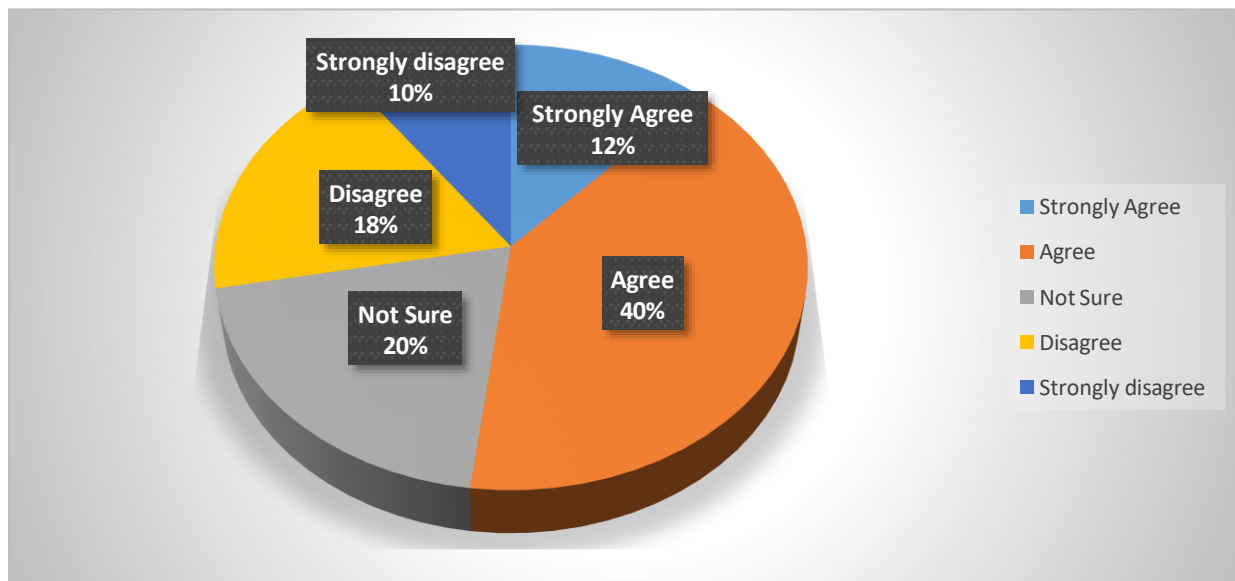
(Own source)

The graph presented (4.9) illustrates that a total of 100 questionnaires were distributed. Among the respondents, 20 individuals, representing 20%, strongly affirmed that the local government turnaround strategy promotes the implementation of Batho Pele principles. Conversely, 6 respondents, accounting for 6%, expressed strong disagreement with this assertion. Additionally, 44 respondents, or 44%, indicated their agreement, while another 6 respondents disagreed with the statement. A plurality of 24% (24) of respondents expressed uncertainty regarding the extent to which the local government's turnaround strategy promotes the implementation of Batho Pele principles. The majority of respondents were supported by the Department of Cooperative Governance (2020:10), which asserts that one of the key objectives of LGTAS is to facilitate the implementation of *Batho Pele* principles, with the aim of promoting a culture of excellence in service delivery. The Department of Cooperative Governance (2020:10) observed that the absence of LGTAS obstructs the effective implementation of the *Batho Pele* principles. The findings indicate that 44 respondents, representing 44%, concurred that the local government's turnaround strategy has the potential to significantly improve the implementation of *Batho Pele* principles. Consequently, it is imperative for the government to earnestly pursue the implementation of this strategy to transform the delivery of services.

4.2.5.3 There are clear channels to lodge complaints regarding basis service at the municipality

In the study respondents were required to state their perspectives on the level of communication and its flow between the public and the municipality.

Chart (pie) 4.4: There are clear channels to lodge complaints regarding basis service at the municipality



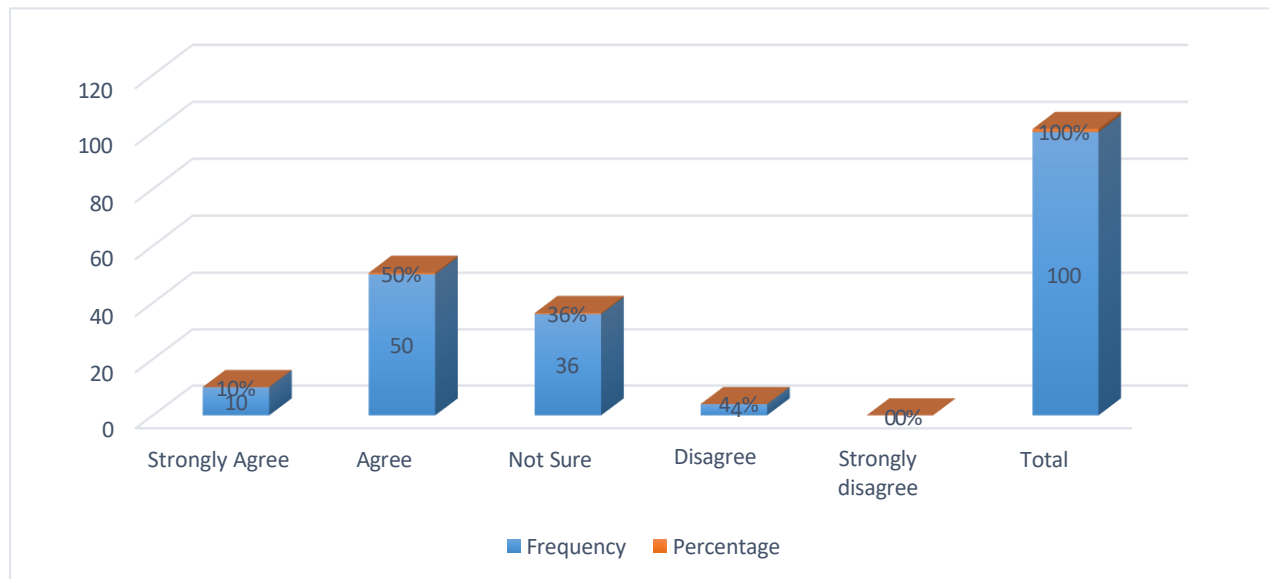
(Own source)

Chart 4.4 reveals that 12 respondents (12%) strongly agreed that clear channels exist for lodging complaints about basic services at the municipality, while 10 respondents (10%) strongly disagreed. Additionally, 40 respondents, representing 40%, agreed with the statement, and 18 respondents (18%) disagreed. Regarding this subject, 20% of respondents disagree that there are clear routes for lodging complaints about basic service performance. The aforementioned allegations were supported by the Department of Cooperative Governance, which claimed that municipalities had established explicit mechanisms for registering complaints concerning basic service delivery to ensure citizens' access to these services. Faguet (2020:10) asserted that the lack of explicit complaint methods may result in several adverse outcomes, diminished public satisfaction, heightened mistrust, and insufficient accountability. The aforementioned results indicate that there are established channels for filing complaints about fundamental services at the municipality, as a majority of 40 (40%) concurred with this statement. This implies that community members and other officials find it straightforward to submit concerns.

4.2.5.4 Public administration principles encourages adherence to the Batho Pele principles.

Respondents in the study were requested to give insights on the influence public administration principle has on *batho pele* principles.

Graph 4.10: public administration principles encourages adherence to the Batho Pele principles.



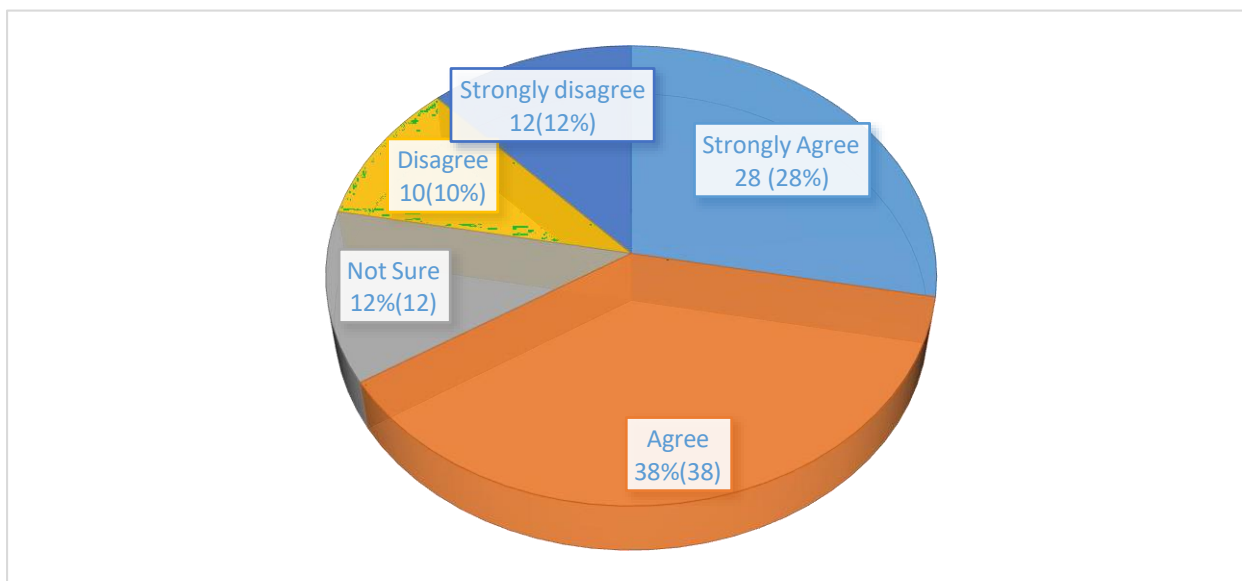
(own source)

Graph 4.10 indicates that were 10 at 10% who strongly agreed that public administration principles encourages adherence to the Batho Pele principles and 0 (0%) respondents who strongly disagreed with the statement, 50 (50%) respondents agreed with the statement and 04 (4%) respondents disagreed with the statement. There were 36% (36) respondents who were not sure whether public administration principles encourages adherence to the *Batho Pele* principles or not. DPSA (2020:10) supported the above majority findings by stating that public administration principles plays a crucial role in promoting adherence to the *batho pele* principles- which are a set of guidelines aimed at promoting a culture of service delivery excellence in the public sector. Inactive public administration principles can hinder adherence to the *batho pele* principles, which are a set of guidelines aimed at promoting a culture of service delivery excellence in the public sector, (DPSA, 2020:10). With the above results there were 50 respondents constituting 50% who agreed that the public administration principles encourages adherence to the *Batho pele* principles it is evident that public administration principles and *Batho pele* principles are hand and glove for effective service provision as they both advocate for equal basic services, therefore the government should try by all means to implement to adhere to this principles to better improve services rendered to the public.

4.2.5.5 Effective municipal ombudsman promotes Batho Pele principles fostered service provision

Respondents were to give their standpoints on how auditor general uplifts the provision of quality and quantity services.

Chart (pie) 4.5: effective municipal ombudsman promotes Batho Pele principles fostered service provision



(Own source)

Chart 4.5 illustrates that 28 respondents, representing 28%, strongly concurred that an effective municipal ombudsman enhances the *Batho Pele* principles that underpin service provision, while 12 respondents, or 12%, expressed strong disagreement with the statements presented. A total of 38 respondents, representing 38%, expressed strong agreement with the statements, while 10 respondents, or 10%, voiced disagreement. Additionally, 12 respondents, accounting for 12%, remained uncertain about the extent to which an effective municipal ombudsman fosters service provision in alignment with *Batho Pele* principles. The assertions presented above are supported by DPSA (202:15), which contends that a competent municipal ombudsman is crucial in promoting the Batho Pele principles, fundamental to improving service delivery in South Africa's public sector. It is evident that the commitment to the *Batho Pele* principles by the municipal ombudsman fosters sustainable basic service delivery within both the community and the municipality.

4.3 ANALYSIS OF DATA COLLECTED THROUGH INTERVIEWS

This section outlines the conduct of interviews with twenty participants, utilizing open-ended questions to gather data aimed at addressing the research questions. These questions focus on evaluating the state of municipal service delivery to local communities, determining the role of Batho Pele principles in service delivery at the Thulamela Local Municipality, investigating the challenges faced by the municipality in providing basic services, examining the correlation between municipal service delivery and the Batho Pele principles, and recommending strategies for the effective implementation of Batho Pele principles in municipal service delivery. The findings from the collected data were interpreted in a narrative format, accompanied by a brief synthesis.

4.3.1 Section A: biographical details of respondents

This subsection will present the personal details of participants in a table format, including gender, age, highest level of education completed, and occupation. This will be followed by a concise synthesis.

Table 4.15 Biographical details of participants

Participant	Gender	Age	Highest level of Education	Occupation
A	Male	46-59	Postgraduate	Municipal Manager
B	Male	36-45	Diploma	Ward Councillor
C	Male	46-59	Degree	LED Manager
D	Female	36-45	Certificate	Community Participation Manager
E	Male	36-45	Diploma	IDP Manager
F	Female	18-25	Grade 8-12	Community Development Manager
G	Male	46-59	Primary	Civic Leader
H	Female	26-35	Grade 8-12	Ward Representative head

(Own source)

Concerning the gender of participants, table 4.15 indicates that participants A, B, C, E, and G were male, whereas participants D, F, and H were female. Despite the researcher's intention to achieve equal gender participation, the results presented in table 4.15 indicate a higher number of males than females who participated in the study. This discrepancy was attributed to their availability in the workplace regarding appointments or placements. Table 4.15 provides further personal information about the participants, including their ages. Twenty participants were interviewed, and their ages ranged from eighteen to sixty years or older. Participants A, C, and G ranged in age from 46 to 59 years old, while participants B, D, and E were between 36 and 45 years old, and participant F was between 18 and 25 years old. Participant H's age ranged from 26 to 35. Table 4.15 shows that there was good and fair participation, since practically every age group took part in the survey. As shown in table 4.15, the highest level of education achieved by the individual, the study focused on participants with primary education to postgraduate degrees. Participant A held a postgraduate degree, participant D had primary education, participant E had certificates, and participants B and G held diplomas. Participants in grades eight through twelve were designated as H and F.

There was only one individual with a degree, participant C. According to the data in table 4.15, the majority of participants finished grades eight through twelve and a diploma, while those with degrees and certificates were average, with only three participants having a certificate, but two having a post-graduate degree. Table 4.15 shows that nearly all of the participants' occupations were different. There were eight kinds of interviewees: municipal manager, ward councilor, LED manager, community development manager, community participation manager, IDP manager, ward representative head, and civic leader. Each of the categories listed above had one participant. The researcher picked these volunteers because they are directly influenced by or related to the research topics, and hence are more likely to provide correct information as they change.

4.3.2 Section B: the efficacy of Batho Pele principles in delivering basic Services: a case of Thulamela local municipality

Data was gathered to address the following inquiries: What is the condition of municipal service delivery to local communities; What is the function of *Batho Pele*

principles in service delivery at the Thulamela Local Municipality; What problems does Thulamela Local Municipality encounter in providing basic services; What is the relationship between municipal service delivery and the Batho Pele principles; and what solutions are advised for the effective implementation of these principles in municipal service provision.

Table 4.16: Themes and sub-themes of the efficacy of Batho Pele principles in delivering basic services: a case of Thulamela local municipality.

Item	Themes	Sub-themes
1	What is the state of municipal service delivery to local communities?	
2	What is the role of <i>Batho Pele</i> principles in delivering service at the Thulamela Local Municipality?	What are the ways that the municipality can follow in order to uphold the role of Batho pele principles?
3	What are the challenges faced by Thulamela Local Municipality in delivering basic services?	What are the challenges faced by Thulamela Local Municipality in implementing batho pele?
4	What is the correlation between municipal service delivery and the <i>Batho Pele</i> principles?	
5	What are the recommended strategies that can be effectively implement <i>Batho Pele</i> principles in the delivery of municipal services?	

(Own source)

4.3.2.1 Question 1: What is the state of municipal service delivery to local communities?

Participants A:

A participant stated that “*local communities have sufficient services*”. According to United nation (2020:12), local communities have sufficient services that are crucial for their overall well-being.

Participants B:

Participant B indicated that *“there is poor service provision”*. The World bank (2022:15) noted that poor service provision is a pervasive issue in many community worldwide, exacerbating social and economic inequalities.

Participants C:

With regard to this question the above participant noted that *“there are limited services”*. United Nation (2020:15) averted that the availability of limited services is a significant challenge facing many communities world-wide.

Participants D:

Based on the question participant D said *“services rendered are minimal”*. The services rendered in many communities are minimal, falling short of meeting the needs of residents, particularly many communities in developing countries, (World Bank 2022:10).

Participants E:

Revealed that *“services rendered hardly caters for the minimum needs of people”*. United Nations (2020:12) stated that services rendered in many communities hardly caters for the minimum needs of people leaving them vulnerable and disadvantaged.

Participants F:

To answer the above question, participant F noted that *“despite the efforts by the municipality to deliver services, the community still lack on the provision of basic needs”*. The World Bank (2022:15) stipulated that many municipalities face significant challenges in providing basic services such as water, sanitation, and health care.

Participants G:

Highlighted that *“the increasing number of service delivery protest clearly shows the poor state of service provision”*. It was noted by the African development bank (2022:12) that service delivery protest have become common feature in many African countries, reflecting widespread dissatisfaction with the quality and availability of basic service.

Participants H:

Participant H, emphasized that *“the provision of basic needs such as water is still a major challenge”*. A report by the world health organization (2022:15) claimed that 785 million people lack even a basic level of service, including 144 million people who drink untreated surface water.

All participants claimed that the state of municipal services to local communities is generally satisfactory regarding delivery, consistency, and quality under TLM. Participants A and B asserted that the municipality must deliver quality, equitable, sustainable, and fair services to the community. Participants C, D, E, F, and G indicated that the municipality can provide only basic needs services, though the quality of provision is inadequate. Participant H contends that, notwithstanding the positive feedback from other participants, the municipality continues to inadequately provide water services. The provided statements indicate that the municipality delivers basic services; however, these services do not consistently meet community needs in terms of quantity or quality. Additionally, it suggests that community members are highly attentive to service provision. Mafunisa (2018:123) back the above assertions by indicating that municipalities deliver basic services such as water, sanitation, and electricity, these services often fall short of meeting the needs and expectations of the community.

4.3.2.2 Question 2: what is the role of Batho Pele principles in delivering basic services at Thulamela local municipality?

Below are the responses by participants as to their perception to the above question.

Participants A:

Revealed that *“the role of Batho Pele principles in delivering basic services include amongst other things the day-to-day delivery of services through promotion of its principles”*. The principles significantly influence the day to day delivery of basic service by promoting a culture of good governance, performance management, and ethical service provision, (Mahlangu, 2020:112).

Participant B:

Based on the question above participant B stated that *“the role of Batho Pele principles in municipality is to provide guidance in which quality and fair services might be*

delivered". The *Batho Pele* principles, introduced in 1997, continue to serve as a

foundational framework guiding municipalities in delivering quality and equitable services to citizens, (Republic of South Africa, 1997:8).

Participant C:

To answer the above question, participant C stated that *is to ensure that community have access to services in a fulfilling manner*. Republic of South Africa (1997:10) asserted that the Batho Pele principles continue to play a pivotal role in ensuring that communities have access to public services in a fulfilling manner.

Participant D:

In response to the above question asked, participant D stated that *“is to ensure the provision of quality services to the communities and implement effective and efficient strategies”*. The Batho Pele principles are designed to ensure that public servants deliver quality services to communities through effective and efficient strategies, (Republic of south Africa, 1997:6)

Participant E:

Participant E responded to the above question by stating that *“is to make sure that the municipality deliver quality services to the people”*. The Republic of South Africa (1997: 5) highlighted that by embracing these principles, municipalities aim to enhance service delivery, promote accountability, and ensure that services meet the needs of all citizens.

Participant F:

Participant F indicated that *“the role of Batho pele principles is to foster adequate provision of services”*. DPSA (1997:10) expounds that integrating the Batho Pele principles into municipal operations is essential for fostering a service-oriented culture and enhancing public service delivery.

Participant G:

To answer the above question participant G noted that *“is to ensure that the municipality provide better services”*. Republic of South Africa (1997:5) indicated that by embracing these principles, municipalities aim to enhance service delivery, promote accountability, and ensure that services meet the needs of all citizens.

Participant H:

Based on the above question participant H revealed that *“the principles administer an accountable, effective an efficient manner of delivering services to the communities and ensure the services are sustainable”*. The *Batho Pele* principles, introduced in 1997, are designed to ensure that public servants deliver quality services to communities through effective and efficient strategies, (Republic of South Africa 1997:6).

All participants emphasized that the function of *Batho Pele* principles in service delivery is to guarantee that services are provided to the public in a sustainable, high-quality, fair, and equitable way. Participant A disclosed that the primary function of the principles is to provide services to the populace. Participant B articulates that the function of *batho pele* principles is to provide directives for service delivery. Participants C, D, E, and G asserted that the function of *Batho Pele* principles is to guarantee that services are delivered to the populace in an effective, efficient, and satisfactory manner. Participants F and H contended that the purpose of these principles is to promote accountable and effective service delivery. From the aforementioned statements, one can deduce that the primary function of *Batho Pele* principles is to guarantee service delivery in an effective and efficient manner.

4.3.2.2 Question 2.1: what are the ways that the municipality can do in order to upload the role of *Batho pele* principles?

Participants A:

To answer the question the mentioned participant revealed that *“the municipality must ensure that community participation is an on-going engagement through suggestions boxes”*. The South African Legislative Sector's Public Participation Framework (2014:17) highlights the use of suggestion boxes as a method for soliciting input, emphasizing their role in fostering transparency and inclusivity in governance.

Participant B:

Based on the above question, participant B stated that *“the municipality must brief newly appointed staff on Batho pele principles and set good roles”*. By incorporating Batho Pele principles into induction training and establishing clear role definitions,

municipalities can enhance service delivery, promote accountability, and ensure that staff are equipped to meet the needs of the communities they serve, (DPSA, 2014:9)

Participant C:

To answer the above question, participant C stated that *“municipal officials must be trained on the municipal by-laws and Batho pele principles”*. Municipalities are encouraged to make induction training, which includes the Batho Pele principles, compulsory for all new employees, (SALGA, 2021:18).

Participant D:

In response of the above question asked, participant D replied that *“they must make sure that they work hand in hand with community members and make follow up as to whether service is rendered effectively and whether the Batho pele principles were utilized”*. Maemu (2021:32) asserted that community participation is essential for fostering effective governance and ensuring that municipal services meet the needs of citizens to enhance transparency, accountability, and responsiveness within local governments.

Participant E

Based on the question above, participant E indicated that *“the municipality must create a culture wherein those who don’t abide by the principles will be imposed to penalties”*. Nkuna (2021:41) ascertained that establishing a culture of accountability within municipal operations is essential to ensure adherence to established principles and standards.

Participant F:

Participant F indicated that *“the municipality must ask the community what they want when and how”*. Madzonga (2020:31) articulated that the municipality has an obligation to engage with the community to understand their needs and preferences.

Participant G:

To answer the above question participant G answered that *“municipalities must raise awareness on what is Batho pele principles and the importance of Batho pele principles”*. Raising awareness of these principles is crucial for municipalities to enhance service delivery and build trust with the communities they serve, fostering a

collaborative environment where services are continuously improved to meet evolving needs, (Nkuna, 2019:22).

Participant H:

Based on the above question participant H revealed that *“the municipality is to ensure communities are involved in the drafting and implementation of IDP”*. Section 152(1)(e) of the Constitution stipulates that one of the objectives of local government is to encourage the involvement of communities and community organizations in the matters of local government, such as the development of IDPs, adoption of annual budgets, and passing of municipal by-law.

With the above statement it is evident that most municipal officials have little or no education on *Batho pele* principles. Participant A, H, D and F stated agreed that community participation must be encouraged and enhanced. Participant B stated that all newly appointed staff must be briefed on what is *Batho pele* and the expectations of service delivery. It was asserted by participant C that municipal officials must be trained and aware of municipal by laws. While participant E stated that there should be penalties imposed for *Batho pele* principles non adherer, while participant G stated that the municipality should raise awareness on the principles by posting them on the walls so officials familiarize themselves with it. With the above responses provided one can state that community participation must be fostered and all community members must be included equally and fairly, however there should be transparency and openness between municipal officials and community members by utilization of *Batho pele* principles, in order to uphold its role.

4.3.2.3 Question 3: what are the challenges faced by Thulamela local municipality in the delivering of basic services?

Participant A:

Based on the above question, participant A contends that *“insufficient budget as we rely on grants from the national treasury as a rural municipality”*. As a rural municipality, we face significant challenges in delivering essential services to our community due to insufficient budget (National Treasury, 2022:10).

Participant B:

The mentioned participant revealed that the above statement occurred “*because of lack of communication with local community*”. Lack of communication with the local community can significantly hinder service delivery, leading to mistrust, dissatisfaction, and ultimately, poor outcomes, (Department of Cooperative Governance, 2020:7).

Participant C:

To answer the above question, participant C stated that “*some services such as roads and water services is done by the district municipality, also electricity by Eskom, which the public are not aware of*”. Despite the critical role that local governments and districts play in delivering essential services, many citizens are not aware of the services that are available to them, (Department of Cooperative Governance, 2020:7).

Participant D:

In response of the above question asked, participant D replied that “*Poor resource management and shortage of the municipal budget*”. Municipalities face significant challenges in delivering essential services to their communities due to poor resource management and a shortage of municipal budget (National Treasury, 2022:10).

Participant E:

Based on the question above, participant E indicated that “*the municipality doesn’t have enough money to accommodate all the villages in the greater Thohoyandou, the budget is not enough to cover people’s needs and expectations*”. According to the National Treasury (2022:12) poor resource management can lead to a shortage of funds, making it difficult for municipalities to deliver essential services.

Participant F:

Participant F depicts that “*the municipality have more people who lack service and because of that corruption takes over*”. Mugabi & Mubangizi (2022:56) averred municipalities with significant service delivery backlogs are often vulnerable to corruption, as the lack of services can create an environment conducive to corrupt activities.

Participant G:

To answer the above question, participant G argued that “there is *no water in some areas of Thohoyandou, the gravel roads are not managed. They don’t care about the streets where community lives*”. Access to clean and potable water is a fundamental human right, yet many communities around the world, particularly in rural and disadvantaged areas, continue to face significant challenges in accessing this essential resource, (World Health Organization, 2020:12).

Participant H:

Based on the above question participant H revealed that

With regard to the above question asked Participant H unearthed that “*shortage of budget and resources is the cause*”. The shortage of budget and resources is a significant challenge facing municipalities, leading to poor service provision and compromising the quality of life for citizens (National Treasury, 2022:10).

The majority of participants indicated that budget allocation and limited financial resources hinder the municipality's ability to achieve its objectives. Participants A, D, E, and H noted the insufficiency of the municipal budget, while Participant B highlighted the lack of communication, community engagement, and participation as challenges faced by TLM. Participant C emphasized that service provision is the responsibility of the district municipality, and Participant G pointed out negligence as another issue confronting the municipality. Participant F claimed that corruption is prevalent within the municipality. A consensus suggests that the municipality should allocate its budget in alignment with the goals and needs outlined in the IDP, accompanied by internal control measures to monitor resource usage and ensure municipal officials fulfill their responsibilities.

4.3.2.3 Question 3.1: what are the challenges faced by Thulamela local municipality in implementing Batho Pele principles?

Participant A:

Based on the above question, participant A, stated that “*simply because we are a rural municipality with low income*”. Poor resource management can lead to a shortage of

funds, making it difficult for municipalities to deliver essential services, (National Treasury, 2022:12).

Participant B:

The mentioned participant revealed that *“they lack Batho pele insight”*. Many municipalities in South Africa lack insight into these principles, which can lead to poor service delivery and a lack of responsiveness to community needs, (Mugabi & Mubangizi, 2022:56).

Participant C:

Participant C argued that *“lack of financial resources”*. According to National Treasury (2022:11) the shortage of budget and resources is a significant challenge facing municipalities, leading to poor service provision and compromising the quality of life for citizens.

Participant D:

It was claimed by Participant D that *“small funds allocation that cannot cater for all municipal trainings”*. Department of Public Service and Administration, (2020:5) noted that the allocation of funds for municipal training is often insufficient, making it difficult for municipalities to provide comprehensive training programs for their staff.

Participant E:

In terms of the question above, participant E asserted that *“major cause is that executive from the top national and provincial government doesn’t do follow up after issuing a budget to monitor if work is done properly”*. Despite allocating budgets to municipalities, executives from the top national and provincial government levels often fail to monitor and evaluate the implementation of these principles, (Department of Public Service and Administration, 2020:5).

Participant F:

Participant F noted that *“they have little budget for conducting training to newly appointed staff”*. Mugabi & Mubangizi (2022:56) asserted that municipalities in South Africa face significant challenges in providing effective training to newly appointed staff due to limited budgets.

Participant G:

To answer the above question participant G answered that “*Ignorance by the municipal staff*”. The implementation of Batho Pele principles, which aim to improve the quality of public services in South Africa, is often hindered by negligence on the part of municipal staff (Mugabi & Mubangizi, 2022:56).

Participant H:

Based on the question, participant H stated that "the government's funding model is not responsible enough to address the needs for municipal by-law implementation." In the opinion of Mugabi and Mubangizi (2022:56), the government's funding approach for local by-law implementation has been challenged as inadequate and unsustainable.

The aforementioned responses underscored the inadequacy of budgetary provisions, the misallocation of funds, instances of negligence, malpractices, limited resources, absence of control measures, and a prevailing sense of incompetence. Participants A, C, D, F, and H identified the inadequate budget allocation as a significant factor, whereas participant B noted that a considerable number of municipal officials lack understanding of *Batho Pele* principles. Participant G articulated concerns regarding the negligence exhibited by municipal officials, while participant E contended that the primary obstacle confronting TLM in the execution of *Batho Pele* principles is the absence of adequate supervision. It is evident that the allocation of the municipal budget should align with the requirements of service delivery and the Integrated Development Plan. Nonetheless, it is imperative for the Auditor General and the Public Protector to undertake investigations and impose consequences on corrupt officials. It is imperative that municipal officials receive training on the principles of *Batho Pele* and understand the appropriate conduct required for effective service delivery, thus necessitating ongoing monitoring.

4.3.2.4 Question 4: what is the correlation between municipal service delivery and the Batho pele principles?

Participants A:

Participant A stated that “*the relationship cannot be measured as municipalities look up to Batho pele principles for the betterment of service delivery*”. The relationship

between municipalities and Batho Pele principles is intrinsic, as municipalities rely on these principles to guide their efforts in improving service delivery (Republic of South Africa, 2020:12).

Participant B:

The mentioned participant revealed *“that municipal service and Batho pele principles prioritizes the people”*. The relationship between municipal service and Batho Pele principles indeed prioritizes the people, emphasizing the importance of putting citizens first, (Mugabi & Mubangizi, 2022:56)

Participant C:

It was indicated by participant C that *“service delivery in the municipality cannot take place without Batho pele principles”*. Republic of South Africa, (2020:5) emphasized that service delivery in municipalities cannot take place without the Batho Pele principles, as they provide the foundation for delivering services that are responsive to the needs of citizens.

Participant D:

The respondent mentioned that *“they go hand and glove to render satisfactory services”*. Service delivery in municipalities is inextricably linked with the Batho Pele principles, which provide a framework for delivering services that are responsive to the needs of citizens, (Department of Public Service and Administration, 2020:3).

Participant E:

Participant E averred that *“prioritizing the well-being of people is to avoid service delivery strikes”*. Mugabi & Mubangizi (2022:60) accorded that municipalities that fail to adopt the Batho Pele principles risk delivering services that are unresponsive to the needs of citizens, leading to dissatisfaction service delivery protest.

Participant F:

Participant F indicated that *“they are similar as they both focus on the wellbeing of community members”*. Department of Public Service and Administration, (2020:3) expressed that municipal service delivery and Batho Pele principles share a common goal: to prioritize the wellbeing of community members, this people-centric approach recognizes that municipal services have a direct impact on the quality of life of citizens.

Participant G:

A claim by participant G was that *“they both ensure that communities are prioritized in terms of service provision”*. Municipal service and Batho Pele principles indeed prioritizes the people, emphasizing the importance of putting citizens first, (DPSA, 2020:15).

Participants H:

Participant H highlighted that *“is to build trust between municipality and its community”*. By embracing these principles, municipalities can demonstrate their commitment to serving the community, thereby building trust and strengthening relationships, (Mugabi & Mubangizi, 2022:56).

The preceding responses lead to the conclusion that municipal services, along with the principles of *Batho Pele*, champion the ideals of effective and efficient service delivery. Participants A, C, and D concurred that the connection between municipal services and *Batho Pele* principles lies in the commitment to delivering effective and efficient services to the public in a manner that is both equal and equitable. Conversely, participants B, E, F, and G asserted that the two are related through their shared advocacy for prioritizing individuals and their well-being. Participant H noted that both parties emphasize the importance of cultivating trust between the municipality and the community members. It is advisable for the municipality to rigorously implement *Batho Pele* principles and provide training for their officials, particularly those responsible for delivering services. Additionally, the distribution of informative booklets to the public would serve to enhance understanding of these principles and municipal services.

4.3.2.6 Question 5: what are the recommended strategies that can be used to effectively implement *Batho pele* principles in the delivery of municipal services?

Participants A:

The mentioned participant above revealed that *“Batho Pele must be implemented using the little budget at disposal”*. South African Government News Agency (2022, March 11) viewed that implementing the Batho Pele principles central to South Africa's

commitment to citizen-centered public service delivery can be effectively achieved even with limited budgets.

Participant B:

Assertion by participant B was that *“the use of monitoring and evaluation tools play a vital role in ensuring proper implementation”*. Kusek & Rist, (2020:12) mentioned that monitoring and evaluation (M&E) play a vital role in ensuring the proper implementation of projects and programs.

Participant C:

Participant C stated that it is essential to *“align policy making and community participation in the implementation.”* Incorporating community participation into municipal policy-making is crucial for fostering democratic governance, improving service delivery, and ensuring that policies align with the actual needs of the population (Petunia & Selepe, 2020:47).

Participant D:

In response to the aforementioned question, participant D replied *“Community’s active members must participate fairly and municipality has to be transparent to communities”*. Masiya, Mazenda, & Davids (2019:101) expound that municipalities play a pivotal role in fostering democratic governance by ensuring transparency and facilitating fair community participation.

Participant E:

To respond to the above question, participant E stated that *“is to use the money in a right way without looting”*. According to Auditor-general South Africa (2023:24) stated that ensuring the prudent management of financial resources is essential for municipalities to deliver effective services and maintain public trust.

Participant F:

Participant F suggested that *“they should include Batho Pele implementation in their annual budget”*. The integration of *Batho Pele* concepts into municipal annual budgets is critical for improving public service delivery in South Africa. This strategic inclusion guarantees that municipalities provide the resources required to maintain citizen-centered services, promoting accountability and transparency (Dpsa 2022:10).

Participant G:

To answer the above question participant G answered that “*all municipal official must adhere to Batho pele principles*”. Naidoo & Ramphal (2019:77) noted that community participation is essential for the effective implementation of Batho Pele principles, which aim to transform public service delivery in South Africa by placing citizens at the center of governance.

Participants H:

Participant H stated that community participation is essential when implementing Batho Pele principles. Community participation is essential for the effective implementation of Batho Pele principles, which seek to reform public service delivery in South Africa by prioritizing citizens in governance (Naidoo & Ramphal, 2019:72).

It can be concluded that community participation significantly contributes to the effective implementation of Batho Pele principles. Participants A and E asserted that the municipality should develop strategies for fund management to address the needs of both the municipality and the community. In contrast, Participant B emphasized the necessity for monitoring and evaluation of resource allocation and the application of principles. Participants C, D, and H indicated that community participation should be improved, whereas participants E and F suggested that the municipality needs to implement measures for fund management. Additionally, participant G highlighted the importance of adhering to established principles. The aforementioned strategies underscore the importance of community participation as a mechanism for effective implementation of Batho Pele principles in service delivery. This engagement ensures that municipalities are informed about the services required by the community, while residents become aware of their entitlements. Furthermore, I endorse the strategy of reporting corrupt officials through internal control measures, including the involvement of the Auditor General and the Public Protector. Such actions can enhance accountability, as individuals found guilty may face significant consequences. Additionally, the knowledge that audits are conducted by the Auditor General may promote better financial management among municipal officials.

4.4 Evidence of the challenges encountered by communities depending on Thulamela local municipality for basic service delivery due to lack of Batho pele principles implementation.

This heading presents concrete evidence of the service delivery challenges encountered by communities within TLM.

Figure 4.1: Road from Thavhani to Netshituni



(Own source)

The figure above depicts the road that connects Thavhani with Netshituni. The road is quite active, but it is quickly ruined; the tarred road has many potholes, making it unsuitable for use by any vehicle. Regardless of the road's state, taxis, buses, vehicles, and pedestrians utilize it every day for a variety of purposes.

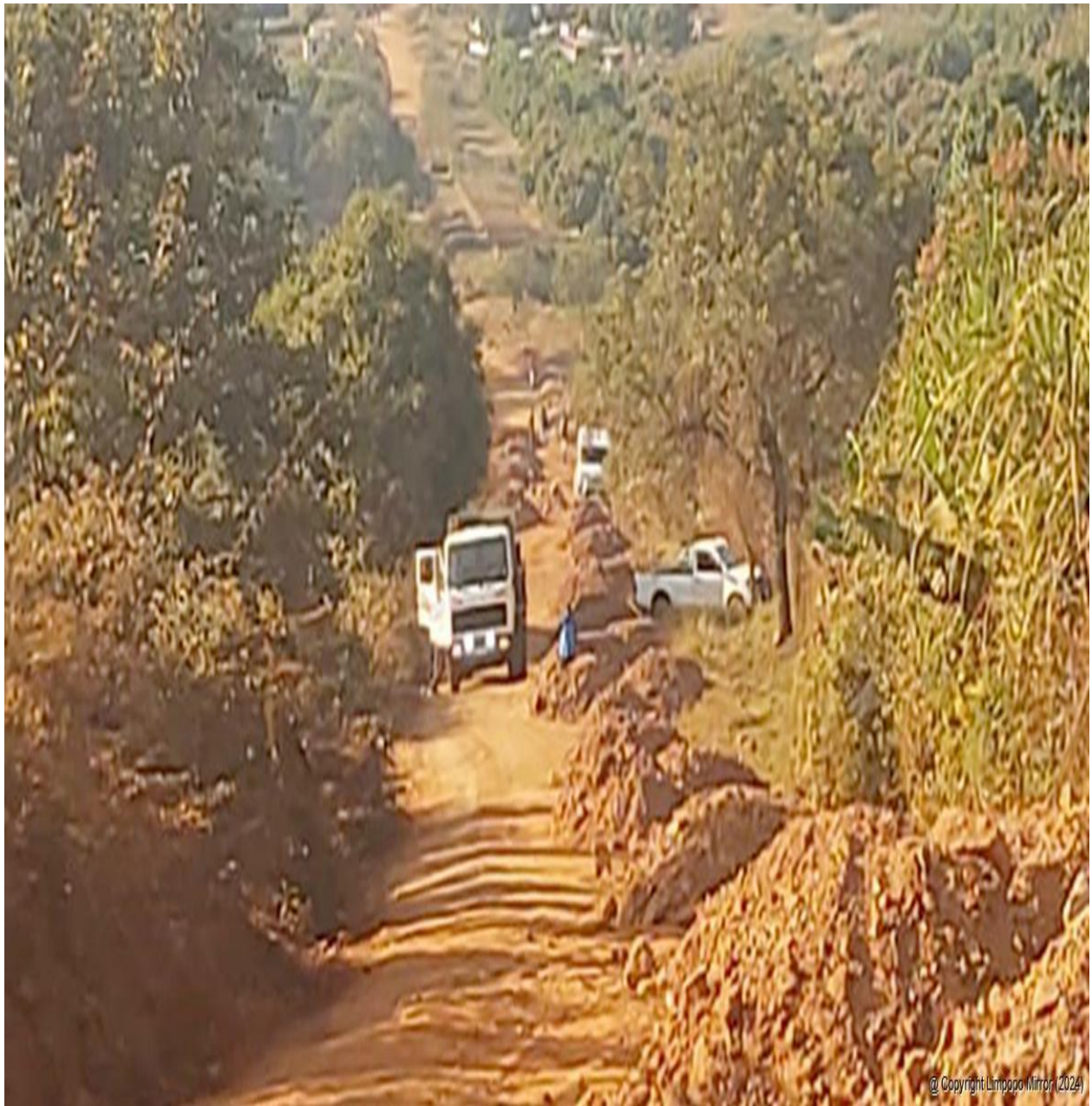
Figure 4.2: Road conditions in Tshilungoma



(Own source)

Figure 4.2 portrays the road condition in Tshilungoma hamlet, which becomes muddy during rainy days, making it impossible for cars to pass, and the road is stony and gradually crumbling. During data collecting, it was discovered that this road was scheduled to be tarred three years ago.

Figure 4.3 road conditions in Mubvumoni, Duvhuledza and Mpandoni



Source (Limpopo mirror, 2024)

Above in figure 4.3 is a picture of loads of gravel that covers half of the road was left behind by Thulamela local municipality, who abandoned the project two months ago, this is a road situation of the 3km stretch of gravel road between Habegwa and Mubvumoni.

Figure 4.4 road conditions at Maungani community



(Own source)

The graphic above depicts a pothole-filled road in Maungani, one of the villages sampled by the researcher within the Thulamela local municipality. The road has numerous potholes that the rain continues to dig out, and it is almost turning into a gravel road, and this is the same road that community members and the ward councillor use on a daily basis to get to work (to the municipality), and it appears that nothing is being done by the local municipality to grade the road and repair the holes before it is completely damaged.

Figure 4.5: water supply at manamani



Source (Limpopo mirror, 2023)

Figure 4.5 exhibits the water supply conditions in Manamani Village. Residents of this village acquire water from a local faucet that only has water once every four weeks; on other days, they get water from a nearby dam where little streams and rivers run (carrying discarded disposable nappies and where animals drink water). However, water is not good for drinking because it smells and tastes like cow poo and contains animal fur.

Figure 4.6: water supply at Muledane



Source (Nkuna, 2021)

The illustration depicts the inhabitants of Muledani village, who line up for water from the water truck, as this represents their sole source of water supply. Members of the community procure water from individuals possessing boreholes at a cost of R2 for a 20-liter bucket. Nevertheless, the municipality appears to be employing strategies to postpone the resolution of the issue at hand.

4.5 SUMMARY

This chapter succinctly delineated the analysis and interpretation of the data gathered by the researcher. The data under discussion was gathered from the sampled population with the aim of fostering a deeper comprehension of the findings related to the research topic. This chapter delineates the presentation, analysis, and interpretation of data into two distinct sections. The first section focuses on the analysis of data gathered via research questionnaires, which is presented in a tabular format, encompassing frequencies and percentages, followed by a concise synthesis. The second section addresses the analysis of data obtained through research interviews, articulated in a narrative format, detailing the various steps undertaken during the data analysis process. The research employed a combination of qualitative and quantitative methodologies to collect data, utilizing interviews and questionnaires directed towards various categories within the Thulamela local municipality. These

categories included the municipal manager, municipal staff, ward councillor, Local Economic Development (LED) personnel, traditional leaders (headman/woman), community development workers, Integrated Development Programme (IDP) staff, ward representatives, selected community members, and civic members. Based on the results of the data collected, presented, analyzed, and interpreted, it can be concluded that the community exhibits a lack of participation in local municipal matters related to service delivery. Furthermore, there is a notable absence of awareness regarding the *Batho Pele* principles, and malpractices such as negligence significantly impede the effective implementation of these principles in municipal service delivery. Nevertheless, the research indicated that the municipality confronts a deficit in the budget designated for the execution of these principles and the provision of municipal services. The findings of the study indicate that the local municipality should facilitate workshops on *Batho Pele* principles to promote community engagement. It is recommended that the municipal public account committee, COGTA, Hawks and the public protector South Africa and the auditor general be invited to investigate instances of malpractice occurring within the municipality. Additionally, the municipality ought to provide training for its officials regarding *Batho Pele* principles and distribute informative booklets to the public outlining these principles and their significance in service delivery.

CHAPTER 5

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The final chapter included an analysis and interpretation of data received from the sampled population via interviews and questionnaires. This chapter provides an overview of the study, the study's primary findings, study recommendations, study limitations, and recommendations for further research on the same and related study topics. Following that, the study's conclusions will be drawn.

5.2 OVERVIEW OF THE STUDY

This study examined the efficacy of *Batho Pele* principles in the delivery of basic services within the Thulamela local municipality. This study aimed to examine the effectiveness of *Batho Pele* principles in the provision of basic services within the Thulamela Local Municipality. The study employed a pragmatic research methodology, utilizing both qualitative and quantitative research methods. The research employed non-probability sampling, specifically utilizing the purposive sampling technique. The study included a structured research questionnaire and an open-ended interview to gather data. The study's precise aims were:

- To examine the state of municipal service delivery in local community.
- To determine the role of Batho Pele principles in service delivery in the Thulamela Local Municipality.
- To investigate the challenges faced by Thulamela Local Municipality in delivering basic services.
- To examine the correlation between municipal service delivery and the *Batho Pele* principles.
- To recommend strategies to effectively implement *Batho Pele* principles in the delivery of municipal services.

And the critical research questions are:

- What is the state of municipal service delivery to local communities?
- What is the role of Batho Pele principles in service delivery at Thulamela Local Municipality?
- What are the challenges faced by Thulamela Local Municipality in the delivery of basic services?
- What is the correlation between municipal service delivery and the *Batho Pele* principles?
- What strategies are recommended for the effective implementation of *batho pele* principles in municipal service delivery?

The data collected through the aforementioned methods were analyzed using two instruments: statistical analysis, which presented information in tabular form detailing respondents' answers in percentages and frequencies, and thematic analysis, which provided a narrative synthesis of the information.

5.3 MAJOR FINDINGS OF THE STUDY

The study's major findings emerged from its research objectives. The objectives outlined in this study aimed to achieve a comprehensive understanding of several key areas: the status of municipal service delivery to local communities; the role of *Batho Pele* principles in service delivery at the Thulamela Local Municipality; the challenges encountered by Thulamela Local Municipality in providing basic services; the relationship between municipal service delivery and *Batho Pele* principles; and the formulation of strategies for the effective implementation of *Batho Pele* principles in municipal service delivery. The interview schedule included two questions aimed at exploring how the municipality can uphold Batho Pele principles and the challenges encountered by Thulamela local municipality in their implementation.

5.3.1 Major findings on the state of municipal service delivery to local communities.

The first objective of the study sought to determine the state of municipal service delivery to local communities. The study found that a majority of respondents, 66% (66), strongly agreed that the services provided to the communities are neither fair nor effective, efficient, or equitable. This indicates that the municipality possesses

sufficient resources, whether in materials or finances, to provide sustainable basic services equitably. The study indicated that 43 respondents, representing 43%, strongly agreed that the municipality's IDP is informed by the community's needs. This suggests that the municipality's Integrated Development Plan (IDP) is aware of the community's needs; however, the failure to address these needs indicates that the IDP is not effectively informed. Data collection revealed that a majority, 82 respondents (82%), strongly disagreed that local economic development (LED) considers community development through service delivery. The results indicate that LED officials do not consider community development through service delivery and fail to implement or apply their training, or they are instructed in the same strategies for addressing service delivery. The researcher identified that 64 respondents (64%) strongly disagreed with the assertion that community members are encouraged to engage in service delivery matters via community stakeholders. This indicates that community stakeholders, such as civic members, ward representatives, and community participation managers, are not effectively raising awareness about the significance of community participation in service delivery issues. The study indicated that 38 respondents (38%) strongly agreed that the municipality possesses sufficient resources to provide sustainable services to the community. The statement suggests that the municipality ought to implement measures to oversee resource utilization, thereby minimizing misuse and waste of resources.

The research interview data collection revealed that the state of municipal services to local communities under TLM is nearly satisfactory regarding delivery, consistency, and quality. The municipality is found to be capable of providing only basic needs services. The study concluded that the municipality delivers quality, equitable, sustainable, and fair services to the community. Despite the positive feedback from other participants, the municipality continues to inadequately provide water services. The statements provided indicate that the municipality does deliver basic services; however, these services frequently fail to meet the community's needs in terms of both quantity and quality.

5.3.2 Major findings on the role of *Batho Pele* principles in delivering services at the Thulamela Local Municipality.

The second objective aimed to elucidate the significance of *Batho Pele* principles in the provision of services at TLM. The study revealed that a substantial majority, comprising 59 respondents (59%), expressed strong agreement regarding the efficacy of *Batho Pele* principles in facilitating effective service delivery. This suggests that the municipality provides services effectively. A significant finding from the researcher indicated that 45% of respondents expressed strong disagreement regarding the adherence of municipal officials to the *Batho Pele* principles aimed at promoting equitable basic services. During the course of the study, it was revealed that 59% of respondents expressed disagreement regarding the accountability of municipal officials in relation to their failure to provide services. The research indicated that half of the respondents, precisely 50%, expressed strong agreement regarding the regular training of municipal officials in fundamental service delivery. This suggests that municipal officials are indeed provided with regular training on service delivery; however, they fail to implement or apply the knowledge acquired during these sessions. A significant discovery from the study revealed that 37% of respondents expressed strong disagreement regarding the community's awareness of the services to which they are entitled. It is apparent that the community lacks awareness regarding service delivery decisions and entitlements, and it is clear that they do not engage in matters pertaining to service delivery.

The study's additional findings, derived from the interview schedule, indicate that the municipality is tasked with the responsibility of delivering services to the public in a manner that is sustainable, high-quality, fair, and equitable. According to the study records, the primary function of the principles is to provide services to the populace. The study also identified a role wherein the *Batho Pele* principles guarantee that services are delivered to the populace in an effective, efficient, and satisfactory manner. The study reveals that these principles aim to promote accountability and enhance the effectiveness of service delivery. The researchers' findings elucidate that fostering awareness of the services to which individuals are entitled is a fundamental aspect of the *Batho Pele* principles in service delivery. The study asserts that the function of *Batho Pele* principles in service delivery is to underscore the importance of adhering to these principles in order to attain effective and efficient service provision.

The findings indicate that the function of *Batho Pele* principles in service delivery is to champion the prioritization of individuals. Furthermore, the research emphasizes that the application of *Batho Pele* principles in the provision of fundamental services serves to improve the dialogue between the populace and the municipality. The research further revealed that the principles of *batho pele* play a significant role in enhancing service delivery. From the aforementioned statements, it can be deduced that the primary function of the *Batho Pele* principles is to facilitate service delivery in a manner that is both effective and efficient.

5.3.2.1 Major findings on the ways that the municipality can utilize to enhance the role of *Batho pele* principles.

From the initial inquiry regarding the function of *Batho Pele* principles in the provision of fundamental services, a subsequent question emerged, aiming to explore the actions that the municipality can undertake to uphold the significance of *Batho Pele* principles. The findings from the interview suggest that fostering and amplifying community participation is essential. The research emphasized the necessity for newly appointed personnel to be thoroughly informed about the principles of *Batho Pele* and the standards of service delivery that are anticipated. The study's findings indicate that penalties should be enforced for non-adherence to the *Batho Pele* principles. Additionally, it is recommended that the municipality enhance awareness of these principles by prominently displaying them on walls, thereby ensuring that officials become well-acquainted with them. The research indicates that the municipality ought to perform monthly assessments regarding compliance with these principles. It is imperative to establish service standards. The investigator determined that municipalities ought to acknowledge and commend exemplary compliance with *Batho Pele* principles and service standards. The study reveals that it is imperative for municipal officials to be actively involved in matters pertaining to service delivery. Municipal officials are compelled to prioritize the principles of *Batho Pele* to maintain their essential function. According to the findings of the study, it is imperative for the municipality to facilitate seminars, workshops, and oversight mechanisms pertaining to *Batho Pele* principles, ensuring that officials adhere to these foundational tenets. Based on the aforementioned responses, it can be concluded that community members do not engage in issues that pertain to them, such as service delivery.

5.3.3 Major findings on the challenges faced by Thulamela Local Municipality in delivering basic services.

The study intended to identify the challenges faced by TLM in delivering basic services, revealing that 40 respondents (40%) disagreed with the assertion that municipal officials promote community participation. This indicates a lack of encouragement for community participation in municipal affairs. The study found that 54 respondents, representing 54%, agreed that non-adherence to the Batho Pele principles impedes the delivery of basic services. This indicates that adherence to the Batho Pele principles continues to pose significant challenges impacting service provision. The study revealed that 48 respondents (48%) disagreed with the assertion that the community is well informed about basic service delivery decisions. The conclusion is that the community does not engage in service delivery issues, and the municipality disregards the expressed needs of community members in the IDP. The study revealed that 38 respondents, representing 38%, concur that ward councilors serve as the primary means of communication between the municipality and the community. The results indicate that all ward councilors serve as a communication linkage tool. The research indicated that 33% of respondents strongly disagreed with the assertion that the municipal budget adequately addresses the need for basic services. This statement indicates that the municipal budget fails to address the essential basic needs of community members.

The study revealed through the interview schedule that budget allocation and limited financial resources hinder the municipality's ability to achieve its established goals. The study indicated a lack of adequate budgetary resources within the municipality. The study indicated that a lack of communication, community engagement, and participation is one of the challenges faced by TLM. The researchers' findings indicate that it is the responsibility of the district municipality to provide services, while also asserting that negligence is another challenge faced by the municipality. The study indicated that the municipality is characterized by corruption and emphasized the inadequate implementation of projects, resulting in a failure to deliver services effectively. The study identified political influence as the underlying challenge faced by TLM. While the study identified maladministration as a challenge facing TLM, it subsequently noted that the employment of unskilled workers obstructs the delivery of basic services. The municipality allocates a limited budget that fails to address the

goals and needs of the community as outlined in the IDP. Additionally, there is an absence of internal formal control measures to monitor resource usage and oversee the performance of municipal officials.

5.3.3.1 Major findings on the challenges faced by Thulamela Local Municipality in implementing *Batho pele* principles?

The initial inquiry regarding the difficulty encountered by Thulamela Local Municipality in providing basic services led to a supplementary question aimed at identifying the obstacles experienced by TLM in executing *Batho Pele* principles. The interview findings of the study indicated insufficient budget, inadequate fund allocation, negligence, malpractices, limited resources, absence of control mechanisms, and incompetence. The study revealed that inadequate budget allocation is a primary culprit and further indicated that most municipal officials lack knowledge of *Batho Pele* principles. The research indicated that insufficient oversight is the primary obstacle confronting TLM in the execution of *Batho Pele* principles. It additionally disclosed unskilled labor as a significant obstacle. The report asserted that nepotism and the mismanagement of funds are primary causes, while it also indicated that malpractices and ethical deficiencies among municipal officials pose hurdles to the application of *Batho Pele* principles. However, the study discovered that inadequate implementation strategies constitute the primary barrier in applying these ideas. A conclusion can be reached that municipal officials lack training in *Batho Pele* principles and appropriate conduct regarding service delivery; hence, they require monitoring.

5.3.4 Major findings on the correlation between municipal service delivery and the *Batho Pele* principles.

The study's fourth objective aimed to identify the correlation between municipal service delivery and *Batho Pele* principles. The findings revealed that 48% of respondents agreed that *Batho Pele* principles support the well-being of individuals in municipal service delivery. The provision of sustainable basic services, guided by *Batho Pele* principles, enhances community wellbeing, contingent upon the varying needs of the population. The researcher found that 42 respondents, representing 42% of the total, strongly agreed that the provision of democratic and accountable basic services fosters peace and unity between the community and the municipality. The provision of sustainable, equitable, fair, and high-quality basic services fosters peace and unity

between the community and municipality, as it reduces the likelihood of service-related strikes by the community. The study indicated that 58 respondents, representing 58%, concurred that *Batho Pele* principles enhance effective and efficient service delivery. This suggests that prioritizing individuals and demonstrating courtesy in service provision not only fulfills their needs but also motivates and encourages their participation in governmental affairs. The study found that 42 respondents, representing 42%, concurred that municipal service delivery can take place without adhering to the *Batho Pele* principles. This indicates that effective, efficient, equitable, fair, and impartial service provision cannot occur without adherence to and implementation of the *Batho Pele* principles. The study found that 48% of respondents agreed that *Batho Pele* principles are essential in the delivery of basic services, as they promote equitable, impartial, and fair services. The findings indicate that the fair, impartial, and equitable delivery of basic services relies on the implementation of the *Batho Pele* principles. Additionally, it promotes community participation in governmental processes, including national and local elections. The findings from the interview underscored that the connection between municipal services and the *Batho Pele* principles is essential for guaranteeing that services are provided to the public in an effective and equitable manner. The study reveals that service delivery and the principles of *batho pele* are interconnected, as both advocate for the prioritization of individuals and their well-being. The research revealed that both *batho pele* and municipal services emphasize the importance of fostering trust between the municipality and the community members. The findings of the study indicate that municipal services and the principles of *Batho Pele* are interdependent in achieving equitable and high-quality services for the public. The research indicated that the relationship is complex, as both the municipality and the populace lack understanding regarding municipal services and the *Batho Pele* principles, along with their respective roles. This represents another significant finding of the study. The study revealed that municipal services and *Batho Pele* serve as the vital conduit of communication between the populace and the municipality. One might suggest that the principles of *batho pele* and municipal service are intrinsically linked, much like a belt and trousers.

5.3.5 Major findings on the Strategies that can be used to effectively implement Batho Pele principles in the delivery of municipal services.

Another objective was to recommend strategies for the effective implementation of Batho Pele principles in municipal service delivery. It was determined that 46% of respondents concurred that community participation in municipal affairs enhances basic service delivery. The results imply that citizen participation in municipal matters enhances service delivery. The survey documented 44 respondents, or 44%, who concurred that the local government turnaround plan promotes the adoption of Batho Pele principles. This indicates that the LGTS plays a significant role in the execution of Batho Pele principles. The researcher discovered that 40% (40) of respondents concurred that there are established mechanisms for submitting concerns about basic services at the municipality. This implies that community members and other officials find it facile to submit complaints. The study's findings indicated that 50 respondents, representing 50%, concurred that basic service delivery may be improved through the local government turnaround method. Public administration principles and Batho Pele principles are inherently complementary for good service delivery, as both promote equitable access to fundamental services. The study indicated that 38% (38) of respondents strongly concurred that a successful municipal ombudsman enhances the Batho Pele principles that underpin service delivery. The commitment to the Batho Pele principles by the municipal ombudsman fosters sustainable basic service delivery within the community and municipality.

The findings from the study interview indicated that the municipality must develop strategies for fund management to address the needs of both the municipality and the community. Additionally, it emphasized the necessity for monitoring and evaluation of resource allocation and the application of principles. The researcher found that community participation needs to be improved. The research indicates that the municipality should implement strategies to regulate fund utilization. The study highlighted the importance of adhering to established principles and advocated for whistleblowing as a solution to malpractices by officials. The study suggested that control measures by the auditor general, public protector, and other Chapter 9 institutions should be implemented to investigate suspected malpractices. The study suggests that, despite all proposed strategies, inclusion in the annual budget is necessary. The study concluded that the municipality should implement the local

government turnaround strategy. The study revealed that public and municipal officials should receive booklets on Batho Pele principles. The study expounded that the municipality should avoid acquiring resources through tenders. The study advised the municipality to employ skilled workers. The study emphasized the necessity of providing Batho Pele training to both new and existing staff members. The aforementioned strategies support the assertion that community participation serves as a mechanism for effective implementation of Batho Pele principles in service delivery. This engagement ensures that municipalities are informed of the services required by the community, while simultaneously educating the community about their entitlements to these services.

5.4 RECOMMENDATIONS OF THE STUDY

This section provides recommendations regarding the effectiveness of Batho Pele principles in the delivery of basic services. The study's recommendations stem from its research objectives, which include: assessing the state of municipal service delivery to local communities; examining the role of Batho Pele principles in service delivery at Thulamela Local Municipality; identifying the challenges faced by Thulamela Local Municipality in providing basic services; analyzing the correlation between municipal service delivery and Batho Pele principles; and proposing strategies for the effective implementation of Batho Pele principles in municipal service delivery.

5.4.1 Recommendations on the state of municipal service delivery to local communities.

Under the mentioned objective's finding, the following are recommendation by the study:

- The researcher recommends that services rendered to communities must be to be fair, effective, efficient, and equitable.
- The study recommends that the IDP of the municipality must be informed about the needs of the community.
- It is recommended in the study that Local Economic Development (LED) should take into consideration the development of communities through service delivery.

- The researcher recommends that the community members ought to be encouraged to participate in service delivery matters through community stake holders.
- The study the study proposed that the municipality create measures to monitor the use of resources, to limit the misuse/wastage of resources.
- It was recommended that the state of municipal services to local communities should be satisfactory in terms of delivery, consistency and quality to the community at all times.

5.4.2 Recommendations on determine the role of Batho Pele principles in delivering service at the Thulamela Local Municipality.

This sub heading presents the recommendation on the mentioned above objective.

- The implementation of Batho Pele principles must ensure effective service delivery, this was a recommendation by the study.
- The study recommends that municipal officials must adhere to the Batho Pele principles to promote equitable basic service.
- The researcher suggested that municipal officials be given training regularly on basic service delivery.
- The study suggested that the community ought to know the services they are entitled to.
- It is recommended by the study that municipal officials must be held accountable for the failure to deliver services.
- The study further recommended that municipality must ensure services are rendered to the public in a sustainable, quality, fair and equitable manner.

5.4.3 Recommendations on the challenges faced by Thulamela Local Municipality in delivering basic services.

The above objective got recommendations as follows:

- The researcher recommends that the municipality must foster community participation
- The researcher recommends that adherence to the *Batho Pele* principles by the municipal officials promote basic service delivery.

- The researcher recommends that the municipality informs the community on basic service delivery decisions.
- The study recommends that ward councillors be active vehicle of communication between the municipality and the community.
- The study suggested that the municipal budget must address the community's need for basic services.
- The researcher recommends that the municipal budget allocation must cater and meet its set goals on public service delivery.

5.4.4 Recommendations on the correlation between municipal service delivery and the *Batho Pele* principles.

The following are the recommendations on the above mentioned objectives:

- The study recommends that *Batho Pele* principles and municipal service delivery ought to advocate for the well-being of people.
- The study recommends the promotion of democratic and accountable basic services ensures peace and unity between the community and municipality.
- The researcher recommends that *Batho Pele* principles promotes effective and efficient service delivery.
- It is recommended by the study that municipal service delivery must occur without the push of *Batho Pele* principles.
- The study suggest that *Batho Pele* principles must be taken into account to promote equitable, impartial and fair services.
- The study recommends that the municipality adhere to the *Batho Pele* principles to render services efficiently and effectively to the public.

5.4.5 Recommendations on the strategies that can be used to effectively implement *Batho Pele* principles in the delivery of municipal services.

The following are recommendations for strategies to effectively implement *Batho Pele* principles in municipal service delivery.

- Community participation in municipal affairs must be strengthened to promote basic service delivery.
- The study recommended that local government turnaround strategy be utilized in the implementation of *Batho Pele* principles.

- The study recommends that there should be clear channels for the public to lodge complaints in the municipality with regards to basic service delivery.
- It is recommended by the study that the local government turnaround strategy be used to enhance basic service delivery.
- The study suggested an appointment of effective municipal ombudsman to promote Batho Pele principles fostered service provision.
- The study recommends that the municipality create measures to manage the use of funds.

5.5 LIMITATION OF THE STUDY

The municipality's permission to undertake the study was not issued immediately. The institution delayed providing the researcher with the ethical approval required for data collection and interaction with the sampled community. The research design and methodology impacted the validity of the study and generalization of the findings. Despite the limits mentioned above, the researcher remained patient with herself, the institution, and the municipality until the final day of completion.

5.6 RECOMMENDATIONS FOR FUTURE RESEARCH STUDY

This study aimed to examine the effectiveness of *Batho Pele* principles in the provision of basic services within the Thulamela Local Municipality. The research primarily concentrated on the Thulamela Local Municipality within the Vhembe district municipality. The researcher suggests that further investigation of the same topic be conducted in various municipalities to obtain diverse perspectives and additional information concerning the effectiveness of *Batho Pele* principles in the delivery of basic services to communities. The researcher recommends that future studies investigate the causes of challenges faced by municipalities and identify factors contributing to the failure of implementing *Batho Pele* principles. Additionally, there should be an emphasis on remedial actions to effectively implement these principles and promote adherence, thereby enhancing basic service delivery. Basic services are crucial for human existence; thus, their inadequate provision presents various challenges to citizens and communities. This situation results in a lack of community participation in municipal activities and hinders community development, contradicting the objectives of the NDP 2030, which could ultimately lead to national decline rather than progress. Additionally, this presents a challenge to Sustainable Development

Goal 6, which emphasizes access to clean water and sanitation as a fundamental necessity. The study findings will enhance community awareness regarding the challenges municipalities encounter in service delivery, clarifying the services that can be anticipated and those that cannot. Additionally, it will highlight the significance of community participation and the application of *Batho Pele* principles in the provision of basic services.

5.7 CONCLUSION

The study comprises five chapters, with Chapter 1 addressing the introduction, background, and problem statement of the research. The study examined the efficacy of Batho Pele principles in the delivery of basic services within the Thulamela Local Municipality. The researcher selected this topic following the observation of non-adherence and negligence regarding the Batho Pele principles, along with the persistent failure to deliver basic services in the Thulamela communities over recent years. The study's background highlights that municipalities are tasked with the obligation to provide services that meet the fundamental needs of all citizens. The problem statement indicates that, despite the existence of a legislative framework for basic service delivery, Thulamela Local Municipality encounters challenges in implementing batho pele principles and in providing basic services. This chapter emphasizes the aims of the study, specific objectives, critical research questions, significance of the findings, delimitation, definition of operational concepts, and organization of the study.

Chapter 2 of the study examined the literature regarding the effectiveness of Batho Pele principles in the provision of basic services. This chapter discussed the theoretical framework for basic service delivery, the relationship between local government and municipalities regarding basic services, principles and approaches to service delivery, challenges in implementing Batho Pele principles, obstacles municipalities encounter in delivering basic services, mechanisms for achieving effective and efficient service delivery, the current state of service provision, and the legislative policy framework governing basic service delivery in South Africa.

The researcher when conducting this study, all scientific principles that ought to be used in chapter 3 of the study, were adhered to. Chapter 3 presented the research paradigm, research design (it used descriptive) and research strategy, where

pragmatic research method comprising of the qualitative and quantitative research methods was utilised. Furthermore chapter 3 presented the study area, population of the study, sampling method and sampling size, data collection, pilot study, data analysis and ethical considerations. For data collection methods the researcher used a questionnaire and interview schedule, where a pilot study was applied to check the accuracy of the questionnaire. The researcher acquired permission to collect data from the university, and all respondents granted to researcher consent to conduct the study as they were fully informed of the need as well as importance for conducting the study.

Chapter 4 presents an analysis and interpretation of data collected from a sampled population through qualitative and quantitative methods, including interviews and questionnaires directed at various stakeholders: the Municipal Manager, IDP Manager, LED Manager, IDP officials, LED officials, Community Development Workers, traditional leaders, ward councilors, ward representatives, civic members, and community members. This approach aims to elucidate the research findings regarding the efficacy of *Batho Pele* principles in the delivery of basic services within Thulamela Local Municipality. The data collected from respondents was tabulated, analyzed, and interpreted, while the information received from participants was narrated and accompanied by a brief synthesis.

Chapter 5 of the study primarily addressed the findings and recommendations. The study presented significant findings regarding the efficacy of Batho Pele principles in the delivery of basic services within the Thulamela local municipality, along with its limitations and future recommendations. The chapter delineated the primary challenges encountered by the municipality, notably insufficient budget, malpractices, and limited resources. The study recommends that the municipality serve as an active conduit for communication and promote community participation to ensure effective and efficient provision of sustainable basic services. Future researchers are encouraged to explore the topic further to uncover new insights and address the recommendations outlined in the study.

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University of Venda
Creating Future Leaders

FACULTY OF MANAGEMENT, COMMERCE & LAW
Department of Public and Development Administration

Enquiries: Zitha H.E Tel No: 015 962 9442

Hasani.Zitha@univen.ac.za

The Municipal Manager
Thulamela Local Municipality
Thohoyandou

**SUBJECT: APPLICATION FOR APPROVAL TO CONDUCT RESEARCH: NKUNA
N.W 16015111.**

1. The above matter refers.
2. This is an application to undertake research study at your Local Municipality by Ms. N.W Nkuna for the purpose of completion of a Master of Public Management degree at the University of Venda.
3. Ms. N.W Nkuna of student number 16015111 is a registered student at the University of Venda currently doing a master's degree in Public Management with a research topic titled *"The efficacy of Batho Pele principles in delivering basic services, a case of Thulamela Local Municipality"*.
4. The data she will collect from officials and communities within the Thulamela Local Municipality through documentation, interviews and questionnaires is only for the purpose of the research study.

Regards,



Dr H.E ZITHA

26 January 2024

Lecturer: Dept. of Public & Development Administration

Date

Email: Hasani.Zitha@univen.ac.za

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:

Ms NW Nkuna

STUDENT NO:

16015111

PROJECT TITLE: **The efficacy of Batho Pele principles in delivering basic services the case study being Thulamela Local Municipality.**

ETHICAL CLEARANCE NO: **FMCL/24/PDN/09/2305**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr HE Zitha	UNIVEN, Public and Development administration	Supervisor
Dr NP Lavhelani	UNIVEN, Public and Development administration	Co-supervisor
Ms NW Nkuna	UNIVEN, Public and Development administration	Investigator – Student

Type: **Masters Research**

Risk: **Straightforward research without ethical problems (Category 1)**

Approval Period: **May 2024 – May 2025**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately,
 - New institutional rules, national legislation or international conventions A it necessary

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: **May 2024**

Name of the RESSC Chairperson of the Committee: **Prof TS Mashau**

Signature




ANNEXTURE B

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Ms NW Nkuna

STUDENT NO:
16015111

PROJECT TITLE: **The efficacy of Batho Pele principles in delivering basic services the case study being Thulamela Local Municipality.**

ETHICAL CLEARANCE NO: **FMCL/24/PDN/09/2305**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr HE Zitha	UNIVEN, Public and Development administration	Supervisor
Dr NP Lavhelani	UNIVEN, Public and Development administration	Co-supervisor
Ms NW Nkuna	UNIVEN, Public and Development administration	Investigator – Student

Type: **Masters Research**

Risk: **Straightforward research without ethical problems (Category 1)**

Approval Period: **May 2024 – May 2025**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
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- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
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- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - Withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately,
 - New institutional rules, national legislation or international conventions A it necessary

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: May 2024

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature




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"A quality driven financially sustainable, rural-based Comprehensive University".



Department Of Corporate Services

Private Bag X5056
Thohoyandou
0950
Limpopo Province
Tel: 015 962 7500
Fax: 015 962 4020

Ref : 4/3/4/1
Enquiries : Mabasa N.H
Tel : 015 962 7514
Fax : 015 962 4020

To : MS N.W NKUNA
From : THULAMELA MUNICIPALITY
Date : 10 SEPTEMBER 2024

Subject : REQUEST TO CONDUCT RESEARCH AT THULAMELA MUNICIPALITY

1. The above matter refers.
2. Kindly note that the permission to conduct research has been granted.
3. For more information please contact Human Resource Section.
4. Hoping that this will meet your favourable considerations.


MUNICIPAL MANAGER: MAKUMULE M.T.

THULAMELA
MUNICIPALITY

ANNEXURE D

INFORMED CONSENT FORM

I, Nkuna Winnies Ndzalama (Student No: 16015111) at the University of Venda, registered for Masters of Administration (MSMM), Department of Public and Development Administration, faculty of Management, Commerce and Law. I am conducting a study on **the efficacy of Batho Pele principles in delivering basic services: a case of Thulamela local municipality**. The purpose of the study is to investigate the efficacy of Batho Pele principles in delivering basic services in Thulamela local municipality, with an intention to recommend strategies to better implement Batho Pele principles for improved delivery of basic services.

I humbly request you to take part in this study by providing responses to the questions posed in the subsequent sections of the questionnaire and interview. The identity of the respondents will be kept secret during and after the research. Respondents have the right to remain anonymous. The names and all identifiable background information of participants will not be disclosed to anyone. The information provided by the respondents will only be used for the purpose of the study.

The participation is voluntary, and respondents may withdraw at any time without any penalty. All questionnaire and interview data will be handled with confidentiality by the researcher. In addition, participants can refuse to answer certain questions if they feel uncomfortable during the process of data collection. Furthermore, respondents will not be exposed to harmful situation where their well-being could be compromised. The respondents will also not be exposed to physical threats during the process of the research. The information that will be provided by the respondents will not be used for any other purpose, except to help the researcher to meet the academic requirements. Any questions or any further clarifications concerning the study can be directed to my supervisors at the following email address: (supervisor) drhasanizitha@gmail.com or (co-supervisor) Phellecy.Lavhelani@univen.ac.za

.....
Ms. Nkuna W.N
Cell: 0834277127

.....
DATE

ANNEXURE E

LETTER TO RESPONDENTS

Enquiry: Nkuna W.N

Cell : 0834277127

Email: kuhlulaakeem@gmail.com

P O BOX 631

GIYANI

0826

10 Sept 2024

Dear Sir or Madam.

I, Nkuna Winnies Ndzalama, am a student at the University of Venda, registered for the Masters of Administration (MSMM) under the Department of Public and Development Administration in the faculty of Management, Commerce and Law. I am required to conduct a study in order to complete my studies. My research topic is: the efficacy of Batho Pele principles in delivering basic services: a case of Thulamela local municipality.

I humbly request your participation in my research by providing me with information regarding the above research topic. The information that you are going to provide me with will be solely used for the for the purpose of this study.

Thanking you in anticipation.

Yours Sincerely,

.....
Ms Nkuna W.N

STUDENT No: 16015111

.....
DATE

ANNEXURE F

RESEARCH INSTRUMENT – QUESTIONNAIRE

THE EFFICACY OF BATHO PELE PRINCIPLES IN DELIVERING BASIC SERVICES: A CASE OF THULAMELA LOCAL MUNICIPALITY

The purpose of the study is to investigate the efficacy of Batho Pele principles in delivering basic services: a case of Thulamela local municipality, with an intention to recommend strategies to better implement Batho Pele principles for improved delivery of basic services. I humbly request your participation by providing responses to the questions posed in the subsequent sections of the questionnaire. Please note that there is no right or wrong answers. Please fill by putting a cross (x) where you feel it is appropriate on the below statements:

SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENT

1.	Age of Respondent	Put a cross (x)
1.1.	18-25 years	
1.2.	26-35 years	
1.3.	36-45 years	
1.4.	46-59 years	
1.5.	60 years and above	

2.	Gender of Respondent	Put a cross (x)
2.1.	Male	
2.2.	Female	
2.3.	If other, please specify_____	

3.	Education	Put a cross(x)
1	Primary	
2	Grade 8-12	
3	Certificate(any applicable certificate)	
4	Degree	
5	Diploma	
6	Post degree	
7	Other (specify)	

4.	Occupation of Respondents	Put a cross (x)
4.1	Community participation staff	
4.2	Municipal staff members	
4.3	Integrated Development Plan (IDP) officials	
4.4	Civic members	
4.5	Community Development Workers	
4.6	Local Economic Development (LED) officials	
4.7	Ward representatives	
4.8	Traditional leader (Headman/woman)	
4.9	Ward representatives	
4.10	Selected community members	

SECTION B: THE EFFICACY OF BATHO PELE PRINCIPLES IN DELIVERING BASIC SERVICES IN THULAMELA LOCAL MUNICIPALITY

Theme No. 1	5. The state of municipal service delivery to local communities	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5.1	Services rendered to the communities are fair, effective, efficient and in an equitable manner.					
5.2	The Integrated Development Plan is well informed about the needs of the community.					
5.3	Local Economic Development take into consideration the development of communities through service delivery.					
5.4	Community members are encouraged to participate in service delivery issues.					
5.5	Municipalities have enough resources to deliver services to people.					

Theme No. 2	6. The role of Batho Pele principles in delivering service at the Thulamela local municipality	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
6.1	Batho Pele principles ensures effective service delivery.					
6.2	Thulamela Municipal officials adhere to the Batho Pele principles to promote equitable delivery of basic services.					
6.3	Municipal officials are held accountable for the failure to adhere with Batho Pele principles in the delivery of basic services.					
6.4	Thulamela Municipal official receive training regularly on basic service delivery					
6.5	Community members are aware of the services they are entitled to.					

Theme No. 3	7. The challenges faced by Thulamela local municipality in delivering basic services	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
7.1	Thulamela Local Municipality official understand the importance of Batho Pele principles in delivering basic services					
7.2	Non-adherence to Batho Pele principles hinder the delivery of basic services.					
7.3	Municipal budget account for the suggested needs by Integrated Development Plan.					
7.4	Ward representative are active vehicle of communication between the community and municipality.					
7.5	Thulamela Local Municipality officials encourage community participation.					

Theme No. 4	8. The correlation between municipal service delivery and the Batho Pele principles	Place an (X) in the box that applies to you					
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	
8.1	Batho Pele principles and municipal service delivery mandate advocates for providing the public with effective and efficient services.						
8.2	Adherence to the Batho Pele principles helps to obtain a balanced perspective and identify creative solutions to municipal basic service delivery.						
8.3	Thulamela local municipality deliver services in terms of Batho Pele principles.						
8.4	Municipal service delivery can occur without the Batho pele principles.						
8.5	The Batho pele principles and Thulamela municipality consults the communities regarding the basic services to be delivered.						

Theme No. 5	9. Recommended strategies that can be used to effectively implement Batho Pele principles in the delivery of municipal services	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
9.1.	Community participation in municipal affairs promotes basic services delivery.					
9.2.	Local government turnaround strategies fosters the implementation of Batho Pele principles.					
9.3.	There are clear channels to channels to lodge complains regarding inactive Batho Pele principles in municipalities.					
9.4.	Public administration principles encourages adherence to the Batho Pele principles.					
9.5.	Effective municipal ombudsman promotes Batho Pele principles fostered service provision.					

“THANKING YOU FOR YOUR PARTICIPATION”

ANNEXURE G

RESEARCH INSTRUMENT - INTERVIEW SCHEDULE

THE EFFICACY OF BATHO PELE PRINCIPLES IN DELIVERING BASIC SERVICES: A CASE OF THULAMELA LOCAL MUNICIPALITY

The purpose of the study is to investigate the efficacy of Batho Pele principles in delivering basic services: a case of Thulamela local municipality, with an intention to recommend strategies to better implement Batho Pele principles for improved basic services. I humbly request you to take part in this study by participating in providing responses to the questions posed in the subsequent sections of the questionnaire. Please note that there is no right or wrong answers. In section A, please fill by putting a cross (x) where you feel it is appropriate on the below statements and in section B, please answer the questions:

SECTION A: PERSONAL DETAILS OF PARTICIPANT

1.	Age of Participant	Put a cross (x)
1.1.	18-25 years	
1.2.	26-35 years	
1.3.	36-45 years	
1.4.	46-59 years	
1.5.	60 years and above	

2.	Gender of Participant	Put a cross (x)
2.1.	Male	
2.2.	Female	
2.3.	Other, please specify _____	

3.	Education	Put a cross(x)
1	Primary	
2	Grade 8-12	
3	Certificate(any applicable certificate)	

4	Degree	
5	Diploma	
6	Post degree	
7	Other (specify)	

4.	Occupation of participants	Put a cross (x)
4.1	Municipal Manager	
4.2	Ward Representative Head	
4.3	Integrated Development Plan (IDP) Manager	
4.4	Community Development Manager	
4.5	Community Participation Manager	
4.6	Local Economic Development (LED) Manager	
4.7	Ward Councillor	
4.8	Civic Head	

SECTION B:

5. THEME ONE: THE EFFICACY OF BATHO PELE PRINCIPLES IN DELIVERING BASIC SERVICES: A CASE OF THULAMELA LOCAL MUNICIPALITY

5.1. What is the state of municipal service delivery to local communities?

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5.2 What is the role of Batho Pele principles in delivering basic services at Thulamela local municipality?

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5.3 What are the ways that the municipality can do in order to uphold the role of Batho Pele principles?

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5.4 What are the challenges faced by Thulamela local municipality in delivering basic services?

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5.5 What are the challenges faced by Thulamela local municipality in implementing Batho Pele principles?

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5.6 What is the correlation between municipal service delivery and the Batho Pele principles?

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5.7 What are the recommended strategies that can be used to effectively implement Batho Pele principles in the delivery of municipal services?

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“THANKING FOR YOUR CONTRIBUTION”

ANNEXURE H

the efficacy of batho pele principles in delivering basic services a case of thulamela local municipality

ORIGINALITY REPORT

6%	3%	3%	5%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Venda Student Paper	2%
2	Submitted to National University Of Science and Technology Student Paper	<1%
3	Submitted to Regenesys Business School Student Paper	<1%
4	Submitted to UNIVERSITY OF LUSAKA Student Paper	<1%
5	Submitted to Midlands State University Student Paper	<1%
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Publication

54 Anakpo, Godfred. "Family Structure, Early Motherhood, Child Outcomes and Well-Being: Evidence from South Africa", University of the Witwatersrand, Johannesburg (South Africa), 2025
Publication

55 Ha Nam Khanh Giao, Tran Dieu Hang, Nguyen Pham Hanh Phuc, Huynh Quoc Tuan, Ha Kim Hong, Nguyen Thi Kim Ngan. "Giáo trình Marketing Du lịch", Open Science Framework, 2022
Publication

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