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**THUSONG SERVICE CENTRE AND SERVICE DELIVERY IN BOTLOKWA
VILLAGE, LIMPOPO PROVINCE**

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Declaration

Student number.....

I declare that **THUSONG SERVICE CENTRE AND SERVICE DELIVERY IN BOTLOKWA VILLAGE LIMPOPO PROVINCE** is my own work and that all the sources that have been used or quoted have been indicated and acknowledged by means of complete references.

.....

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September 2016

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DEDICATION

THE STUDY IS DEDICATED TO THE FOLLOWING PEOPLE:

- My late Mother, Theresa Motlatla;
- My wife Aletta;
- My former supervisor at work , Mr Richard Gerber;
- My Two sons Tshamekang and Malesela;
- My younger brother Stanley and younger sister Emily;
- Three friends of mine , Simon Mahlo, Anna Sekele, Selaelo Masekwameng;

ABSTRACT

The emergence of democracy in South Africa which led to the inauguration of African National Congress in power in 1994, came as a panacea to unlock service delivery backlogs left by the apartheid government. In order to address service delivery backlogs, government had to find effective methods that could be used to offer different government services and information in one central point. Thusong Service Centre was then adopted as an alternative solution and these Centres were rolled out across the country including Botlokwa Village in Limpopo province. Therefore the purpose of this study was to examine Botlokwa Thusong Centre to determine if the centre was able to respond to service delivery challenges affecting the communities of Botlokwa. Literature review in this study, revealed that the provision of effective service delivery requires a government's capability to offer different government services in one central point, and Thusong Service Centres were envisaged to provide such capability. Literature review further suggests that though Thusong Service Centres are able to carry the responsibility of addressing address service delivery role they should be properly managed and financed, and should create job opportunities to the community they serve. These postulations by literature is contrary to the situation in Botlokwa Thusong Service Centre as the findings provides a different picture. The findings derived from the questionnaires which were distributed to the users of the centre revealed that Botlokwa Thusong Service Centre is not properly managed, does not receive any financial support from Limpopo Provincial government, and the Centre is unable to create jobs opportunities for the community of Botlokwa Community. Secondly, due to restrictions imposed on the Centre Manager by the Tribal Authority Office, the Centre Manager could not be interviewed instead a representative from the Tribal Authority Office was interviewed as a person having knowledge of how the Centre came into being. The representative from the Tribal authority revealed that the Botlokwa Thusong Service Centre was able to bring service delivery such as the Department of Home affairs which is able to enable Botlokwa Community to apply identity documents; Eskom from which Botlokwa Community is able to purchase electricity; South African Police Service to assist the Botlokwa Community with services such as certifying of their documents and writing affidavits. Although the Centre is trying to improve the lives of the people by making the above services available, the Centre is

unable to create job opportunities due to lack of financial support from government and private sector but the representative from the tribal authority confirmed that they will continue to engage government and private sector in this regard. The recommendations made by the study, among others, are that Botlokwa Thusong Service Centre should capacitate their employees including the centre manager be entrusted with the responsibility to engage any person without involving the office of the tribal authority. It is important that Botlokwa Thusong Service Centres should endeavour to find alternative sources of finance to help it create job opportunities to sustain itself.

LIST OF FIGURES

Figure 1 - Sector Model of Human Sector

14

ANNEXURES

ANNEXURE: A: letter of Consent letter	95
ANNEXURE: B: Interview questions for TSC Manager:	96-98
ANNEXURE: C: Interview Questions with Official from GCIS Limpopo:	99-100
ANNEXURE: D: Questionnaire for TSC users:	101-109
ANNEXURE: E: Observation sheet:	110-112

LIST OF AGRONYMS

- ABET: Adult basic education and training
- ANC : African National Congress
- CDW : Community Development Worker
- COGHSTA: Cooperative Governance, Human Settlement & traditional affairs
- DPSA : Department Of Public Service And Administration
- EPWP : Expanded Public Works Programme
- GASDP: Geographical Access to Service Delivery Points
- GCIS: Government Communication And Information Systems
- HSRC: Human Sciences Research Council
- HRC: Human Rights Commission
- ICTS : Information And Communication Technologies
- IDASA: Institute for Democracy in South Africa
- IDP : Integrated Development Plan
- IDRC: International Development Research Centre
- LED : Local Economic Development
- LEDET: Limpopo Economic Development Environment and Tourism,
- MFMA : Municipal Finance Management Act
- MPCC : Multi-Purpose Community Centre
- NGOs: Non-Governmental Organisations
- NTF: National Information Technology Forum
- PSC: Public Service Commission
- SASSA: South African Social Security Agency
- SDIP: Service delivery improvement plans
- SDR: Spatial Development Report
- TSC: Thusong Service Centre

TABLE OF CONTENTS

CHAPTER ONE: OVERVIEW OF THE STUDY	1
1.1. INTRODUCTION	1
1.2 BACKGROUND	2
1.3 RATIONALE/MOTIVATION	3
1.4 SIGNIFICANCE OF THE STUDY	4
1.5 PROBLEM STATEMENT	5
1.6 AIM OF THE STUDY	6
1.7 OBJECTIVES OF THE STUDY	6
1.8 RESEARCH QUESTIONS	6
1.9 DEFINITION OF KEY TERMS	7
1.10 RESEARCH DESIGN AND RATIONALE	8
CHAPTER TWO	22
2.1 INTRODUCTION	11
2.2 DEFINING SERVICE DELIVERY	11
2.3 SERVICE DELIVERY PROVISIONING	13
2.4 SERVICE DELIVERY IN SOUTH AFRICA	19
2.4.1 Overview of Service Delivery in South Africa	19
2.4.2. Service Delivery Initiatives in South Africa	20
2.5 THE CONCEPT OF THUSONG SERVICE CENTRE	24
2.5.1. History and Adoption of Thusong Service Centre in South Africa	25
2.5.2. Rationale for the Establishment of Thusong Service Centres	26
2.5.3 Objectives of Thusong Service Centres	26
2.5.4 Management of Thusong Service Centre	27
2.5.5 Services Offered By Thusong Service Centre	28
2.5.6 Benefits Offered By Thusong Service Centres	29
2.5.7 Relationship between Thusong Service Centre & Service Delivery	29
2.5.8. Challenges Experienced By Thusong Service Centres	30
2.5.9 Lesson Learnt From the Establishment of Thusong Service Centre	31
2.6. POLICY & LEGAL FRAMEWORK FOR SERVICE DELIVERY IN SOUTH AFRICA	31
2.6.1 Development Facilitation Act No. 67 of 1995 as Amended	31
2.6.2 White Paper on Transformation of Public Service Delivery 1997	32
2.6.3 White Paper on Transformation of Local Government 1998	32
2.6.4 Code of Conduct for Public Service	33

2.7 BARRIERS TO SERVICE DELIVERY	34
2.7.1 Political Interference	34
2.7.2 Insufficient Budget Allocation	34
2.7.3 Centralisation of Power	35
2.7.4 Inability to Integrate and Align Municipal Finances with Integrated Development Plans	35
2.7.5 Imposition of Foreign Policy Practices	36
2.8 CONCLUSION	37
3. CHAPTER THREE: RESEARCH METHODOLOGY	38
3.1 INTRODUCTION	38
3.2 RESEARCH METHODOLOGY	38
3.3 RESEARCH DESIGN	38
3.2.1 Qualitative Approach	39
3.2.2 Quantitative Approach	39
3.4 STUDY AREA	40
3.5 POPULATION	40
3.6 SAMPLING	41
3.7 METHODS OF DATA COLLECTION IN THIS RESEARCH	41
3.7.1 Interview	41
3.7.2 Questionnaires	42
3.7.3 Observation	43
3.7.4 Documentary Analysis	43
3.8 DATA ANALYSIS	44
3.9 ETHICAL CONSIDERATIONS	44
3.10 LIMITATIONS OF THE STUDY	45
3. 11 CONCLUSION	46
CHAPTER 4: PRESENTATION AND ANALYSIS OF DATA	47
4.1 INTRODUCTION	47
4.2 DATA COLLECTION TOOLS	47
4.2.1 Interview	47
4.2.2 Questionnaires	48
4.2.3 Observation sheet	48
4.3 BRIEF BACKGROUND OF BOTLOKWA THUSONG SERVICE CENTRE	49
4.3.1 Type of service providers and services rendered:	49
4.3.2 Management of the Centre	50
4.3.3 Accessibility of the centre	51

4.3.4 Servicescape	51
4.4 PRESENTATION OF DATA FROM INTERVIEW	51
4.4.1 Interview Questions with representative from Tribal Authority Office	52
4.4.2 Interview with official from GCIS Limpopo Provincial Government	57
4.5 DATA FROM QUESTIONNAIRE	61
4.6 PRESENTATION OF DATA FROM OBSERVATION SHEET.	79
Presentation of Findings on Observation	79
4.7 CONCLUSION	81
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	83
5.1 INTRODUCTION	83
5.2 SUMMARY OF CHAPTERS	83
5.3 SUMMARY OF THE FINDINGS AND RECOMMENDATIONS	84
1. Visibility of the Centre:	84
2. The Role of Thusong Service Centre Manager:	85
3. Composition of the Staff in the Office of the Centre Manager:	85
4. Accessibility of the Centre Services Including People Living with Disabilities	85
4. Conduct of the officials working for the Centre:	86
5. Operating Times	86
6. Suggestion Boxes	86
7. Funding	87
8. Depoliticize Service Delivery	87
5.4 CONCLUSION	87

CHAPTER ONE: OVERVIEW OF THE STUDY

1. INTRODUCTION

The demise of apartheid and the arrival of democracy in South Africa in 1994 brought hope to those South Africans who had been denied their rights to basic services and a decent life. Therefore when African National Congress (ANC) government came to power in 1994, it was faced with a number of challenges relating to service delivery. In agreement Mpehle (2012:52) pointed out that “the democratically elected government led by African National Congress, was faced with enormous challenges of addressing the inherited inequalities of the past, amongst other things, the provision of basic services to the people across South Africa.

These challenges include, poor infrastructure, lack of capacity to deliver basic services, poor health facilities and other related challenges. In order to address the situation the South African government introduced additional local municipalities, but these, on their own are unable to cope with the challenges for various reasons such as limited budget and lack of capacity. In agreement, Phago & Malan (2004:481) argues that it is well known that municipalities are not only under-resourced, but also challenged with regard to their institutional capacity to deliver basic services.

In order to speed-up service delivery, the South African government adopted Thusong Service Centres as one-stop service centres providing information and services to communities, through the development communication approach, in an integrated manner. With their convenient location within mainly rural communities, Thusong Service Centres have the potential to provide a variety of services to the users within reach of their residence. According to Mpehle (2012:52) it became necessary for government to create such one stop shop centre to bring services closer to the people especially the marginalized rural communities. Despite offering a preferred communication method, it could be wrong to assume that these centres are in fact making their expected progress across the country. Therefore the purpose of this study is to examine one such centre namely the Botlokwa Thusong Service

Centre and assess its role in enhancing service delivery in its area of Limpopo Province.

1.2 BACKGROUND

The idea of Thusong Service Centre initially called Multi-Purpose Community Centre, was first conceptualized in the G-7 Information Society and Development Conference (ISAD) held in 1996 in South Africa through the support of the International Development Research Centre (IDRC) (Ladikpo,2005 in Mpehle 2012:52). In 1999, South Africa adopted the concept of Thusong Service Centres, originally known as Multi-Purpose Community Centres. These centres were then identified as the primary focal point at which government can offer a wide range of services and information which could be accessible to the poor community (GCIS 2006:12).

The focus of Thusong Service Centre was on rural and underserved communities with the aim of addressing the historical factors that inhibit citizens from accessing government services and information. Despite being originally a foreign concept, Thusong Service Centres were customized to address South African service delivery challenges, the name change from Multi-Purpose Community Centre symbolising this customization. According to Public Service Commission Report (2012:1) the main objective of the TSC was aimed at providing quality government services and information in an integrated manner and that the community would no longer have to travel long distance to access services in the urban areas. The implementation of Thusong Service Centre was thus fundamentally an attempt by South African government to empower poor communities with access to government services and information to improve their living conditions across South Africa. These Centres were tailored to extent services of government in an integrated manner closer to outlying areas where people lives (GCIS Business Plan 2006:7)

Masango and Mfene (2012:75) argues that though Thusong Service Centres were aimed at enhancing the effectiveness of service delivery, citizens should not be merely passive recipients of service delivery but they should participate in the process, which is made easier through Thusong Service Centres. Thusong Service Centres offer a variety of services ranging through the Department of Home Affairs,

South Africa Police services, Department of Labour, South African Social Security Agency (SASSA), Social Development, Government Communication and information systems (GCIS), the Department of Health, Post Office, library, agricultural extension and municipal service. These services were thus to be made more accessible to the poor and also to ensure that they are able to engage government on service delivery programmes (GCIS,2001:1).To supplement what government offers at Thusong Service Centre, other non government driven services are offered by the private sector such as internet access and other related services. These have the potential to also play a critical role in improving the living conditions of the users. The establishment of Botlokwa Thusong service centre thus provided a wide range of opportunities for government and private entities to transform community members educational, social, and recreational and other related services. For the centre to be effective and fulfil its original planned functionality when it was first adopted, it should be able to respond to the aspirations and needs of the community to enable them to participate in the planning process of service priorities Masango and Mfene (2012:75).

1.3 RATIONALE/MOTIVATION

Thusong Service Centres are an important government service delivery vehicles that have the capability to transform rural communities by providing a variety of government services and information which are essentially needed by residents on a daily basis, such as application for identity documents, certification of documents and other related services. Thusong Service Centres are necessary platforms that have the capability of addressing the service delivery challenges of South Africa especially the poor and the Marginalised GCIS Business Plan (2006:8). In addition the Centres provide employment opportunities to local residents such as administrative positions, cleaning, security services and community projects. These days' communities use the internet to participate in public policy making. They send their service delivery queries to relevant departments verify their marital status online, do internet banking, order books online, receive their telephone bills online and use other services, but it is difficult for the Botlokwa community to enjoy such benefits online because the service centre does not have proper infrastructure and technology. In agreement, Molemole Report (2002:40) states that Botlokwa Thusong

Service Centre was facing service delivery challenges; these included poor infrastructure, lack of dumping site, poor health facilities, poor roads and other related services. Therefore the researcher decided to undertake an investigative study to examine Botlokwa Thusong Service Centre's performance as a government driven programme intended to enhance service delivery.

1.4 SIGNIFICANCE OF THE STUDY

The adoption of Thusong Service Centre in 1999 was premised on the understanding that poor communities have not been able to access basic government services and information. To accelerate service delivery, government rolled out Thusong Service Centre across the country including Botlokwa Village in Limpopo province to address the service delivery challenges experienced by the Community of Botlokwa (GCIS BusinessPlan,2006:8). In agreement Molemole Spatial Development Report (2000:44) states that the Botlokwa Thusong Service Centre is unable to adequate government services such as health services, it has poor infrastructure, its residents are unable to participate actively in public policy making, and cannot transact online and access other related services. It is within this context that the researcher decided to conduct this study in order to more accurately identify all the challenges that affect the Centre in order to advise and recommend possible remedies to government.

The findings of the study are envisaged to benefit various parties in different ways; beneficiaries include government, the residents of Botlokwa and the body of knowledge. The challenges that will be identified by the study will assist the government in its planning so that the Centres become more effective and efficient in enhancing service delivery. The study may also offer an opportunity for the Botlokwa community to engage with the findings and recommendations of the study, therefore empowering them to fully participate in making the Centre viable and to bring about projects that will contribute positively to Botlokwa's socio-economic status. The findings of the study may also identify other services which Botlokwa Thusong Service Centre does not offer which have the capability of bringing more opportunities which could benefit the Botlokwa Community, and recommend how the centre in future can transform their offerings through the adaptation of best practices.

The study will also offer academics and researchers in the discipline of Public Administration a background to engage in further research on other Centres countrywide.

1.5 PROBLEM STATEMENT

According to Department of Public Service and administration Service Delivery Review (2004:14) most of the poor communities in South Africa are unable to access or benefit from the socio-economic programmes which government pursue because of the legacy that was brought by ¹Apartheid. In agreement, Human Sciences Research Council (2004:1) conducted a study which found that 57 % people living in Limpopo and Eastern Cape Province were affected by poverty and unable to access government services between 1996 and 2001.

In addition, a Human Rights Commission reports that research by officials from the Irish embassy revealed that Limpopo is one of the poorest provinces in South Africa; it is largely a rural area with a population of over 5 million people and has the lowest average annual household income in the country. Therefore the Irish embassy decided to partner with the Provincial Government and civil society organizations in Limpopo and worked towards improving services delivery for the poor people in the Province. In order to improve the living conditions in Limpopo the Irish embassy allocated over €3 million to improve service delivery in 2009 (HSRC,2004:1)

According to Davies (1962:1) poor municipal services such as lack of running water, electricity and toilets, especially in informal settlements, unemployment, poor infrastructure, and the lack of houses, if not addressed, will lead to communities losing patience and resorting to protest. According to his theory known as the Davies J-curve “Theory of Revolution”, the individual's situation on its own need not lead to conflict or frustration, but when there is a sudden downturn (e.g. in the economy) so that a major gap is created between expectations and reality, that results in frustration and discontent.

¹ a political system in South Africa from 1948 to the early 1990s that separated the different peoples living there and gave privileges to those of European origin.

1.6 AIM OF THE STUDY

In this study the researcher will examine Botlokwa Thusong Service Centre and Service delivery at Botlokwa Village in Limpopo Province. The study will explore Botlokwa Thusong Centre to determine if the centre is able to respond to service delivery challenges affecting the communities of Botlokwa.

1.7 OBJECTIVES OF THE STUDY

The following objectives have been identified by the researcher as critical for this study:

- To determine if there was a need for government to establish Botlokwa Thusong Service Centre;
- To identify the services which Botlokwa Thusong Service centre offers;
- To determine how the kind of services offered by the service providers at the centre play a role in improving the quality of life of the Botlokwa community;
- To identify the challenges facing the Botlokwa Thusong Service Centre and provide possible solutions to them.

1.8 RESEARCH QUESTIONS

The researcher has identified the following questions as appropriate for the research.

- What prompted government to establish Botlokwa Thusong Service Centre?
- What are services that are offered by Botlokwa Thusong Service Centre?
- How does the kind of service offered by the service provider at the centre play a role in improving the quality of life of the people of Botlokwa community?
- What are the challenges experienced by Botlokwa Thusong Service Centre and how can they be effectively addressed?

1.9 DEFINITION OF KEY TERMS

Research studies make use of specific terminologies to express the meaning of various contexts within study. Therefore it is fundamental that researchers should provide meanings of these terms to assist the readers understand their research studies. The following definitions apply to terms which will be used in this study.

Budget: This is a financial plan for a specific period in which specific amounts of money are allocated for specific purpose Van der Waldt (2007:187). There are various types of budgets; (a) Forecast budgets in which the figures from the previous year are often used as estimates for the current year, the (b) Performance Budgets in which estimates are made on upcoming revenues and expenses through assessing each item on the income statement and giving it a percentage of expected change from the previous year. (C) Cash budgets which focus on how cash will be used through the year.

Councilor: This means a member of a municipal council as defined by Local Government Municipal Structure Act 117 of 1998 (Local Government Municipal Structure Act 117, of 1998). There are two categories of councillors, Ward councillors and Public Relations councillors. These latter councillors are elected through party lists and are primarily accountable to the party. A Public relations Councillor may interact with local and provincial party structures and may sometimes serve as a substitute chairperson on Ward Committees in cases where Ward Councillors cannot be present. Ward Councillors, on the other hand, are expected to make sure that the concerns related to the wards they serve in are represented in Council (Centre for Policy Studies 2012: 12).

Information and Communications Technologies (ICTs) is an umbrella term that includes any communication device or application, encompassing: radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as videoconferencing and distance learning. Information and communication

technologies are transforming career information and guidance services, just as they are transforming service delivery in other sectors e.g. banking and health services (Watts 2001:3).

Poverty: According to Hahangwivhawe (2005) in Feuerstein (1997:206). Poverty is a condition of being in want of the essential elements that are required to sustain human life and human health. It means experiencing scarcity and deficiencies, and existing in a state of deprivation, or often of multiple deprivations.

Thusong Service Centre: Thusong service Centre, formerly known as Multi-Purpose Community Centres (MPCCs), are one stop Centres that provide integrated services and information from government to communities close to where they live, as part of a comprehensive strategy to better their lives (GCIS Business Plan, 2006:2). According to Mpehle 2012 in Benjamin (2008:2) states that Multipurpose Community Centre is an adequately resourced establishment in which government provides diverse services to a community in an efficient, cost effective manner, and enables a community to develop itself through programs initiated by both government and the community involved.

Traditional Leader: means any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional Leadership and Governance Framework Amendment Act No. 41 of 2003.

1.10 RESEARCH DESIGN AND RATIONALE

According to Hussey and Hussey (1997:54) research design is the overall approach to the research process. Research design ranges over the theoretical process that underpins the collection and analysis of the data. In agreement Catherine (2002:14) states that Research design is the conceptual structure within which research would be conducted. Although the study is exploratory in nature the researcher will apply both qualitative and quantitative methods. With regard to qualitative approach, the researcher will have the opportunity to take an overview of the centre, observe how

people use the Centre, how accessible it is, what services are offered, and whether the community is able to access services offered by the centre. In the quantitative approach the researcher will measure how many people visit the centre, how many service providers are found in the centre, the number of staff within the centre and similar aspects. Cormack (1991:126) suggests that the use of multiple methods of research such as quantitative and qualitative can be used to gain a total picture of some phenomena, explaining Triangulation as a process that occurs when two or more research methods are being used independently to check each other.

Tashakkori & Creswell (2007:59) argue that mixed qualitative and quantitative research methods help the investigator to collect and analyze data, integrate the findings, and draw inferences using both methods of research in a single study or a program of inquiry. With regard to qualitative methodologies, Brynard & Hanekom (2006: 37) argue that they allow the researcher to know people personally, to see them as they are, and to experience their daily struggles when confronted with real-life situations. Since qualitative methodologies are descriptive in nature, descriptive design methods assist in providing answers to the questions such as who, what, when, where and how things are associated with a particular research problem. Qualitative methods have the ability to convey the richness and intensity of details in a way that quantitative research cannot.

According to Brynard & Hanekom (2006:37) qualitative research methods allow for more detailed investigation of issues , they are able to answer questions such as , who is affected (by the issue) why, what factors are involved, do individuals react or respond differently to each other or not. As mentioned above, the researcher will also use quantitative methods. According to Aliaga & Gunderson (2002:1) quantitative methods explain phenomena by collecting numerical data that are analyzed using mathematically based methods, in particular statistics. Hussey and Hussey (1997:12) argue that the quantitative research approach provides objective and unbiased results that have not been influenced by the researcher.

1.11 OUTLINE OF CHAPTERS

This section focuses on the summary of each chapter but more details of each is dealt with later in the report.

Chapter one describes the purpose of the study, objectives and the reasons for undertaking it. This chapter also describes the research problem, aims, objectives and the significance of the study. Since research studies use different concepts to explain phenomenon and other aspects, this chapter also defines the various terms and concepts to be used.

Chapter two synthesizes existing information related to the topic. This literature research lead to better understanding of the issue being investigated. The researcher uses a variety of literature that is appropriate for the study like journals textbooks, newspaper, government policies, legislation, regulations, strategies, policy directives, internet articles, and reports, and bilateral agreements

Chapter three focuses on the research elements which will be employed to obtain research data. The chapter specifies the place of research, descriptions of participants, the sampling techniques and instruments for collection and measuring data as well the steps or procedures that was used for obtaining data. Techniques employed in analysing data are also discussed in this chapter.

Chapter four focuses on the data analysis methods. The researcher presents the results and make recommendations. The researcher also uses a context chart to investigate the context of the data found during the research followed by a thematic analysis. The researcher formulates themes or headings to explain the data and findings.

Chapter five provides the summary of the issues under investigation; an overall interpretation of the results, make recommendations and propose a model for further improvements to the running of the centre and also for further research in this area.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter complement chapter one which is a framework for the study on Thusong Service Centre and Service delivery in Botlokwa. The purpose of chapter one among others, was to clarify the problem statement, outline the aims, objectives, research questions, define the concepts, define the methodology to be used in the study and other specific intentions which this study will undertake. Therefore these chapter is divided into two sections. Section one focuses on the definition of service delivery, it examines the theoretical perspective of service delivery theories, and the initiatives implemented to address service delivery backlogs in South Africa. The chapter further look at policy and legal framework adopted by the South African government to drive service delivery programme and barriers to service delivery.

Section two focused Thusong Service Centre. The section define Thusong Service Centre and look at historical development of Thusong Service Centre and the rationale for adopting Thusong Service Centre in South Africa. The section further look at the objectives of Thusong Service Centre and how Thusong Service Centre being managed. Other aspects which the section looked at is the type of services and benefits offered by thusong Service Centres, the legal framework and relationship between service delivery and Thusong Service Centre. The section concludes by presenting the challenges faced by Thusong Service Centre.

2.2 DEFINING SERVICE DELIVERY

Research studies uses concepts and terminologies to explain why and how things happens in order to give context to the study. The definitions of these concepts and terminologies are defined in various parts of the study where there have being used in including service delivery which is defined below.

According to Ngwakwe (2012:311) Service delivery refers to the provision of Public goods and services by the government as custodian of public wealth. However,

Crous (2004:574), states that service delivery is a process of the implementation of laws and the provision of services and products that constitute governance. So the assertion by Crous, suggest that the improvement made in South Africa by implementing policies such as White paper on transformation adopted in 1998 and other legal frameworks defines service delivery. Kanyane (2012:78) argues that public service delivery is more concerned with the provision of services by government and public entities to communities. Therefore the proposition made by Kanyane bring a different dimension, which is the infrastructural aspects. The physical infrastructure such as Thusong Service Centre, Post Offices and others similar institutions which are currently considered as the point of service provision justify the hypothesis made by Kanyane. These infrastructures are normally build next to where people stay in order to make it more convenient for them and to reduce their time of traveling long distance to access government services.

Humphrey (1998:14) states that the definition of service delivery is broad in that it suggests that government plays a crucial role in the provision of services and in doing so, it should then make informed decisions about what type of services should be offered to the people. The author further states that where government is involved in service delivery, the public should be given opportunity to participate in service programme priorities. This will ensure that they become receptive of those services. The author further states that in order to ensure greater consultation with community, government should determine the level of participation by citizens and such must be communicated to the public. According to De Loo, 1992:195) in Phago (2010:128) he point out that the existence of local government structure formed within the democratic environment, plays an essential to enhance service delivery. In South Africa, when policies and legislations are developed, departments are forced to engage the public by inviting comments and inputs on policies or legislations. The process of inviting public participation does not only promote compliance with legislation, but rather to ensure that the community are receptive to such policies or legislations.

To support Humphrey with regard to the role of public participation in service delivery discussion, Kondlo (2010:385) postulates that public engagement is important but suggests that imbizos should not be ignored because they are important form of

communication between government and its people. Imbizo is a forum created by government to interact with people to determine their service delivery challenges and service delivery priorities. The forum was adopted by politicians in South Africa after the 1994 democratic elections and is still being used as engagement mode by government to get the views of the people about their service delivery needs and challenges across the country in order to align government plans with those needs.

In closing the above discussion, it is noticeable that from the definitions above, scholars share the same sentiments on who should provide services (which is the Municipality) and who are the beneficiary (which is the community) of the services. Another key lesson learned from the definitions relates to engagement between government and the people. Therefore it can be argued that the government is already engaging communities through mechanisms such as the IDP and the Local Economic Development (LED) processes and other related service delivery programmes aimed at addressing service delivery challenges. Therefore the next section look at the theory of sectors that attempt to provide perspective on the role of various sectors in the provisioning of service delivery.

2.3 SERVICE DELIVERY PROVISIONING

There are several theoretical frameworks that have been developed by scholars and academics as a guide to assist governments to address service delivery challenges. According to Morgan (1995:729) it is important to note that in any industrialised country, services that are required by people occupy largest portion of economic sector as such this forces government to stretch its resources to respond to service delivery needs. The key drivers of service delivery provisioning is the growth of population and the living patterns of people. Therefore to respond to service delivery needs, policy makers and administrators are expected find alternative models that could assist their governments to address service delivery challenges. These theory is based on a model structure that attempt to explain the relationship between service delivery and the demand sector. The demand sector represent the community because of their expectations from their government to serve them with basic services such as water, education, and health. So the proponents of these model decided to develop theory called Theory of Sectors due to the relationship

which government has with its community and how the community is able to push government to deliver what they want. Therefore more details of these theory is detailed below.

2.3.1 Theory of Sectors

The proponents of these theory believes that there are various sectors which play a vital role in the provision of service delivery but these sectors can only render service delivery if they work together. These sectors are considered as a model for service delivery because of their capability of being able to respond to the human needs. These are demand sector, service delivery sector, staff sector Management sector and lastly policy sector. Therefore below is the depiction of the sector model followed by explanation of each sector Morgan (1995:729).

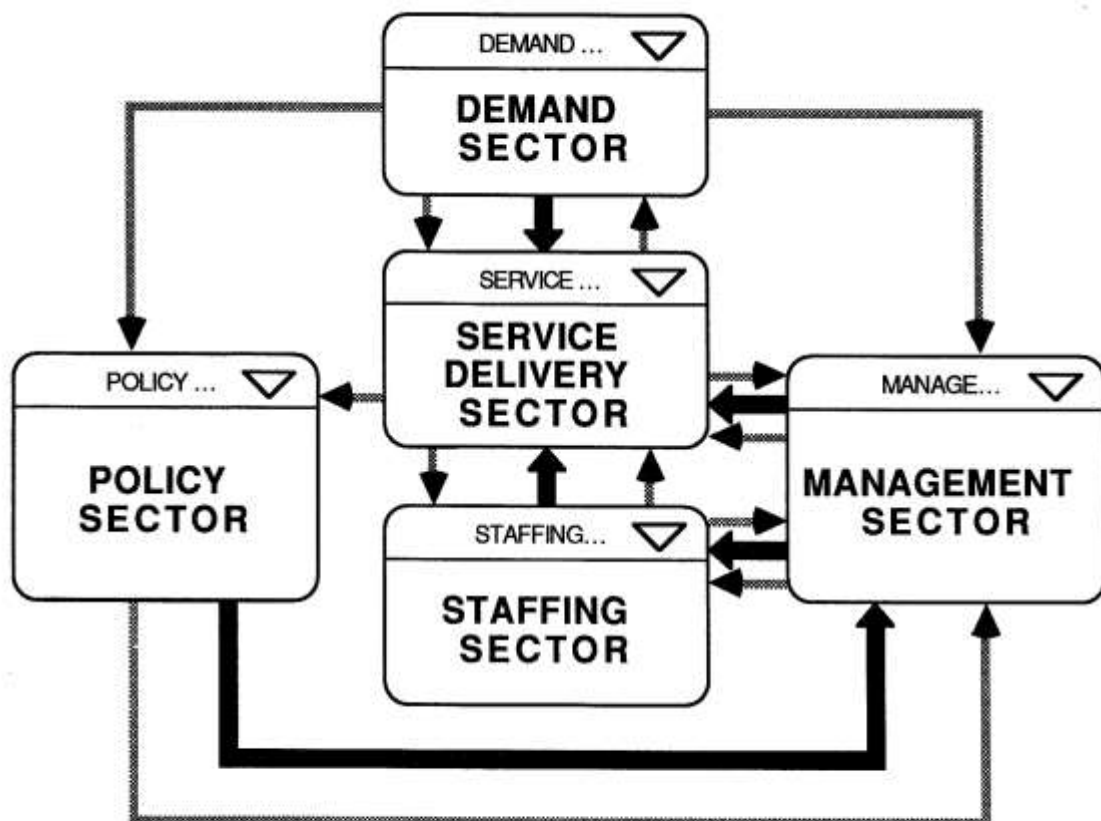


Figure 1: Sector Model of the Human Services

Morgan (1995:729)

2.3.1.2 Demand Sector

This sector is represented by the community. This is because the community is regarded as those who are in need of government services and information Morgan (1995:730). To contextualise the theory within these study, the demand sector is represented by the community in a particular geographical area who expect government to provide them with basic services such as water, electricity, education and health services. In this case it is Botlokwa Community as this study focuses on their Thusong Service Centre which is expected to provide government services to them. Since the community needs are many and difficult to deal with them in short period of time, the use of technology such as Computers may assist the officials of municipalities to address service needs and resolve service queries without delay. According to Jacobs (2006:4) the demand sector can be served well through the use of (ICTs) Information communication technologies in case where government means of delivering services to the community is not functioning well. These Technologies can be cyber-labs which are equipped with computers and internet which enable people to surf the net to view government services such as tenders, Draft policies, vacancies and other services. The author caution Municipalities to stop relying on national or provincial government on service delivery strategies but suggest that Municipalities should be creative enough to come up with their own service delivery programmes and strategies to adress their service delivery needs and challenges. In agreement Pretorius and Schurink (2007:1) argues that local government is no longer an extension of the national provincial spheres of government, it has become an independent sphere in its own right.

To conclude the above discussion, it is true that the community represent the demand sector and surely they do expect government to provide them with basis services at all times. Furthermore, the study agree with Raga, Taylor and Gogi (2012:1) that municipalities must think on their own to devise strategies which could best address the needs of their own constituencies than to rely on provincial and national government.

2.3.1.3 Service Delivery Sector

This sector is called the supplier sector because it is considered as the one that carries the responsibility of producing goods and service (Morgan1995:731). To contextualise this theory, Municipalities are therefore regarded as the service delivery sector solely because they are responsible for the provision of government services such as water, sanitation, refuse removal and other basic services. Nkuna and Nemutanzhela (2012: 211) point out that local governments are responsible for service delivery and this role is located within the statutory provisions and powers of local governments. Venter (1998:201) states that local government is the sphere of government that is closest to its constituents as such it carries the responsibility of providing a wide range of services that affect the lives of community within a particular geographical area.

To summarise what the above authors say, local government carries the responsibility of making sure that communities get government services and information at all times. In order to be effective and avoid unnecessary protests, Municipalities should take advantage of being closed to the Community by consulting them when service delivery priorities are determined as suggested by Venter (1998:201).

2.3.1.4 Staffing Sector

The proponents of these sector believes that the role of personnel or labour force is essential in any organisation as they are the ones who does the work. This sector is responsible for the actual provision of services to the target population. Therefore in order for the services sector to perform its role effectively, the sector should employ enough personnel who are qualified to do the job in their respective sections or divisions Morgan (1995:731). According to Levin and Tadelis 2010:1) local government can be able to provide services either using its employees or private sector providers. To contextualise these theory, it is the responsibility of Municipality to employ enough personnel with relevant skills and competencies in order to render quality and effective service. These personnel should be accountable and be

responsible for their actions at all times to ensure the smooth running of the municipality. In order to cope with huge service delivery activities at faster pace, these officials may be required to use technologies. However, Ngwakwe (2012: 311) suggest that the use or application ICTs in service delivery provision is not easy as one may think but require training. It is the responsibility of Municipality to ensure that the officials are trained on how to operate technology to assist them to perform their functions. An example could a Municipal clerk whose job is to sell prepaid electricity using Computer. This would require such clerk to have undergone a basic computer course and to understand the procedure on how such service is supposed to be sold. In concluding these discussion, Municipalities should hire qualified people and put in place training programmes to ensure that their personnel are properly trained on the operations of municipalities and how to render effective service to its community. In addition if technology is considered as alternative service delivery intervention, training of officials on how to use such technology to render service delivery is crucial.

2.3.1.5 Management Sector

This sector is the decision making body within the institution. The sector is responsible for developing the vision and mission of the institution and setting goals or what the institution exist to achieve. In order to achieve its goals, the sector should make rational decisions regarding proper allocation of resources that are needed to carry out its activities Morgan (1995:733). To contextualise these theory, Municipal council, Mayor and other committees of the municipalities who represent the management component as the theory suggest, are responsible for making service delivery decisions and thus they carry the responsibility of allocating enough budget to address service delivery needs.

The role of Management within municipality should focus on taking decisions that support service delivery than to enrich themselves with government resources. Mpehle (2012:222) state that as long as councillors see leadership and management as a means of enriching themselves, service delivery crisis that is happening in municipalities will continue. These tendency by councillors and other officials of municipalities continue even on tender processes. They flowed tender process by appointing people who are close to them who their intentions is to obtain funds than

to serve the people. According to the study conducted by Mpehle (2012:222) he found that 91% of the respondents alleged that huge amount of money within municipalities are always reported missing.

To conclude the above discussion, it is note-mentioning that the role of management in an organisation is to give strategic direction to ensure that the goals of the organisations are achieved. The same approach should be considered by municipal councillors, mayors and municipal committees to provide leadership and take into account the needs of the people when making service delivery decisions than to consider decisions that enrich themselves.

2.3.1.6 Policy Sector

The proponents of this sector believe that the success of any institution lies on its ability to craft good policies and plans. These plans or policies are able to assist the institution in various respects such as to purchase and allocate resources to help the institution to realise its goals Morgan (1995:734). The contextualisation of these theory suggest that Municipal Policies such as buy-laws and other instruments are relevant and appropriate point of departure when they do their service delivery plans. According to PSC (2012:13) non-compliance with White paper of transformation, in particular Batho-Pele principles has led to most of the department failing to develop service delivery plans and this was the case with local government.

When municipalities ignore their own buy-laws or regulations, it will lead to poor service delivery and misuse of funds. According to Mpehle (2012:217) any public service department that performs well is the one that has good policies, in that way it is able to fight corruption, though this is not a guarantee because the successful implementation of policy requires monitoring and evaluation of such policies to determine if they were able to bring the desired results. Lloyd and Mey (2005:1) states that once corruption emerge resulting from none-compliance with strategies and policies, corruption will result in stagnation of service delivery. Sangweni and Balia (1999:11) point out that although it is the prerogative of government to have strategies to guide their service delivery programmes, such strategies surely should be in place to prevent official (the corruptee) and some members of the public who are corrupt (the corruptor) from engaging in activities that undermine and eradicate

ethical values in the work place. The example of corrupt activities take place in various sectors. According to Davenport, 1991; Lemon, 1987; Mackay , 1996 in Phago (2010:118) argue that the impact of corruption and corrupt activities in matters of service delivery and the colonial legacy play a big role in both the development and implementation of housing policy conditions in Gauteng province, and this has been observed in recent years in south Africa.

To conclude the above discussion, the above scholars share the same sentiments on the role of policies and strategies in a Municipality. It is clear that any attempt by Municipalities to ignore its own by-laws or regulation, such ignorance will encourage unethical behavioural pattern amongst the officials and this will to lead to corrupt practices. Therefore the study encourages Municipalities to craft good regulations and by-laws that are tailored to address service delivery needs in order to improve the lives of the people.

2.4 SERVICE DELIVERY IN SOUTH AFRICA

The previous discussion looked at the theoretical models of service delivery and how institutions should be managed to respond to the customer's expectations including the need to change the manner in which they render government service delivery. So the next part focuses on service delivery in South Africa.

2.4.1 Overview of Service Delivery in South Africa

The provision of service delivery in South Africa before 1994 has been a challenge across the country. When the African National Congress (ANC) took over the government after the 1994 democratic elections they had to deal with service delivery backlogs left by apartheid government. The ANC government was then forced to put in place plans and strategies on how they can best improve service delivery to cater South Africans irrespective of their colour or race. Du Plessis (2012:13) postulates that the change from apartheid domination to democratic form of government did not only restore political equality to the majority of South African citizens, but instead it was meant to eradicate inequality of service delivery brought about by the previous political order. The author further argues that it was important

for government come up with improved mechanisms or strategies that would improve Service delivery. To speed-up service delivery process, South African government introduced numerous service delivery initiatives which are discussed below:

2.4.2. Service Delivery Initiatives in South Africa

The new political order brought by African National Congress (ANC) when they took over government after 1994 democratic election, had to deal with service delivery setbacks that were caused by apartheid domination. In order to address these setbacks, the new service delivery interventions were introduced and these are detailed below:

2.4.2.1 Community Development Workers

One of service delivery programme introduced by government to deal with service delivery backlog was to implement (CDWs) Community development workers programme across the country. Community development workers can be defined as participatory change agents who work in the communities where they live, and to whom they have to answer for their activities. They are required to help people in communities to improve their own lives and to understand how they can participate in the various government plans for development in their communities (DPSA, 2007: 14).

According to PSC (2012:50) Community Development Workers Programme is considered as one of the special programme by government to ensure that the previously disadvantaged communities have access to government services. These are services such as health, welfare, housing, agriculture, education and training, and employment opportunities and other government services and information. According to (Mpehle, Ntombela and Penciliah 2010:370) service delivery cannot take place if there are no necessary inputs in a form of adequate resources. Therefore Community development workers were thus considered as one of essential human resources that could assist government to improve service delivery. (Raga, Taylor, Gogi 2012:235) argues that Community development workers should not only provide government services but, they should improve the living standards

of the poor and make them aware of their constitutional rights to basic government services such as the right to have clean water, the right housing and other related rights. They are different ways which were considered appropriate from which Community development workers can render government services to their communities. According to (GCIS 2008) in (Mpehle 2012:56) Thusong Service Centres was one of the appropriate platform which community development workers, community based organisations and (NGOs) none governmental organisations can use to render government services and information to the communities.

To conclude the above discussion, the work of community development workers will remain critical, so government should continue to explore better ways of re-enforcing their capability to make them sustainable where they are, across all provinces.

2.4.2.2 Batho-Pele Principles

In order to instil discipline and professionalism amongst government officials, government adopted “Batho-Pele” meaning People first. The purpose of Batho-pele principles was to encourage public officials across government to provide services responsibly, be accountable, and be transparent and to comply with service standards to ensure that community receive quality services. According to Sibanda (2014:20) Batho-Pele principles were designed to guide how government services should to be rendered and the manner in which service delivery functions is supposed to be carried out by government officials.

Nzimakwe and Mpehle (2012:210) states that in order for government to implement Batho-Pele principles, organisational culture of Public institutions should change to accommodate these principles. Joshi (2010:3) indisputably agreed to eight principles but argued that accountability and transparency are critical. Accountability put pressure on public servants to account on their actions whereas transparency caution them to avoid deviating from spending public funds irregularly or without following normal legal framework.

According to Rocha Menocal and Sharma (2008) in Joshi (2012:3) the enforcement of accountability normally leads to increased responsiveness on the part of providers

or government departments and that it lead to improved access, quality of services, and consequently better developmental outcomes. In conclusion, the authors have recognised the importance which eight principles of Batho-Pele can play in improving service delivery and the need for institutions to change to ensure that public servants live these principles. Lastly, Transparency and accountability are singled out because they force public servants to account on their actions and to be transparent when dealing with allocation of funds.

2.4.2.3 Establishment of Local Governments

In order to strengthen and support government efforts to address service delivery, local governments were established. The reason for establishing Local governments was that it will lead to the formation of municipalities across the country to deliver services to the people. According to Nkuna and Nemutanzhela (2012:211) local governments are responsible for service delivery and this role is located in within statutory provisions and powers of local governments. The author further argues that Local government is the right sphere of government that could deal with services such as water, sanitation, housing and other related services because they are close to communities. Reddy (1999:10) point out that local governments should take the role of providing service delivery to defined geographical areas simply because national government cannot respond to all the needs of the people located at the local level. According to Sibanda (2012:1) states that local governments should take a lead in the provision of services to communities in a sustainable manner as stipulated by Sec 152(b) of the Constitution of South Africa. The Constitution outlines the objectives of local government and one of these objectives is “to ensure the provision of services to communities in a sustainable manner” (RSA Constitution, 2003:78)

2.4.2.4 Service Delivery Improvement Plans

One of the essential task which African National Congress (ANC) was faced with after taking over in 1994, was to capacitate the state institutions. Service delivery improvement plans such as (IDPs) integrated Development plans were introduced to address service delivery and these plans were to be implemented by municipalities.

According to Masehela, Mamogale, Makhato (2012:347) IDPs can be useful if they are approved with budgets and once such approval is done, municipal council are therefore constitutionally liable as they are expected to exercise oversight by monitoring funds to ensure that service delivery outcomes are achieved.

To support service delivery improvement plans, a programme called trainer-train was introduced. The purpose of this programme was to ensure that those who have knowledge or expertise in service delivery should be able train others who have little knowledge or does not have expertise on how to render service delivery within public service. According to Makhado (2011) in Masehela, Mamogale, Makhato (2012:350) municipal councils does have to rely on government for support but also from dedicated co-ordinators, researchers and legal advisors to ensure that they take informed decision regarding service delivery issues. To conclude these discussion, it should not be presumed that municipal managers and officials have absolute competencies in the running of municipalities. There should be provision made to engage professionals such as from academia on matters relating to development IDPs plans and budget.

2.4.2.5 Formation of Ward Committees

Government introduced ward committees to address service delivery issues at various wards or sections of urban and rural areas. These ward committees were established in terms of Sec 72(3) and 74 (a) of Municipal system Act of 2000. These section makes provision for the establishment of ward committees in local and metropolitan municipalities to enhance participatory democracy in local government to deal with service delivery Municipal System Act (200:67). The ward committees are responsible for addressing community needs and represent them in other forums where service delivery issues are raised. This is to ensure that those people who want to participate in government programmes and policy making can do so as part of government planning process and this will makes them feel empowered. Others may prefer not to take part on service delivery discussions, but could be represented through ward committee forums. According to Russel and Bvuma (2001:244) communities should participate in decision making process relating to service delivery which directly affect them in this case it makes them to be receptive to such

services. According to Masud (2011:51) participation on service delivery issues is not enough but they should also play a role in contributing to budgetary process to ensure that municipalities are held accountable. Therefore it can be concluded that the implementation of ward committees have already been happening though one may not provide evidence on their impact in this study.

2.4.2.6 Geographical Access to Service Delivery Points

The other initiative adopted by government to address service delivery challenges was to implement geographical information system. These system was developed by the Department of Public Service and Administration. The purpose of the system was to map out and depicts the geographical location of service delivery points of key service delivery departments i.e. Department of Home affairs, South African Police Service. The system is able to provide government with information about whether there are enough service delivery points to meet the needs of the people in a particular area, whether they are optimally located and to determine if the service points have enough personnel to render services to the people or not DPSA (2007:26). According to Mpehle and Nzimande (2012:287) the fact that government is able to allow the community to participate in service delivery dialogue by allowing them to list their service delivery needs is noteworthy however, appropriate services points where such services are to be rendered should be considered, and the access points for example could be Thusong Service Centres. Therefore to ensure that core services are offered, DPSA consistently interact with department of home affairs, labour and others to determine if their services are accessible to the communities or not.

2.5 THE CONCEPT OF THUSONG SERVICE CENTRE

According to PSC (2012:1) Thusong Service Centre is defined as a mechanism to achieve integrated service delivery in line with government vision of creating a better life for all. According to (GCIS, 2009) in Naidoo (2010:6) Thusong as a concept refers to a place that offers assistance in Sesotho. Mpehle (2012:53) in Benjamin (2008:2) defines Thusong Service Centre formerly known as (Multipurpose Community Centre) as an adequately resourced institution in which government provides different services to a community in an efficient, cost effective manner, and

it enables a community to develop itself through programs commenced by both government and a community involved. According to Jacobs (2006:1) Thusong Service Centre have been identified as the primary vehicle through which government is able to communicate government programmes because Thusong Services Centres have the capability of offering a wide range of services that communities can use to empower themselves. (GCIS, 2006:1) defines Thusong Service Centre formerly known as Multi-Purpose Community centre as one stop centres responsible for the provision of integrated services and information from government to communities close to where they live as part of a comprehensive strategy to better their lives. Therefore from the above definitions, these scholars share the same sentiment of because they believe that Thusong Service Centres have the capability to offer different government services and information in an integrated fashion to its users in a particular area.

To conclude these discussion, the implementation of Thusong Service Centres in South Africa, is considered as a mode that is able to cluster government services and information together to benefit the communities.

2.5.1. History and Adoption of Thusong Service Centre in South Africa

According to (Ladikpo, 2005, in Mpehle 2012:52) the concept of Thusong Service Centre became popular in the early 18th century and it became the most preferred mode of service delivery for many nations. Although, it was first implemented in Europe however, in South Africa, the idea was first conceptualized in the G-7 Information Society and Development Conference (ISAD) held in 1996 in South Africa through the support of the International Development Research Centre (IDRC) (Ladikpo 2005). Despite the Conference, the former President Thabo Mbeki also emphasised the need to explore various modes which government could uses to deliver services and Thusong Service Centres appeared to be the preferred method which South Africa Could adopt. Therefore In 1999, South Africa adopted Thusong Service Centre as a primary vehicle through which government information and services are able to be offered in one central. In order to cover all provinces in the country including Botlokwa Village, South African government then build one Thusong Service Centre in each district. Therefore by December 2004, Sixty-five

centres were established (and subsequently a further 21 have been set up, bringing the total to 87 by March 2007) with more than 700 services provided in areas that were not previously serviced. By the end of March 2012, at least 171 Thusong Service Centres were in operation, and contributed to the expansion of infrastructure for access to information and services citizens can use GCIS (2006:12). To conclude these discussion, the adoption of Thusong Services Centres appeared to have been the alternative solution to address service delivery as this can be witnessed by the implementation of these initiatives in Botlokwa and other places. However weather these centres especially Botlokwa Thusong Service centre was able to achieve service delivery goals of providing the Botlokwa Community with government services or not is yet to be uncovered in the study.

2.5.2. Rationale for the Establishment of Thusong Service Centres

There are number of reasons which prompted government to implement Thusong Service Centres in South Africa. Firstly, most communities had no access at all to government services and information where they resided. The second one was that even those who could access government services and information could do so but, had to travel long distance to access them from different government departments. Therefore in order to make these services conveniently accessible without the community being to travel long distance, Thusong Service Centre was considered as an alternative technique that has the capability of offering wide range of government services in one central point. According to (PSC, 2012:1) the main objective of the TSC was aimed at providing quality government services and information in an integrated manner and that the community would no longer have to travel long distance to access services in the urban areas. To conclude these discussion, Thusong Service Centre is still being considered as the alternative approach that can offer wide range of services for a particular community.

2.5.3 Objectives of Thusong Service Centres

There are number of objectives which South African government aimed to achieve when Thusong Service Centres were implemented. According to (PSC, 2012:1) the key objective for implementing Thusong Service Centre was to serve as one stop

centre where people can access government services and information from one central point without any difficulty. (Ladikpo, 2005, in Mpehle (2012:54) argue that the establishment of TSCs was seen as a means of providing valuable information about government and also as Centre of community development by bringing projects that will improve communities' economic status. Though (PSC,2012:1) earlier emphasised the provision of service in one central point, such does not differ much with what (Ladikpo, 2005, in Mpehle (2012:54) said, the only essential dimension which the latter scholar mention was the capability which Thusong Service Centre has in bringing projects that improve the lives of the community and this is critical . Other objectives which Thusong Service Centre seek to achieve and these are:

- To promote cost-effective, integrated and efficient way of providing services and information to the poor. These objective attempt to reduce duplication of services and save time for community from traveling from one department to another.
- To build sustainable partnership with government, business and civil society to ensure unity. In order to render effective and efficient Service, people, civil society and business should be consulted in order to understand their needs and aspirations to ensure that they are receptive to such services.
- The last one was to create a platform for greater dialogue between citizens and government to ensure that the public participate in government policy making and other programmes of government. In South Africa, no law can be signed without people having been given opportunity to make inputs otherwise parliament will reject such law until it is properly consulted by the entire community (GCIS, 2006: 15).

2.5.4 Management of Thusong Service Centre

In order to make Thusong Service Centres to thrive, effective management structure was created and recommended to be applied in any all Thusong Service Centre including Botlokwa Thusong Service Centre.

- Firstly, management committee must be established for planning and monitoring of the performance of the Centre. this is to ensure that there is a dedicated management committee that will oversee operations of the centre;
- The second one was that, a centre manager must be appointed to manage the centre. the aim was to ensure that there is a dedicated person assigned to manage the daily operations of the centre and handle all service delivery queries that may be raised by the users of the centre;
- The third one was that there should be a promotional plan developed to market the centre and also source funds to finance service delivery operations and other developmental projects which benefit the Botlokwa Community;
- The fourth one was that there should be a service level agreement that must be signed with heads of departments to ensure that departments are able to offer services at the Centre especially service delivery departments such as but not limited to Department of Home Affairs, South African Police services, Department of labour;
- The fifth one was that a lease agreements must be signed between owners of Thusong Service Centre and service-providers;
- The last one was that, there should be a Minimum service requirements to ensure that service providers are able to offer basic government services and information (GCIS, 2006:33).

Therefore the above Management structure was considered by government to be the core structure that could be able to run the operations of Thusong Service Centre to address service delivery in any Thusong Service Centre.

2.5.5 Services Offered By Thusong Service Centre

The adoption of Thusong Service Centres was premised to offer wide range of services offered by service delivery departments. The services include amongst others, services offered by the departments of Home Affairs, Labour, South African Social Security Agency (SASSA), Social Development, GCIS, and the department of Health as well as telecentres, the Post Office, libraries, agricultural extension offices and municipal services. Community Development Workers, the South African Police Service, NGOs and community-based organisations, also offer services through the

centres GCIS (2006:8). Therefore the above services were considered as the most basic services which are needed by the community as they couldn't access them prior 1994 democratic elections.

2.5.6 Benefits Offered By Thusong Service Centres

The implementation of Thusong Service Centre in South Africa has brought number of benefits which benefited majority of the South Africans. These Centres provides opportunities for communities to participate in policy making process in government. The centres also serves as a link between government and the people to engage one another on service delivery programmes. Some of the benefits includes:

- Access to technology i.e Telecentres where people are able access internet, make photocopies and faxes.
- Other benefits includes local economic development, integrated service delivery in line with requirements of the Municipal System Act, improvement of infrastructure development, education and skills development , ABET and other government programmes, and access to information and services closer to where people live (GCIS, 2006:9)

2.5.7 Relationship between Thusong Service Centre & Service Delivery

These study has provided a plethora of information regarding service delivery and Thusong Service Centre though there hasn't been an attempt to relate the relationship between the two. In order to relate their relationship, it is essential to mention that the provision of services requires infrastructure and related systems to support the running of processes in order to produce what is required by the community. Thusong Service Centre is made up of various service delivery departments such as Department of Home affairs, SASAA and other related service department. These departments have personnel and systems used to process service request such as the application of ID. Therefore the whole value chain demonstrate the relationship which service delivery and Thusong Service Centre have. In support IDASA (2010:1) argued that the usefulness of good local governance needs or wants should be judged by the ability of local government

structures to deliver an integrated development approach to both social and economic development issues and be able to render essential services compatible with what the people want.

In support Steward, Lohar, Higgins (2011:3) point out that Australian governments have also moved towards a 'whole-of-government' approach to deliver the long-term place-based enterprises and 'joined-up' services with a view to improving efficiencies, to avoid duplication, and to move away from departmental silo-based approach. In concluding the above discussion, it is therefore fundamentally crucial that local municipalities move a way from the traditional silo-approach of delivering services into an integrated and sustainable manner to avoid unnecessary duplication and delays.

2.5.8. Challenges Experienced By Thusong Service Centres

A study conducted by Public Service Commission revealed number of challenges experienced by Thusong Service Centres and these are:

- Lack of support from parent department: service departments that offers frontline services at Thusong Service Centres do not necessarily receive support from their respective parent department. For example a frontline services department such as home affairs does not receive adequate support from the regional or national office.
- Lack of unsuitable space office space at Thusong Service Centre: the study found that in 80% of the Thusong Service Centres which were visited, there was too little space available to accommodate service providers who were providing different services at the Centre.
- Lack of sufficient funds: Thusong Service Centres were found to be poorly financed and their infrastructure suffered as they could not be properly maintained.
- Officials who were working at Thusong Service Centre were found to have been trained on functional training only. There this suggest that there was no indication

of whether training on customer service, professionalism and respect for ethics were done or not.

- Allocation of office equipment were minimal: most the offices found in Thusong Service Centres were found to have been with few office equipment such as fax machines, computers for internet access, Telephones lines (PSC, 2010:11).

2.5.9 Lesson Learnt From the Establishment of Thusong Service Centre

According to Kangala (2003:37) there are number of lessons that can be learned from the establishment of Thusong services and these are:

- Communities has shown that they need Thusong Service Centre as it is able to offer them with wide range of government services and information;
- Communities have a choice of the type of services they need from those offered by Thusong Service Centre;
- The role played by Community in creating Thusong Service Centre has shown that to date not Thusong Service Centre has been vandalised;
- National and provincial government are able to work together to ensure that Thusong Service Centre is able to provide government services and the role played by traditional authorities in establishing Thusong Service Centre is essential.

2.6. POLICY & LEGAL FRAMEWORK FOR SERVICE DELIVERY IN SOUTH AFRICA

In order to complement service delivery initiatives which the study spoke about earlier, government introduced several legislations and policies to guide and enforce compliance on service delivery processes to institutions assigned with service delivery functions.

2.6.1 Development Facilitation Act No. 67 of 1995 as Amended

South African government passed Development Facilitation Act of 1995 to ensure sound service delivery. One of the objectives of the ACT was “To facilitate the

formulation and implementation of land development objectives by reference to which the performance of local government bodies in achieving such objectives may be measured” (Development facilitation Act 67 of 1995:1). The intention of the Act was to look at how best the objectives of building a sound local government service delivery vehicle can be measured. The objectives of the Act was also tailored around the issues associated with 'town and regional planning or the spatial planning of an area, such as land-use control, environmental planning, and integrating low-income areas into the broader settlement development strategies. The act put an obligation on Municipalities to formulate (IDPs) integrated development planning framework which will assist Municipalities' to plan their service delivery plans by integrating budget in those plans. To conclude this discussion, the passing of the Development Facilitation Act no. 67 of 1995 assisted municipalities in developing the IDPs which were used to address service delivery challenges and to measure the pace at which service delivery was implemented.

2.6.2 White Paper on Transformation of Public Service Delivery 1997

White paper on transformation was adopted in 1998. The purpose of the white paper was to transform public service to make it more representative, coherent, transparent, and effective efficient, accountable and responsive to the needs, Mpehle (2012:215). The author further argued that these policy was tailored on the principles of Batho-Pele Meaning people first with the sole aim of responding to service delivery challenges across the country. Sibanda: (2012:15) argued that although White Paper was adopted as the essential policy to respond to service delivery challenges it also put pressure on government departments to deliver responsive and quality services. To conclude these discussion, it is therefore submitted that these piece of legislation laid the foundation which was able to assist government to address service delivery challenges with intention to make noticeable progress in addressing the imbalances of the past.

2.6.3 White Paper on Transformation of Local Government 1998

Another essential policy adopted by government to steer service delivery was the adoption of White Paper on Local Government in 1998. The White Paper established the framework and programme from which the existing local government system will be radically transformed to address service delivery backlogs. Nkuna and Nemutanzhela (2012:211) argued that service delivery is directly located in the statutory provisions of the powers and functions of local government. Therefore it is the responsibility of municipalities in line with their statutory mandate to take control of service delivery and ensure that communities are properly served with basic services such as the provision of water, refuse removal and other related services. To conclude the discussion, Local government is considered the sphere of government that interacts closely with communities and thus it carries the responsibility of providing services and infrastructure that is essential to the people. It is also tasked to ensure growth and development of communities in a manner that enhances community participation and accountability.

2.6.4 Code of Conduct for Public Service

The other intervention adopted by government to further address service delivery was the introduction of Code of Conduct for public service. The purpose of the code is to ensure that public officials conduct themselves in professional manner, display a sign of respect and comply with ethical standards when carrying out their tasks. According to Andrews (1988:35), a conduct or ethical conduct is critical in public service to encourage officials to behave professionally. He associate conduct and ethics and then defines ethics as a standard which guides the behaviour and actions of personnel in public institutions and which may be referred to as moral laws. (PSC, 2012:85) emphasise the need to monitor staff's conduct and the application of the professional Code of ethics and Practices in a work place to minimise unethical behaviour of officials. In agreement with the previous scholars, Ababi & Doorgapersad (2010:1) argues that it shouldn't be difficult to understand code of conduct because the whitepaper has identified the need for code of conduct in South Africa as an essential consideration to encourage high standard of ethics and professionalism in government. Therefore it is important for government to intensify implementing ethical guidelines on Councillors and Municipal employees.

2.7 BARRIERS TO SERVICE DELIVERY

Municipalities have a huge responsibility of providing basic services such as water, refuse removal, housing and other related services to its constituencies, however there are number of challenges which they face and these are discussed below:

2.7.1 Political Interference

There are number of challenges that are faced by municipalities when rendering their services and one of these challenges is the interference from politicians. Politicians constantly attempt to interfere in the operations of municipalities in order to sell their political interest and to control the resources which are earmarked for service delivery. According to Thornhill (2010:7) in Du Plessis (2012:11), municipalities experience challenges that are brought by politicians who keep on interfering in their administrative matters. According to Mafunisa (2003:87) political interference in administration would definitely destroy the administrative efficiency. Such interference may delay certain decisions which are to be taken regarding the provision of certain services. When decisions are made, it should be the responsibility of municipalities than politicians because they are close to the people and they understand what the people needs. Johnson (2004) in Mpehle (2012:216:217) states that service delivery is an important task which any government should do because it has the responsibility of providing basic services to its citizens, and such services should be provided at the highest possible level of responsiveness and efficiency. In order to provide quality services to the communities, municipalities should avoid engaging politicians on their administrative matters because they are directly accountable to their constituency than politicians.

2.7.2 Insufficient Budget Allocation

Municipalities have a responsibility of providing different services and those services require enough money though sometimes they are not given enough budget to cover all their service delivery priorities. According to Sokupa (2010:2) in Du (Plessis

2012: 20) the allocation of budget to local governments is often not equitably distributed amongst themselves, therefore poorer rural municipalities often do not receive adequate funding in order to address their service delivery backlogs that exist in their areas. Du Plessis (2012:20) further argued that in other instances service delivery backlogs that exist in local communities are often underestimated and as such, it becomes difficult for such municipality to deal with service delivery backlogs due to the limited financial resources allocated to them. To address the insufficient budget, municipalities must ensure that available resources are well spent in accordance with locally determined priorities and that they must attempt to secure other alternative sources of funding in order to supplement their budget to address other services that keep on increasing Du Plessis (2012:21).

2.7.3 Centralization of Power

Most Governments tend to centralise power at national level or provincial level denying municipalities independence to run their programmes. Therefore decentralising power is needed to allow municipalities to run their services and this is part of capacity building on their part. Municipalities should also have the power to decide on how they would raise their revenues without interference from the provincial government and national government. In support Gildenhuys and Knipe (2000:287), in Du Plessis (2012:12), point out that municipalities should have powers to decide on their matters without intervention from above. To conclude these discussion, it is essential to note that although guidance may be necessary from national or provincial department, municipalities should be encouraged to run their operations independently as this will gradually make them sustain themselves on long run.

2.7.4 Inability to Integrate and Align Municipal Finances with Integrated Development Plans

Another challenge which municipalities found to be difficult to deal with, is their inability to integrate and align their finances in their (IDP) integrated development plans. The integration of budget in IDP help them to stick to their commitments and spend their budget sparingly. It is important that during they service delivery plans

they should also keep their communities abreast with those decisions to ensure buy in from their community. Du Plessis (2012:21) suggest that regular interactions with people are important during service delivery discussions to ensure alignment of such decisions with community needs and expectations. According Cooper (1988:78) Communities should be considered by government when service delivery plans are designed to ensure that they become receptive of such policies. This will make communities to understand challenges which municipalities face and become more patient than to be left of the discussion as this may lead to service delivery protests.

2.7.5 Imposition of Foreign Policy Practices

Policies from other countries are important to consider however, adaptation of them into domestic policies may be necessary than to copy and implement them. Therefore Governments must first understand their own problems and design alternative solution to their problems considering other foreign practices than to adopt the whole foreign policies may be difficult to implement. According to Besley & Ghatak (2005:2) he argues that policies sometimes are the cause of the problem. The author argues that Policies that are imposed to people are unlikely to be supported and deemed to fail even before they could be implemented because communities will protest. It thus important for government to engage communities with regard to policy making process and to ensure that communities are consulted before such policies could be implemented, this happened in South Africa after the introduction of E-Tol road system. Communities rejected the system because they felt that they have not been properly consulted and that it is expensive. To conclude the above discussion, it is important to note that although international best practice may offer possible policy intervention on challenges which South Africa is faced with, it is not always advisable to adopt such international best practice. This is because such policies may be too expensive to implement and may not be accepted as one would imagine, example is the implementation of E-toll which was meet with resistance and still commuters does not seem to be ready to accept it.

2.8 CONCLUSION

The provision of service delivery by any government is essential as it seeks to improve the lives of all citizens however, the manner in which governments delivery such services should be thoroughly considered. Therefore in order to implement service delivery programmes by providing a wide range of government services alternative platforms or modes should be considered to assist government to render a variety of its services in an integrated manner. Therefore Thusong Service Centre can be considered as one of a panacea that has the infrastructural capability which is able offer wide range of government services to a particular community.

Politicians should strive to adopt strategies such as Thusong Service Centre to accelerate services delivery. These strategies reduce red-tape and long queues which people had previously being subjected to before they could access government services and information. The proponents behind the formation of Botlokwa Thusong Service Centre have a played a vital role to the Botlokwa Community as they are now able to access government services such as the application of Identity documents and access internet which can empower them with information and they can also use internet to look for job opportunities. In order to make Botlokwa Thusong Service Centre sustainable, government should therefore provide financial support to enable the centre management to create job opportunities for the Community of Botlokwa as this will reduce poverty.

3. CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter complement the previous chapter which is chapter two which focused on the applicable literature relevant for this study. Therefore the purpose of this chapter is to focus on research methodology. The chapter further look at research design including study area, population, sampling, methods of data collection, analysis of data and lastly ethical consideration.

3.2 RESEARCH METHODOLOGY

Research methodology is defined as a science of learning how research is to be carried out to solve a problem. Research methodology uses the procedure which academics or scholars apply to describe, explain and predict a phenomena, Rajasekar, Philominathan and Chinnathambi (2013:5). Therefore the rationale for the application of research methodology in this research study is to help researcher with the appropriate information to assist him to choose the correct methods and scientific tools to solve a research problem in this case, Botlokwa Thusong service centre and service delivery. However, a research methodology requires the study to have a proper plan such as research design that will help researchers to go about their research in an effective manner. Therefore more details regarding research design is detailed in the next section.

3.3 RESEARCH DESIGN

Research design is defined as “a plan that describes how, when and where data are to be collected and analysed” Parahoo (1997:142). Babbie and Mouton (2003:647) argue that research design is a structure that is properly considered of how one intends to conduct the research process to solve a particular research problem. Hussey and Hussey (1997:54) suggest that research design is the comprehensive approach to the research process. According to Rajasekar, Philominathan & Chinnathambi (2014:9) research design should specify numerous tactics that should be used to solve a research problem, sources and information related to the problem

and, time frame and the costs. The two main approaches identified in research design are qualitative and quantitative approaches which are applied in this study. (Mason 2001) in Sebola (2005:114) argue that there has been many efforts made by researchers to differentiate between qualitative research from quantitative but, a consensus was never reached. Blanche, Durrheim and Painter (2006:34) maintains that when researchers develop research design it is important that they must take into account the purpose of the research, the theoretical paradigm informing the research, the perspective or situation within which the research is carried out and the research techniques employed to collect and analyse data. To answer Blanche, Durrheim and Painter, the purpose of the study is to study Botlokwa Thusong service centre, which is located in Limpopo Province, in order understand how service delivery is being rendered to the Community of Botlokwa. Therefore to understand how both quantitative and qualitative approaches differs as they are being used in the study, a discussion of each is provided below.

3.2.1 Qualitative Approach

A qualitative style allows for a thorough investigation on the issues and answers questions such as who is affected, why, what issues are involved, and whether do individuals respond differently to each other or not Brynard & Hanekom (2006:37). According to Babooa, 2008 in Munzhedzi (2011:56) a qualitative approach often rest on direct observation, in-depth interviews and analysis of responses. This study undertook a qualitative approach as highlighted in Chapter one (see p13) because it assisted the researcher to understand more about the Centre, such as but not limited to, the work and responsibilities of the Centre manager, the service providers in the Centre and the type of services they offered in the Centre. This approach also assisted the researcher to apply direct observation technique to ensure that all the things identified in chapter 1 page (17) were observed.

3.2.2 Quantitative Approach

According to Aliaga and Gunderson (2002:1) a quantitative approach is used when there is a need to explain phenomena by collecting numerical data that is analysed through the use of mathematically based methods, in particular statistics. A

quantitative research is numerical, non-descriptive, applies statistics or mathematics and uses numbers. Furthermore, the research is an iterative process whereby evidence is evaluated, and results are often presented in tables and graphs. Gray (2006:12) state that quantitative research provides impartial and balanced results that have not been influenced by the researcher. Babooa (2008:136) argues that the nature of a quantitative research considers numbers, symbols, measurements and statistics in outlining key variables for collection, analysing and interpretation of data.

The rationale for the use of quantitative approach in this study as highlighted in Chapter one (see p13), is that it assisted the researcher to be able to present data collected through questionnaires in a form of graphs and percentages. Furthermore, the researcher was able to analyse and interpret responses given by respondents, who are beneficiaries of the services offered by the Centre, in a scientific manner.

3.4 STUDY AREA

The focus of the study was based on Thusong Service Centre which is located in Limpopo Province .The Centre is about 50km away from Polokwane City at a section called Mphakane which is part of Botlokwa Village. Botlokwa Village falls under Molemole District Municipality. Mphakane is located a kilometre away from N1² and is ruled by the king called *kgosi*³ Ramokgopa. Botlokwa Village is composed of nine villages.

3.5 POPULATION

According to Gavana, Delahaye, Sekaran (2001:252) population refers to the group of people, events or things which the researcher has interests to investigate. The population referred to in this study from which the researcher collected data from where the users or beneficiaries of Botlokwa Thusong Service Centre, the official from tribal authority office who represented of Botlokwa Thusong Service centre and

² The name of the National Road that stretches from Messina to Zimbabwe

³ Kgosi means a King of the Botlokwa Community

the official from Government Communication and information system from Limpopo Provincial government.

3.6 SAMPLING

Sampling is defined as the process of selecting a sufficient number of elements from the population so that it would be possible for the researcher to generalise the characteristics of such population (Gavana, Delahaye, Sekaran, 2001:252). The first sample was the representative of Botlokwa Thusong Service Centre who work in the office of tribal authority and an official from Limpopo Government Communication Information System office. These two were selected because they have appropriate knowledge of the Centre. The representative from the tribal authority office confirmed that he was part of the people who started the Centre while the official from Government Communication Information system deal with Thusong Service Centre as one of her responsibilities. The other sample were 40 respondents who were chosen randomly by the researcher while they were at the Centre during data collection process. These people are the users of the centre and they were able to provide data by filling in the questionnaires distributed by the researcher. The type of sampling utilised by researcher was Convenience sampling. According to Blaxter, Hughes and Tight (1997) in Sebola (2005:147) this type of sampling procedure is utilised where a probabilistic approach seems not to be necessary. According to Freedman (1995:1) Convenience sampling technique is quick and relatively cost-effective method of gathering data.

3.7 METHODS OF DATA COLLECTION IN THIS RESEARCH

Since this study is exploratory in nature, it became necessary to utilise qualitative and quantitative methods in a form of interviews and questionnaires respectively. It was important to employ these methods as they enabled the researcher to collect the appropriate primary data from respondents Tashakkori & Creswell (2007:59).

3.7.1 Interview

An interview is defined as a conversation which the interviewer ask the interviewee questions in order to gain information about a particular topic and this can be formal, informal, structured or unstructured Eccles & Meyer (2009:341). According Saunders, Lewis and Thornhill (2003:245) the use of interview can help the researcher to collect valid and consistent data that is relevant to the research questions. Leedy and Ormrod (2001:98) I argues that interviewing in a qualitative study is seldom structured and it is either open-ended or semi-structured while revolving around a few central questions. In relation to these study, the interviewer asked questions in order to understand the views of officials, one from Tribal office representing Botlokwa Thusong Service Centre and the other from Limpopo Government Communication and Information System on the effectiveness of the Centre in providing the necessary services to citizens. The collection of data was through face-to face interviews using semi-structured interview schedule. Brynard & Hanekom (2006:40) suggest that meeting interviewees face to face has a positive effect on the person being interviewed in that he or she might open up with a flood of answers, opinions and suggestions.

3.7.2 Questionnaires

Another form of a research tool that was used to collect data was a questionnaire. A questionnaire consist of questions that are planned for a specific research study to assist the researcher to understand the respondents' views regarding a particular problem. A questionnaire is a set of questions used to collect information from individuals. A questionnaire can either be administer through e- mail, telephone, using face-to-face interviews, as handouts, or electronically (i.e., by e-mail or through Web-based questionnaires) Taylor (2008:2)

Ackroyd & Hughes (1981:56) point out that the advantage of a questionnaire is that large amounts of information can be collected from a large number of people in a short period of time in a relatively cost effective way. A questionnaire was utilised in this study to collect data from the participants chosen randomly. The target participants in this case were the users of the Centre who were selected randomly by the researcher. The researcher distributed 45 questionnaires but instead only 40 came back, a response rate of 88, 8%.

3.7.3 Observation

According to Schalkwyk and Van As (2008:88) observation technique involves the systematic recording of occurrence or the behavioural pattern of subject without questioning or in any way communicating with them. Mouton (1996:45) states that there are different types of data sources that are available for social science researchers and they includes physical sources, documentary sources, indirect and direct observation. In this study direct observation was applied by physically walking around the centre to observe and confirm the behaviour of the following aspects which are specified in chapter p4, 32 and each is detailed thereof.

- Operating times of the Centre;
- Whether the centre it has a security wall;
- Whether the walls have been painted to attract people to visit the centre;
- Presence and activities of security personnel;
- Activities of the help desk in directing first time visitors to the Centre;
- Condition of toilets;
- Air-conditioning;
- Waiting area;
- Signage for locating various departments and other service providers,
- Suggestion boxes, and
- Parking bays of visitors who comes to the centre by their own cars.

3.7.4 Documentary Analysis

In order to strengthen the study and make the findings more credible, several secondary data was utilised. Brynard and Hanekom (1997) in Phago (2010:303) states that relevant literature review is vital because it assists researchers to make use of plenty of literature to determine the truth about the studied phenomena. Taylor & Procter (2000:1) states that literature is defined as an account of what has been published on a topic by accredited scholars and researchers. In undertaking the literature review of this study, more focus was given to information that assisted the

researcher in exploring the issues about Botlokwa Thusong Service Centre and its effect on service delivery, this were information from among other sources: newspaper and magazine articles, internet, policies & legislations, relevant speeches, books, dissertations and theses, research reports, official reports, and journals.

3.8 DATA ANALYSIS

Data analysis plays an important role in a study because it helps the researcher to structure the findings from different sources of data and also separate a macro problem into micro portions Kalpesh (2013:342). Creswell (1998:14) argues that data should be analyzed in order to arrive a particular conclusion. The researcher identified the common themes according to the responses obtained from on interview, grouped them together and analysed them while Contrasting viewpoints were analysed separately. To further analyse the responses from questionnaire, common responses were linked to the common themes while different responses were separated and the usage of graph was employed to determine different percentages of both common responses and different responses. The last one which is observation, the researcher was able to analyse data based on what he observed and make conclusions.

3.9 ETHICAL CONSIDERATIONS

According to Mertens (1998:23) ethical issues are an essential part of the research during planning and implementation process so they are not supposed to be viewed as afterthought or a burden. Mpehle (2010:152) argued that they are different phases of research project in which ethical consideration comes into play. The study adhered to the following:

- **Right to participate:** the participants were informed that it is their constitutional rights to choose to participate or not to participate Mertens (1998:23):
- Alteration or falsification of collected data: it is important for the researcher not to alter the responses given by the respondents which participated through

questionnaires filled in by beneficiaries and interviews conducted with the tribal office and government officials Mertens (1998:23).

- **Permission:** permission was sought by the researcher and granted by both the tribal office and Government Communication Information systems. This assisted the researcher to interview both of them about Botlokwa Thusong Service Centre
- **Confidentiality:** Respondents were assured that the information they provided will be kept confidential and would be used solely for the study Mertens (1998:23).
- **Respect for Values & Beliefs:** To respect the values and beliefs of the Batlokwa Community, It is a practice to the Batlokwa Community that anyone who want to meet the tribal office official either a visitor or researcher should dress properly and the researcher was able to comply with such dressing code Mertens (1998:23).
- **Plagiarism:** the researcher ensured that there was a proper referencing and acknowledgement of the authors from which information was obtained Mertens (1998:23).

3.10 LIMITATIONS OF THE STUDY

There are various limitations in this study. The study intended to interview Thusong Service Centre Manager however due to the nature of the operations of the Centre, the only person who had the authority to be interviewed by the researcher was the representative from the Tribal authority. The other limitation is that this study focused at Botlokwa Thusong Service Centre and therefore the results cannot be generalised to other areas with similar centre. Finally the researcher intended to interview one official from Government Communication and information system at a national department although national government acknowledge my request but referred me to provincial government. The national office said that they don't deal with Thusong Service Centre as they have delegated the responsibilities to provincial office which was able to respond to the researcher's request. Therefore though the researcher did not engage national one would have liked to hear their views especially on the issues which Thusong Service Centre offers and also what is the future plan of

government with regard to Thusong Service Centres. Therefore despite the limitations experienced by the researcher, much information was collected and therefore cannot nullify the study.

3. 11 CONCLUSION

Therefore the main aim of this Chapter was to focus on research methodology, research design and tools for collecting data. Therefore by following the research methodology and applying appropriate research tools, the researcher was able to collect data that suited him to answer the research questions in order to address the objectives of the study. In analysing data, the researcher was able to identify themes which catered the same responses from the respondents and also identify contradictory statements which were used to reflect different viewpoints. The researcher also identified both positive and negative responses and illustrate them graphically to reflect different percentages on the questions asked. The researcher was able to make an inference and proposed several recommendations to address those challenges moving forward. The methods used in this study were sampling in particular convenience sampling and data collection tools were interviews, observation and questionnaires.

CHAPTER 4: PRESENTATION AND ANALYSIS OF DATA

4.1 INTRODUCTION

The previous chapter dealt with research methodology, wherein the research approaches utilised for this study, the sampling and methods of data collection were discussed and justified. Therefore this chapter presents and analyses data which was collected through questionnaires, interviews, and observation as highlighted in the previous chapter. Firstly the chapter focuses on the tools that were utilised in collecting data. Secondly the chapter presents the brief background of the centre which covers areas such service providers that are found in the centre, the type of services offered at the centre, the management of the centre, accessibility of the Centre. In addition the services capes (the physical environment in which the service processes take place) is also discussed. Thirdly, data from interviews, questionnaires and observation will respectively be presented, analysed and interpreted. Finally the chapter concludes by providing a summary of the content of the chapter.

4.2 DATA COLLECTION TOOLS

In any study regardless of the field of such study or preference, accurate data collection tools are essential to maintain the integrity of the research Rockhold (1998: 45). Therefore in this study the following tools (interview, questionnaire and observation) were used by the researcher to collect data.

4.2.1 Interview

The interview schedule composed of sixteen questions that were responded to by the interviewees. The questions were open ended as they questions required a yes or no answer, and in case of a yes answer respondents were allowed to elaborate. One of the people that were supposed to be interviewed was the Centre manager. However due to restrictions imposed on the Centre Manager by the Botlokwa tribal authority Office, the Centre Manager could not be interviewed instead a representative from the Tribal authority Office was interviewed as a person having

knowledge of how the Centre came into being. The other person who was interviewed is the Manager working for Government Communication Information System (GCIS) in Limpopo provincial government and responsible for coordinating Thusong Service Centres across Limpopo.

4.2.2 Questionnaires

The tool utilised to collect data was the questionnaire. Questionnaire had twenty questions each divided into three sections. The first section focused on the biographic details of each respondent and the second section on background information of the centre and the third from the perspective of the customers or recipients of services.

The researcher distributed 45 questionnaires to the recipients of services and only 40 which represented (88 %) were returned.

4.2.3 Observation sheet

Observation sheet was utilised to evaluate the day to day operations of the Centre, the attitude of the personnel, and infrastructural aspects within the centre including signage and environmental aspects surrounding the centre. The researcher did not see any signage or a board written where Botlokwa Thusong Service could be located but instead he was shown where the centre could be found by the community members. The other observation was that even the Centre itself does not have a Board outside written Botlokwa Thusong Service Centre. As such if one is not a resident of Botlokwa he or she will not know the centre until he/she ask because there is no indication whatever of such Centre. The only observable servicescape were the signs that showed Department of Home Affairs, Botlokwa Community radio station and South African Police Service Office. Therefore in order for one to be aware of such centre, services capes should be clearly visible both externally and internally. Therefore the following aspects were observed and more details of each is explained later in this chapter:

- Operating times of the Centre;
- Whether it has a security features of the Centre and presence and activities of security personnel;

- The cleanliness of the Centre as a whole as this impact on the health of officials and recipients of services;
- Activities of the help desk in directing first time visitors to the Centre:
- Condition of ablution facilities:
- Air-conditioning:
- Waiting area:
- Signage for locating various departments and other service providers:
- Suggestion boxes, and
- Parking area for recipients of services.

4.3 BRIEF BACKGROUND OF BOTLOKWA THUSONG SERVICE CENTRE

The Centre is about 50km away from Polokwane City at a section called Mphakane which falls under Botlokwa Village. Mphakane is located a kilometre away from N1⁴ and is ruled by the king called *kgosi*⁵ Ramokgopa who work closely with Molemole District Municipality. The Centre has a Manager that operates her office between 8h00-16h00 on week days.

4.3.1 Type of service providers and services rendered:

The Centre has six service providers offering different services to the users and these are:

- Office of the Tribal Authority: The *office* operates between Monday and Friday between 8h00-16h00. It represents tribal authority in that it performs functions which would still be performed by the king, such as allocation of land to the community of Botlokwa for residential purposes and it also acts a point of contact between Molemole Municipality and King Ramokgopa. Other functions which this office performs includes regulating the operations of *ndunas*⁶ and overseeing their responsibilities. Lastly, this office resolves dispute that arise amongst community members of Botlokwa.

⁴ The name of the National Road that stretches from Messina to Zimbabwe

⁵ Kgosi means a King of the Botlokwa Community

⁶ Induna mean those who act on behalf of the king

- Home Affairs Office: The office operates from Monday until Friday between 8H00-16H00. It renders services such as issuing of birth certificates, identity documents, death certificates and passports. The office also serves as a satellite because all the applications are sent to the head office where they will be processed.
- Botlokwa Community Radio Station: unlike other offices, operates 24 hours seven days a week. The station is responsible for broadcasting King Ramokgopa messages and local news to Botlokwa residents.
- Police station: This station operates daily from 8am- 10pm responsible to combat and prevent crime. Other services provided by the station includes certifying of documents, assist community members with affidavits for their various reasons.
- Internet café: This internet café operates from Monday until Friday between 8H00am-16H00. The services offered by the Internet cafe includes access to internet, photocopying, faxes and e-mail.
- Eskom: The office operates from Monday until Friday between 8h00-16h00 and also sells prepaid electricity (is the electricity which the consumer purchase a certain portion of electrical kilowatts of electricity and can recharge always when such kilowatts are consumed) electricity to the community of Botlokwa. Other services offered by this office includes followed up on the electricity meters that are not functioning well and send electricians to repair or replace them with new ones

4.3.2 Management of the Centre

The Centre has one manager who is responsible for the day to day operations of the centre and three personnel who are reporting to her. The Centre manager is responsible for personnel who work in her office but does not have control over personnel of other service providers such as South African Police Service, Eskom, Department of Home Affairs and an Internet café. The personnel of these service providers have their own respective managers.

4.3.3 Accessibility of the centre

Botlokwa Thusong Service Centre is one of the centres that are found in a semi-remote areas often characterised by high rate of unemployment, poverty and that its services are accessible to the community of Botlokwa .Though the centre is built at Mphakane Section, this does not mean that only people of Mphakane are the ones that are benefiting from the services offered but centre but entire community of Botlokwa do use the centre to access services offered by the centre.

4.3.4 Servicescape

Servicescape is a model that was developed by Booms and Bitner to underscore the impact of the physical environment in which a service process takes place Bitner (1981:92). These “services-capes refers to the facility’s exterior such as (landscape, exterior design, signage, parking, surrounding environment) and interior (interior design and décor, equipment, signage, layout, air quality, temperature and ambiance” (Bitner; 92: 1981).

4.4 PRESENTATION OF DATA FROM INTERVIEW

Interviews are important data collection tools because meeting face to face with the respondents lightens a problem and could have a positive results on the person being interviewed in that he or she might be capable of providing more information regarding the study under investigation Brynard & Hanekom (2006:40). Therefore the researcher has adopted interview as one of the toll that could assist him to gather data to respond to the research questions. In this study, personal interviews were conducted as follows:

The researcher conducted personal interviews

The interview was administered by the researcher to the respondent or interviewee. The interview comprised of both the open ended and closed ended questions to

ensure that respondents have an opportunity to express themselves, to formulate his or her own responses without being unduly influence by the researcher. To ensure that the respondent understand and respond to the questions, the researcher was able to formulate the questions in English and translate them also into Sepedi to accommodate the interviewee in case he or she does not understand English.

The interviews were dived into three. The first interview was earmarked for the representative from the Tribal Authority, the second one with official working for Government Communications Information system from Limpopo Provincial Government, and lastly was the official from Government Communication Information System working for national department.

4.4.1 Interview Questions with representative from Tribal Authority Office

The tribal authority is one of the institution which was behind the building and implementation of Thusong Service Centre. Therefore the official who was interviewed by the researcher work in the office of the tribal authority and had his extensive knowledge about the Centre compared to the Centre Manager.

(a) Knowledge of how the Centre came into being

The questioned was to try to find out how the Botlokwa Thusong Service Centre came into being or established. The respondent stated that before the existence of the Centre, community of Botlokwa was struggling to access government services such as Identity documents, certification of documents, internet access, electricity, and other related services. As such these community were forced to travel to Polokwane which is about 50Km away from Botlokwa in order to access such services.

According to the respondent, it was then realised that these challenges needed to be resolved. Therefore Community leaders such as representative or (*induna*) of the tribal authority, the King, Molemole Municipality held various meetings until a decision to build Thusong Service Centre was reached. Ultimately the Centre was built at a section called Mphakane which is part of the Botlokwa Village.

The respondent also mentioned that after the centre was built, management of the centre then decided to send requests to some government departments requesting them to come and occupy offices within the centre in order to render their services to Botlokwa community. As such a request was sent but few responded positively. The first service providers which agreed to come and offer services were Department of Home Affairs, South African Police Service, Internet Café, Botlokwa Community Radio station, Eskom and a Separate office of the tribal authority. Although few departments has vowed to offers services as the respondents said, Botlokwa community still access lip-services because other service delivery departments such as Department of labour, South African Social Security Agency (SASSA) are not available, as such Botlokwa Community are still forced to travel long distance to access their services.

(b) The duration of the centre since its operation.

The interviewee confirmed that the centre has been in operation for four years and all the service providers are still providing services as usual. The respondent further pointed out that it may not be a surprise to see other service delivery departments such as Department of labour, South African Social Security service Agency joining the centre as their services are now in demand from the community members but the respondent did not say anything whether a follow up was made with these departments or not.in view of what the respondent has said, especially that there hasn't been any follow up with other service delivery department such as Department of Labour, this means that community will not access such services until a commitment to engage these department is pursued.

(c) The number of staff employed by the centre

With unemployment been a challenge across the country, the respondent confirmed that the centre has tried to employ local people as an attempt to reduce poverty and unemployment. Firstly he said that Tribal Authority Office have six employees, while the Centre Manager office have three personnel including the Centre Manager. With regard to the internet Café, there are three personnel and Home affairs three personnel also. In the Eskom office they have two personnel. Lastly, Police Station

has three officers and Botlokwa Community Radio Station has five personnel. In view of the limited number of personnel in the office of Centre Manager as confirmed by the respondent, it therefore means that there will be a delay in responding or attending the community needs especially if two were to take leave one official will not be able to respond swiftly to the needs or queries from the Community members.

(d) Number of Service providers that are found at the centre, who were those and the type of services they offer.

Since the above question was partly answered when the respondent answered the previous one, the respondent confirmed that the Centre has seven service Providers. The first one is the office of the tribal authority though not a service provider. This office is responsible for dealing with community issues such as allocation of land, resolving disputes amongst the members of the community, implementing the decision of the Kgosi, implementing service delivery programmes in conjunction with Molemole Municipalities. The second one is the Home Affairs Offices. The office is responsible to issue Identity documents, birth certificate, death certificate and other related services to the applicants. The third service provider is Botlokwa Community Radio Station. The station is responsible for broadcasting Botlokwa Service Delivery activities, broadcasting messages from *kgosi* and other Community services such as Meeting dates of the indunas with their communities. The fourth one is the satellite Police station which is responsible for combating and preventing crime around Botlokwa Village.

The fifth service provider is Internet café which is responsible for offering services such as internet services, faxes, photocopies to the Botlokwa community. The sixth one is Eskom office which is responsible for selling prepaid electricity to the community. It is important to mention that all the service providers mentioned herewith fall under one centre manager though they have their own managers. The office of the centre manager's role is to manage the centre, facilitate meetings between tribal authority office and provincial government, and act as a point of contact if anyone wants to talk to any service provider within the centre.

(e) Respondent's awareness if the community knows about the Centre and its services.

Having partly answered these question at the beginning when asked about history of the centre, the respondent confirmed that the community of Botlokwa were part of the discussions that lead to the building of the centre. As such he confirmed that they are aware of the Centre and the services offered. The respondent further stated that he believed that the Botlokwa Community Radio Station could be playing a key role in making the centre known.

(f) Actual number of the villages benefiting from the services offered by the Centre

The respondent said that the centre is offering services to the entire Community of Botlokwa including visitors. In total, the responded confirmed that almost forty two (42) villages are benefiting from the centre. Unfortunately the respondent said that he was concerned about the growing number of households as he believed that this will in future put pressure on the Centre to increase its services and labour force. He further said if this happens it will be a challenge as they are not getting any financial support from the Provincial government of Limpopo.

(g) The actual number of people who visit the Centre daily

The respondent confirmed that the Centre is known amongst the Botlokwa Community though it was difficult for him to give accurate figures because he said that they had never tried to determine the numbers. But he estimated that it could be more than two thousand people visiting the Centre. He said per day, week, month or year these estimate could be because most of the people visiting the centre daily to buy prepaid electricity, the second one being that some visiting the police station to certify their documents, opening of cases and lastly those that make photocopies and accessing internet from the internet cafe.

(h) The impact the Centre has on the lives of the Botlokwa community

Although the respondents confirmed that the question was important, he said it could be difficult for him to measure improvement, however he conceded that the service providers that are found in the centre were able to employ local people, as such this really has improved the lives of some members of the Bolokwa Community because these people are able to support their families. The other aspect which the respondent touched on was access to internet which he believed has assisted people with various opportunities, this include identifying business opportunities, accessing jobs opportunities. The respondent further conceded that internet also assisted students as they frequently used it for research purposes and are able to access their statements from their creditors, academic results and other services.

(i) Challenges experienced on a day to day basis by the manager in running the Centre.

The respondent conceded that that the centre is faced with several challenges. The first one was unemployment. He said that members of the community especially the youth, expect the centre to create job opportunities but said is difficult as they are not getting any financial support from government to create such job opportunities. The only support which they were able to get was from Sasol in a form of scholarship. The scholarship is financing six students, three are studying at university of Limpopo and the other three at university of Johannesburg respectively. It is evident that the problem of shortage of financial assistance does not only affect universities only but also impact negatively on the deserving communities such as Botlokwa. As such it will be difficult for government to reduce unemployment and poverty as long as financial assistance is limited or is insufficient.

(j) The type of support from government to the centre

Although more details regarding support from government was provided in the previous questions, the respondent confirmed that he is disappointed in that government is not providing financial support at all.

(k) Any services planned to be offered in the Centre.

The respondent confirmed that other than the current services which are offered by the centre, they are planning to have more services that could change the lives of the people. Firstly, he confirmed that discussions are underway between *Kgosi* and Molemole Municipality regarding the building of a clinic within the Centre. The respondent believed such initiatives will create job opportunities for the residents of Botlokwa. The respondent said since the centre is unable to create job opportunities, they are therefore also planning to have a mall. This mall will not be created within the centre premises but outside the Centre. Therefore in order for the mall to materialise, they are intending to lease a land to business people who are willing to invest by building such mall. He believed that the mall will have various shops, banks and others, as such a large number of the people will be employed and this will reduce poverty within Botlokwa Village.

(l) Role played by the community at Botlokwa Thusong Service Centre

According to the respondent not much role is played by the community but he confirmed that their inputs relating to other services which they would prefer the centre to offer in the future help them in their planning. The respondent told the researcher that the centre is still in the infancy stage as such the community are still trying to understand the concept thus they won't expect much from them.

4.4.2 Interview with official from GCIS Limpopo Provincial Government

The official is employed by the department of Government Communications and Information System as senior Communication officer in Limpopo Provincial government. She is responsible for organising capacity building programmes for Thusong Service Management and also responsible for coordination of meetings between Government Communications and Information System and Municipalities.

(a) The question seek to understand why government established Thusong Service Centre.

The respondent said that Thusong service centres were established to assist people to have access to government information and access to ICTs.

(b) This question wanted to know if the Provincial government monitor performance of Thusong Service Centre and if the answer is yes how such monitoring role is been carried out.

The respondent said that, her department work together with Office of the Limpopo Premier office on monthly basis to collect centre statistics in order to determine how Thusong Service Centre performs.

(c) This question seek to understand the level of service delivery at Botlokwa Thusong Service Centre.

The respondent said that the level of service is ordinary because of the services which the people of Botlokwa are able to obtain from institutions such as South African Police Service, Telecentre, Botlokwa Community radio stations, Departments of Home Affairs, Social Development, LEDA, LEDET, Coghsta(Traditional Affairs), COSATU, Constituency offices and Eskom (pre-paid electricity access point).

(d) These question wanted to know if the respondent is aware of any challenges that are being experienced by Botlokwa Thusong service and the follow up question was to request the respondent to elaborate more if such challenges exist.

The respondent confirmed that challenges exist. She said that since Botlokwa Thusong Service Centre is located inside the village away from the main road, it is difficult for the users especially those who are from other villages apart from where the centre is located to visit the centre because most taxis do not reach the centre to deliver those who want the services of the Centre.

The second challenge is that telecentre rates i.e internet costs are high as such community members cannot not afford them as compared to previously when GCIS

was still offering such services at a low costs, therefore GCIS do no longer have an office at the centre due to lack of footprints in the province.

The third challenges was that some other service delivery departments such as Department of labour who render labour related services in the centre complained about small working space, so thus their offices are very small they cannot employ more personnel to cope and respond quickly to the bulk of labour queries or complaints laid by the complainants.

(e) The question seek to understand the role of GCIS at Botlokwa Thusong Service Centre?

The responded said that they use the centre as a distribution point for government information, and sometimes for preparatory meetings for community events.

(f) This questions seek to understand the type of support which Limpopo GCIS provides to Botlokwa Thusong Service Centre, and the follow-up question was to request the respondent to elaborate more if such support is been offered.

The respondent said that her department (GCIS) provides information to the centre in the form of information brochures and that her department also share media statements, advisories and releases to Botlokwa Community radio station which is located in the centre, her department also buy radio slots from Botlokwa Community radio station in order to publish and conduct interviews with community to determine if they are happy with service delivery in Botlokwa.

(g)This question seek to understand if GCIS conduct any audit on the Centre and the follow-up question was to request the respondent to provide the type of indicators they use and how then do they implement recommendations obtained from the audit?

The respondent said they don't conduct audit at Botlokwa Thusong Service Centre in the meantime though she was not sure if that could change in future.

(h)This question wanted to know if Limpopo GCIS play any role in the appointment of Thusong Service Centre Managers.

The respondent said they don't play any role however she said Thusong Service centre managers are appointed by either municipalities or the centre itself if it is established by a community organisation. She further said the only part which they play is that they sometimes organise capacity building programme based on needs assessments. She confirmed that at Botlokwa Thusong Service Centre, the centre manager was appointed by the Traditional authority.

(i) This question wanted to know if GCIS has future plans or policy decisions taken that is likely to affect the nature, operations of Botlokwa Thusong Service Centre and to request the respondent to elaborate more if such plans are in place.

The respondent said there are no such plans in place though she could not be sure if such plans could be considered in future

(j) These question wanted to know if there could any information which the respondent could be share with the researcher:

The respondent said that the researcher should know that every Thusong Service Centre wherever it could be has its own dynamics and mode of operation depending on its founding principle. So the respondent said that Botlokwa Thusong service centre was an initiative spearheaded by the community but warned that any disagreements between the municipality and the traditional authority relating to ownership may hinders expansion of the centre and that normally affect service delivery and defeat the purpose of government efforts of bring the service to the people.

4.5 DATA FROM QUESTIONNAIRE

The questionnaires administered by the researcher comprised of both closed and open ended questions to ensure that respondents have an opportunity to formulate their own responses, and that the researcher should not unduly influence them in their responses. To ensure that every client is covered, the literary level of respondents was also taken into consideration by designing the questionnaire in English and Sepedi.

The questionnaire was divided into three sections as follows:

- **Section A:** this section focused on the biographical details of clients.
- **Section B:** this section focused on the clients' knowledge and information regarding the existence of TSCs.
- **Section C:** this section focused on customer service satisfaction

Section A: Biographical details of respondents

The first part of the questionnaire wanted to obtain the biographical details of respondents, as that would help the researcher to understand them. These are the respondents' background information such as whether the respondent is a visitor or a resident of Botlokwa, his or her the age, gender, marital status, education level, occupation.

A1: Residential status

All 100% respondents who completed the questionnaires indicated that they are the residents of Botlokwa. These means that they use the centre often and thus they were able to respond to all the questions.

A2: Respondents-Age level:

Based on the numbers which answered the questionnaire,24(9,6) out of 40 respondents were between 29 and 37 years of age respectively and confirmed that they were coming for the following services Access Internet,Buy electricity, Certify

copies of their educational qualifications, Check advertised posts on the centre Board.

Those who were between 18 and 29 were 10 in number and they also has the similar needs of the previous group plus other two services which were job opportunities on the Centre Notice Board and access internet to look for vacancies. Therefore it shows that Botlokwa has high level of unemployment because both the first group between 29-37 and 18-29 years of age had challenges in obtaining job opportunities but the centre cannot create such opportunities. The other 4 respondents were between 40-50 years of ages. They said they came to centre to see the office of the tribal authority representatives in order to report shortage of water at their section, and also to attend weekly induna meeting during which community issues are discussed. With the last respondent left from the 40, she was between 34-37 years of age. She confirmed that she was a government employee and that the reason why she was at the centre was because she wanted to access her e-mail from the internet café office and to buy electricity.

A3: Gender.

Most of the respondents were female because Out of 40, 30 (12%) were female and only 10 (4%) were male therefore, the researcher believed that these could be that the research was conducted during the day presumably because most males might still at work or left to look for job opportunities.

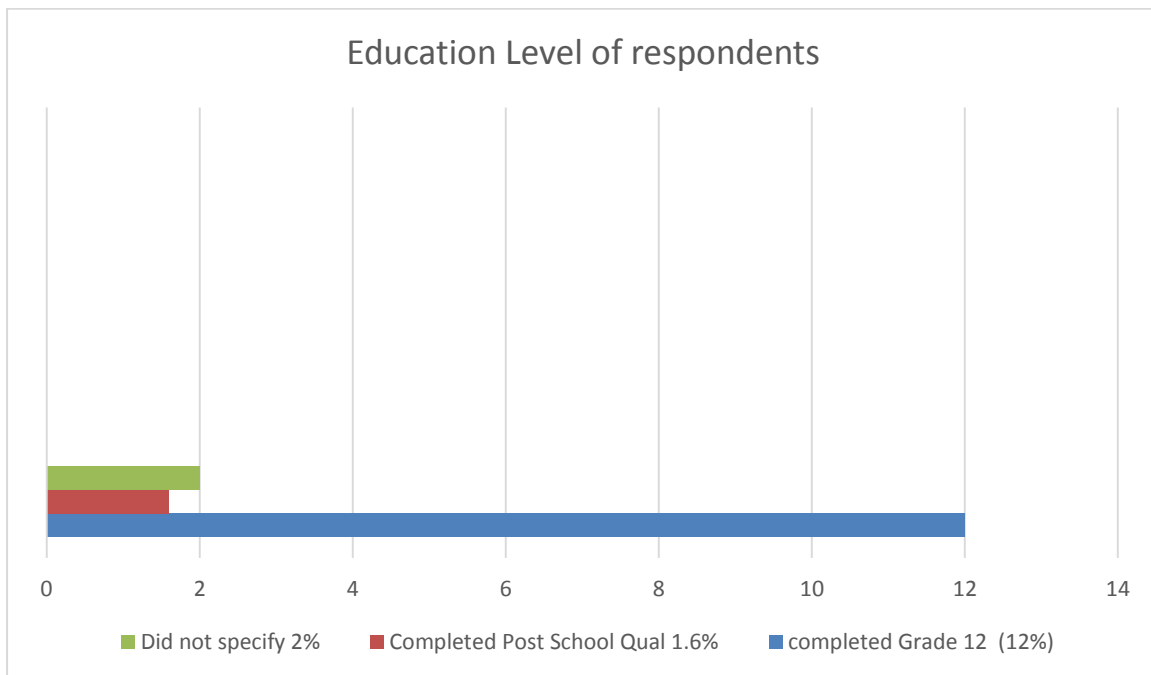
A4: Marital status:

Out of 40 only 7 (2.8%) were married and 33 (13.2%) were single and mostly are female. Therefore these figures suggest that it is difficult for these women to be married as most of the men around are unemployed. Some could have gone to Gauteng or other cities in South Africa where they could have meet partners and started families there. It could be that even those who are working are not ready to start families as their salaries could be too low or they are still assisting their parents or family members either with study costs

A5: Education level

The Majority of the respondents confirmed that they possess grade 12 while few have diplomas, Out of 40 only 30 (12%) confirmed to have completed grade 12, while the remaining 4 (1.6%) confirmed to have completed their post school

qualifications, meaning diplomas or degrees. The last 5 (2%) did not specify their education level.



These figures suggest that the area does not have post school institutions such as college or a university of technology or a nursing college that can accommodate those who have completed grade 12. The only available institutions are far from the villages, such as Tshwane University of Technology which is in Polokwane City, 50 km away from the village and university of Venda which is 90 km away from Botlokwa. Other reasons why no higher learning institution could be that most of the residents have passion in studying far especially to other provinces such as Gauteng which have job opportunities. The other reason could be that Botlokwa village is not economically viable and that most of the people are unemployed as such it could be perceived that people around the area won't support such institutions if they are built within Botlokwa.

A6: Occupation

The majority of the respondents had grade 12 and they were still looking for job opportunities. Only few respondents confirmed that they were working for government departments. Out of 40, only 34 confirmed that they are not working,

while one confirmed working for government departments but others did not answer the question. The researcher believed that such high unemployment level could be attributed to the fact that the centre is unable to create job opportunities.

SECTION B: CLIENTS' KNOWLEDGE AND INFORMATION REGARDING THE EXISTENCE OF TSCS.

Responses of Clients to Information and Knowledge of the Centre

(a)The first question asked by the researcher was to find out if the Botlokwa community have the knowledge of how the Centre was established

All respondents confirmed that Botlokwa community were struggling to access government services offered by Home affairs such as applying for ID, birth certificates, internet services, reporting crime, and certification of documents by South African Police Services. As such these challenges lead to a meeting which was held between community leaders, *Kgosi* and Molemole Municipality which resulted in the Building of Botlokwa Thusong Service Centre.

(b)To determine why the centre was considered useful by respondents

All 40 (100%) respondents' confirmed that they are using the centre to access various services. They also confirmed that they appreciate the efforts made by all the parties involved who made the centre a success. They also said they are happy because they are no longer subjected to travel long distance to access government services such application of Identity documents, internet access and other services that now offered by the centre.

(c)The question wanted to know whether the lives of the respondent have improved since the centre started operating

All 40 (100%) respondents conceded that their lives has improved well especially with regard to accessing government services. The only thing which they were still hoping to get was to see the Centre creating job opportunities which at that moment was not happening.

(d) These question focused on whether they could be other services which the respondent would have liked the management to improve on

When responding to this question, respondents had different views. Out of 40 Only 25 respondents said that they would have liked management to hire more staff to help the centre to provide services quickly because the pace at which the services are offered is slow though they did not specify which service provider is slow. Others 10 respondents pointed out that, currently internet café has occupied a small space and their computers are few. Therefore they suggested that they would have liked to see internet café be given enough space so that they can also put extra computers to accommodate bigger number of internet users. Therefore 5 respondents did not answer the question.

The follow up question was, to determine whether the respondents were able to propose new services that could add value in the centre

Seventeen respondents did not answer the question but few of them shared their views to the researcher. The first 10 said they did not brought any suggestions to the management because management are rude. While 10 said that they don't believe that management will listen because they are unapproachable. The 3 said that since they are like that, they need professional help so that they could be able to listen to the users of the centre and implement suggestions from the community.

(e) The question wanted to establish if the centre had a dedicated person, office or box which respondents are been able to send their suggestion.

Almost all respondents 39 (15.3%) except one 1 (0.4) confirmed that they have never saw such person nor office where they could send their suggestion. One respondents said that she does not know such person nor office where she could send her suggestion but confirmed that when she has suggestion, she only speak to the centre manager. It is therefore apparent that such person nor offices where suggestions could be send does not exist, therefore it could be difficult for the centre management to know what more services community need. As such the centre will

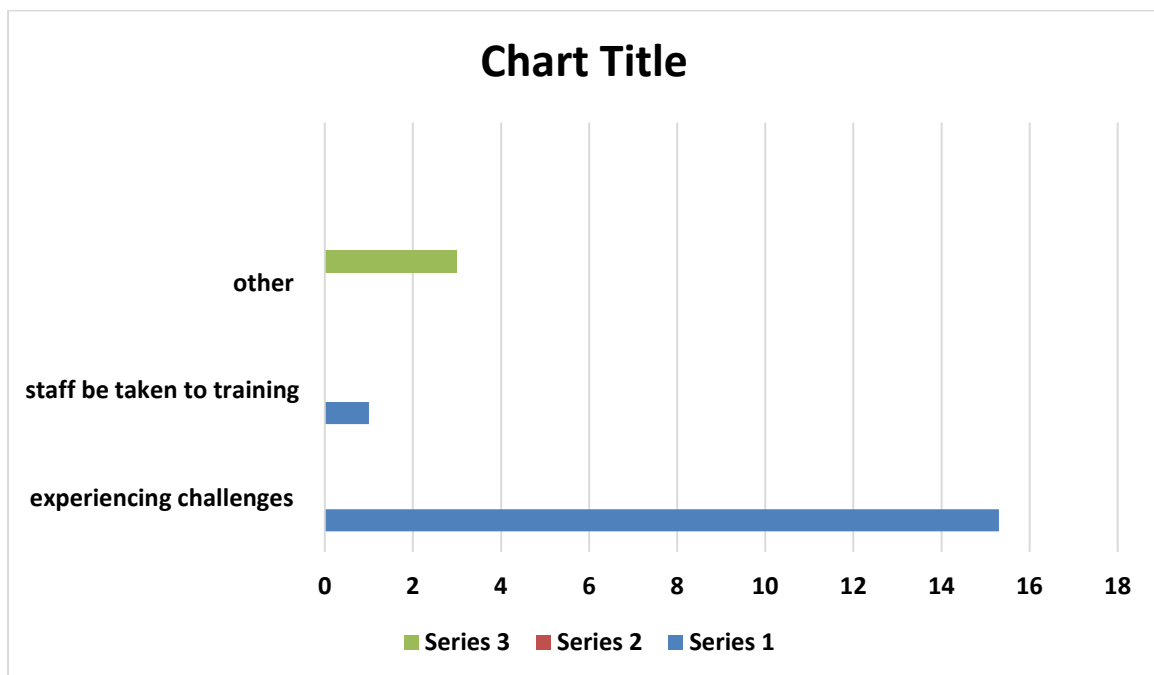
rely on suggestions that could be brought by the management which may be enough to address the needs of the people who use the centre.

(f) The respondent's views on Challenges they faced when using the centre.

Most respondents 35 (14%) confirmed that they are not experiencing challenges with the current services that are offered. What is a challenges for them is that the Centre is not creating job opportunities. Only three 5 (2%) stated that the staff of the centre do not speak with them well. As such they thought that such behaviour automatically prevent them to even make suggestions of new offerings which the centre could provide.

(g) The respondent's views on how those challenges could be resolved.

Since most of the respondents 39 (15.3%) confirmed that they are not experiencing challenges, they did not share their views on the questions but one 1 (0.4) respondents answered the questions by suggesting that the staff of the Centre be taken to training on customer service.



(h) Any other information which was not covered by the questionnaire

Most of the respondents did not answer except 2. Respondent A said that he is currently not working as such he would prefer to see the Centre creating job opportunities. Respondent B spoke about the behaviour of the personnel saying that these personnel don't respect the users of the Centre as such then he suggested that training of personnel on how to respect people is critical.

SECTION C: CUSTOMER SERVICE SATISFACTION

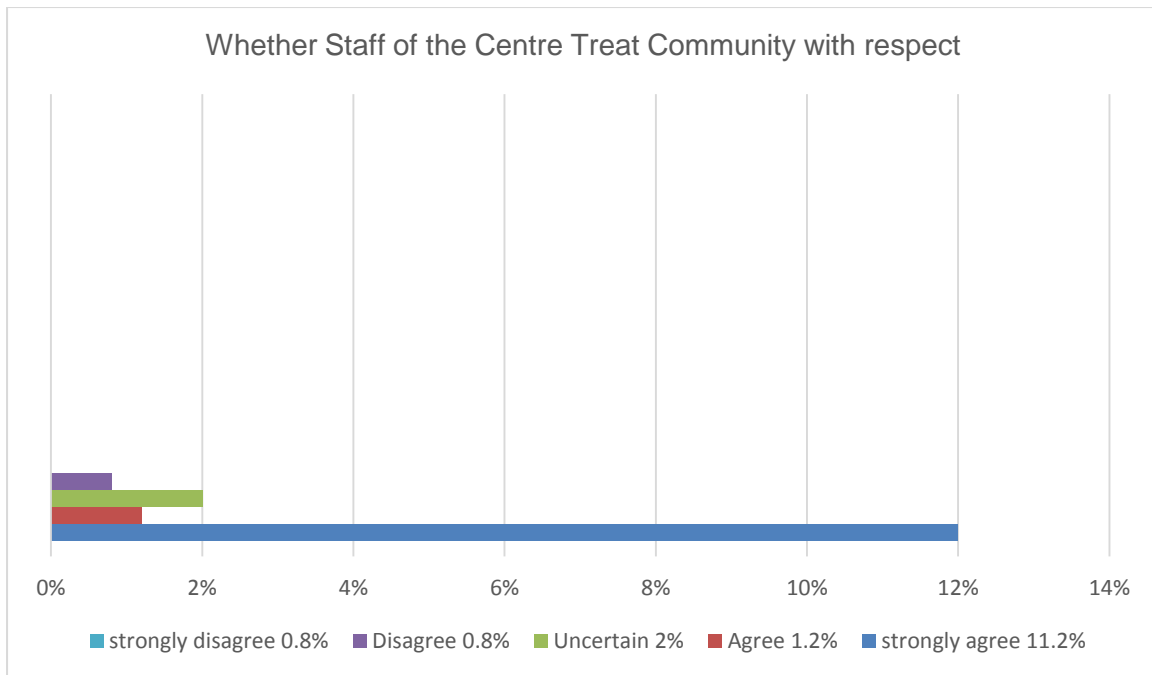
This section wanted to determine if the users of Botlokwa Thusong Service Centre are satisfied with the operation of the Centre considering number of indicators.

Customer Service Satisfaction

(a) The question wanted to know whether staff members or officials in the centre treat community with good attitude.

The researcher was trying to find out if the personnel of the centre from all the service providers are able to show respect and treat the users of the centre with a smile. Therefore out of 40 respondents, below is **their responses**:

- Strongly agree: (11.2%)
- Agree: (1.2%)
- Uncertain: (2%)
- Disagree: (0.8%)
- Strongly disagree :(0.8%)



Demonstration of ethical conduct by officials of the Centre:

(b) The question wanted to know whether staff of Botlokwa Thusong Service Centre demonstrate ethical conduct.

On these question, the researcher was trying to find out from the respondents whether the staff of the centre demonstrate ethical conduct when they render services to the community or not. Interestingly, the question was answered by greater number of respondents. 20 respondents confirmed that they believe that management is displaying ethical conduct as they strongly agreed with the question posed by the researcher. Again 8 also agreed that ethical behaviour such as ethical conduct is demonstrated by management. 2 respondents did not believe that management demonstrate ethical conduct as they completely disagreed by stating that they have never saw such conduct. The last 4 respondents were not sure of whether management demonstrate ethical conduct or not because their answer were uncertain while only one differed slightly with them by saying that there is no such behaviour such as ethical behaviour

The following figures illustrates the reactions of the respondents:

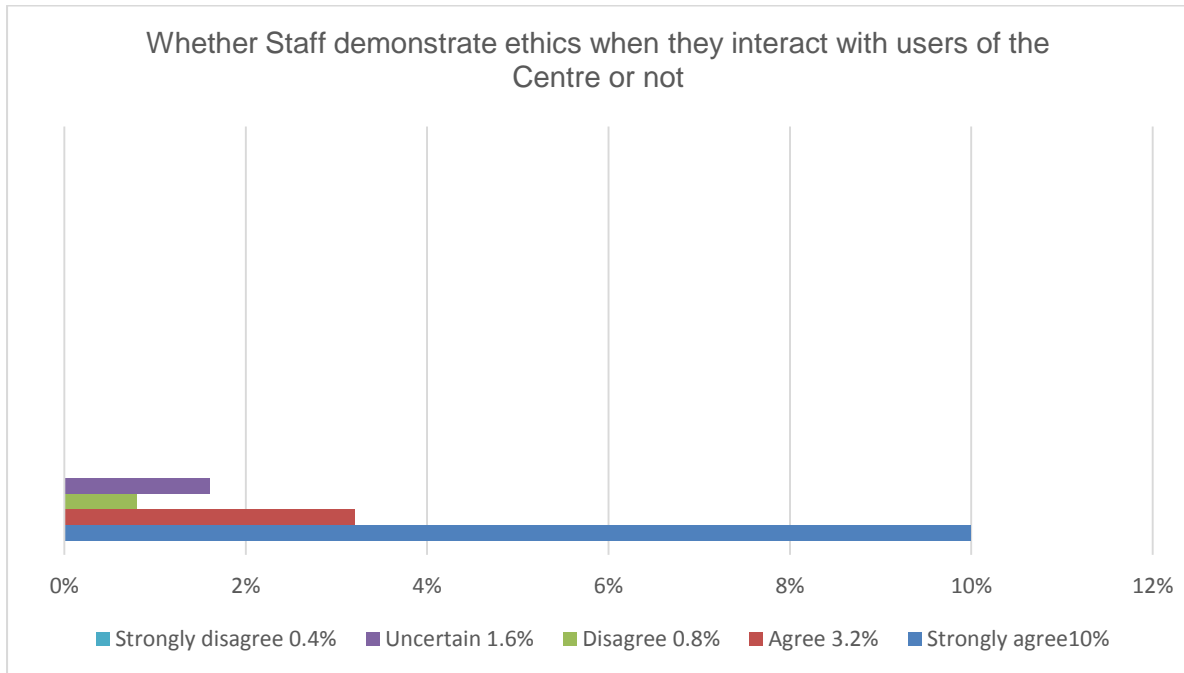
Strongly agree: 25 = 10%

Agree: 8= 3.2%

Disagree: 2 = 0.8%

Uncertain: 4= 1, 6 %

Strongly disagree: 1= 0.4



Ability of the Centre Officials to demonstrate good attitude:

(c)The question wanted to know whether staff members or officials in the centre are helpful, demonstrated patience and attitude that is acceptable at all times.

In this question the researcher was trying to ascertain from the respondents whether the staff of the centre are helpful and showing patience at all times when they interact with them. Therefore **the following figures illustrates the reactions of the respondents**

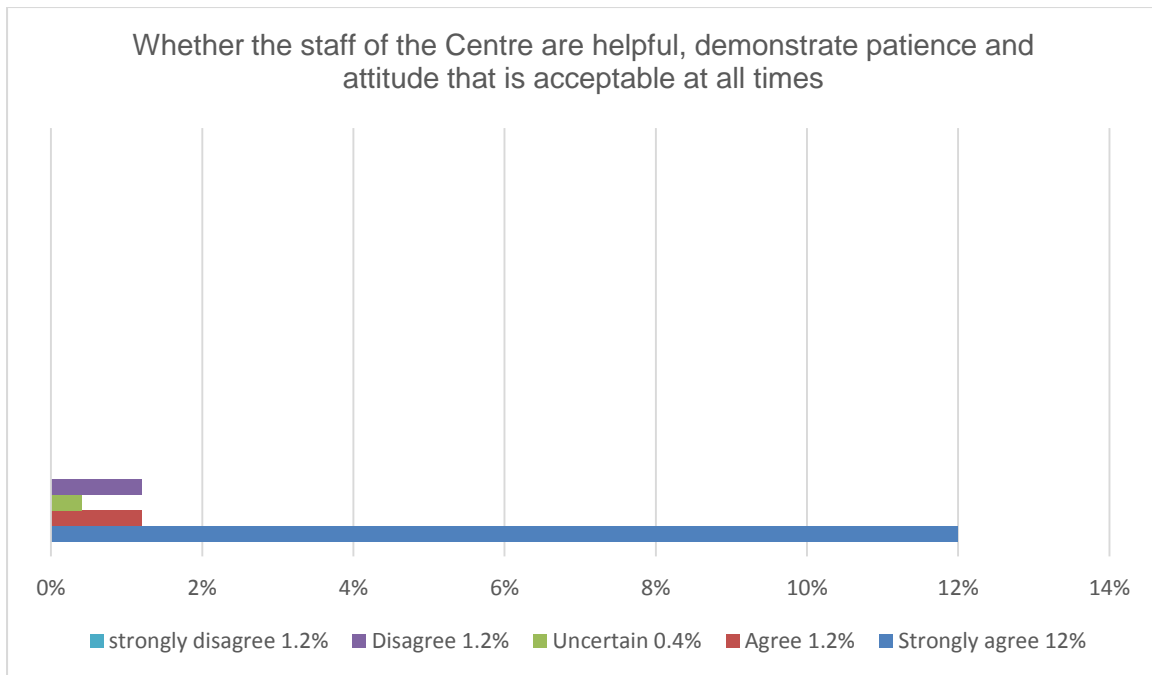
Strongly agree: 30 = 12%

Agree: 3 = 1.2%

Uncertain: 1 = 0.4%

Disagree: 3 = 1.2%

Strongly disagree: 3 = 1.2%



Access of services offered by the Centre to people living with disabilities:

(d) The question seeks to know whether the services offered by the Centre are accessible to people living with disabilities

initially the question seem to be vague because it requires the respondents to answer the first part that deals with access and the services of the centre and also the second part that deals with whether people with disabilities are able to access the centre and services or not.

The first group (30) of respondents strongly agreed the centre and the services are accessible. These group respondents expressed their views on the second part of the question that deals with people living with disabilities. They said it depends on the type of disabilities. They said those who use crutches are able to buy electricity, apply ID and that they have never seen those living with disabilities who have never accessed the centre and the services offered by the centre. The other (6) respondents said they agree that the centre and services are accessible but did not express their views on the second part of the question that deals with people living with disabilities. The other 4 respondents said they were uncertain.

The following figures illustrates the reactions of the respondents

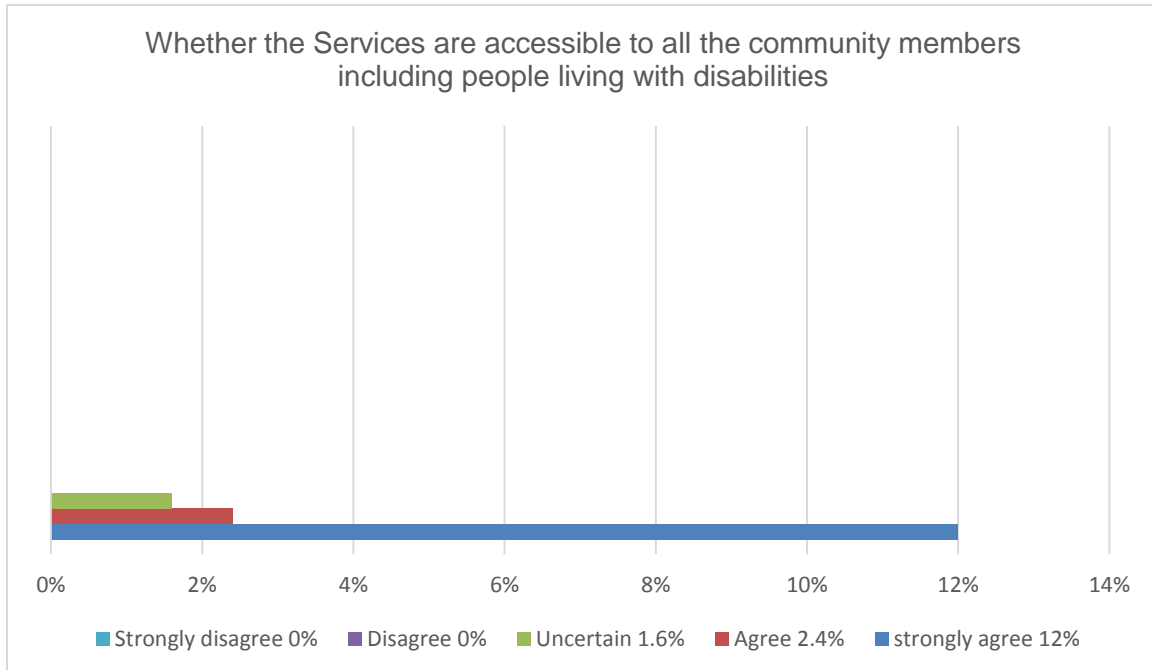
Strongly agree: 30= 12%

Agree: 6= 2.4%

Uncertain: 4= 1.6%

Disagree: 0= 0%

Strongly disagree: 0=0%



Attitude of the officials towards the beneficiaries of the Centre

(e)The question wanted to know if the staff of Botlokwa Thusong Service Centre are able to listen to your needs and queries.

These questioned looked on whether the staff of the centre listen to the needs and queries raised by the users or not. The first group (22) confirmed that the staff of the centre listen to their needs and queries by strongly agreeing to the question. The other fifteen (15) stated that they agree that the staff that really listen to their needs and queries but three (3) disagreed.

The following figures illustrates the reactions of the respondents

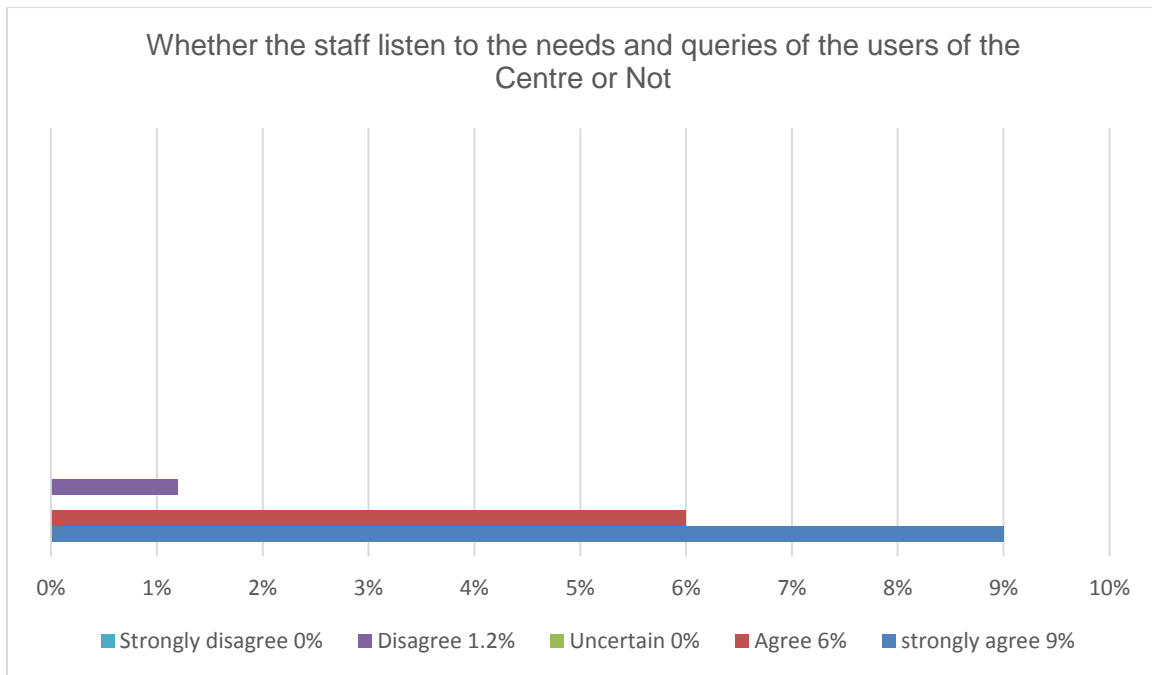
Strongly agree: 22= 9 %

Agree: 15= 6%

Uncertain: 0=0%

Disagree: 3= 1.2%

Strongly disagree: 0=0%



Ability to respond to the queries from the beneficiaries of the Centre

(f) The question wanted to know if the Centre management is able to fulfil its promises made regarding services queries.

These question was trying to find out if the promises made relating to services queries needs were being fulfilled by the centre staff. Twenty two respondents responded positively by strongly agreeing to the question and fifteen were in agreement by just confirming that they agree. Only three disagreed to the question as they believe that such promises are not fulfilled at all

Strongly agree: 22= 9%

Agree: 15= 6%

Uncertain: 0= 0%

Disagree: 3= 1.2%

Strongly disagree: 0=0%

Ability of the Centre officials to be transparent and honest

(g) The question wanted to know if the staff of the centre are able to provide correct and honest answers regarding service queries?

In all the organisation honesty is critical in order to build trust between the service provider and client. These question was trying to find out whether the personnel of the centre are honest to their clients or community members when they are being asked about the services they offer and whether correct answers are given to users or not. The first group (30) strongly agreed that the staff of the centre are honest and that they always give them correct answers. The other respondents (10) of them also agreed but no views were shared. There were no respondents who disagreed, strongly disagreed nor uncertain.

The following figures illustrates the reactions of the respondents

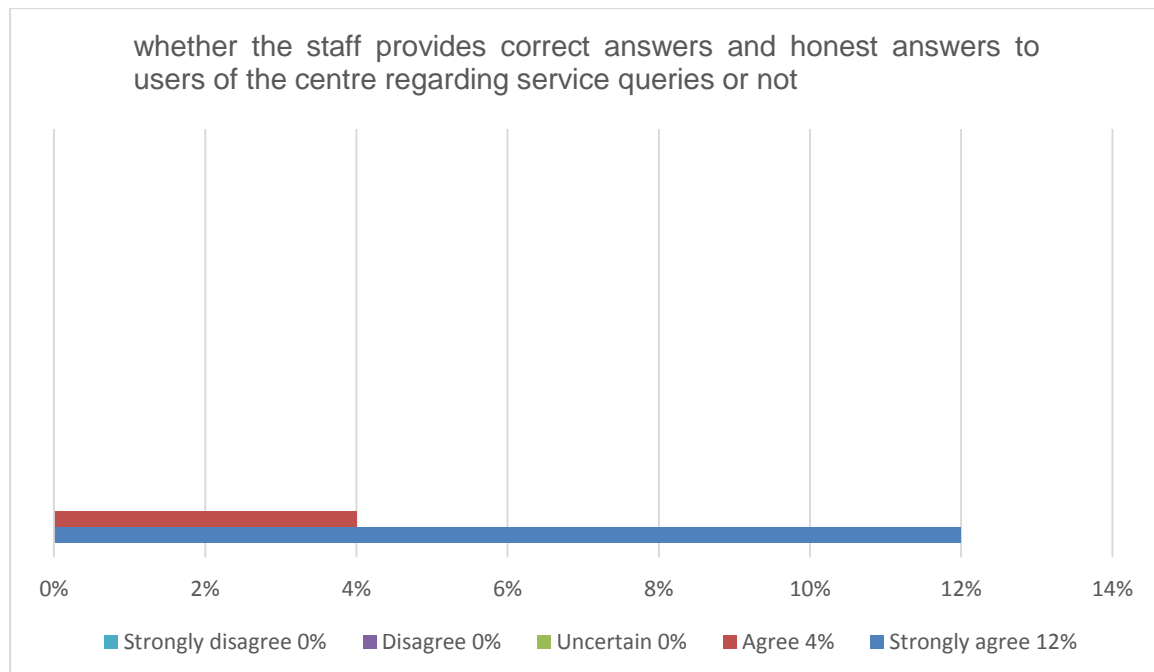
Strongly agree: 30= 12%

Agree: 10= 4%

Uncertain: 0= 0%

Disagree: 0= 0%

Strongly disagree: 0= 0%



Ability of the Centre official to reflect understanding and knowledge of the services offered by the Centre:

(h) The question wanted to know whether the staff of Botlokwa Thusong Service Centre understand and have knowledge of the services offered by the Centre

The question was posed to the respondent trying to find out whether the staff or personnel of the centre have knowledge of the operations and services offered at the centre. The question received different responses. The 30 said they strongly agree and 2 also said they agree. The researcher also received other views from other groups. Two (2) respondents were not sure as they said they are uncertain. Three disagreed with question and other three respondents strongly disagreed.

The following figures illustrates the reactions of the respondents:

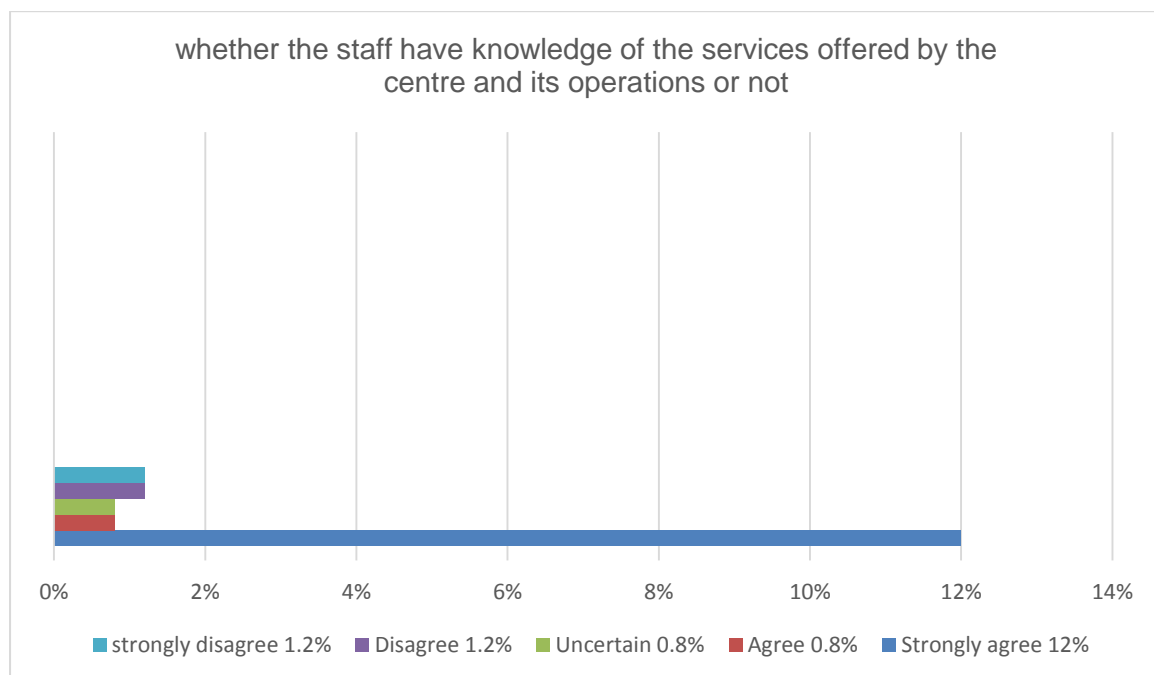
Strongly agree: 30=12%

Agree: 2= 0.8%

Uncertain: 2= 0.8%

Disagree: 3= 1.2%

Strongly disagree: 3= 1.2%



Ability of the Centre Official to demonstrate good attitude towards the beneficiaries of the Centre:

(i) The question wanted to know whether the staff of Botlokwa Thusong Service Centre are friendly when asked about the services offered by the Centre.

These question looked at whether the staff of the centre are friendly when asked by users about the services they offer or not. Two groups shared the same views, firstly, Twenty –five respondents strongly agreed and nine others agreed that they are being treated with a smile by the staff of the centre. Others respondents had different views, two were not sure, three disagreed and the last respondent strongly disagreed with question that there is no smile from the face of the staff when they interact with them.

The following figures illustrates the reactions of the respondents

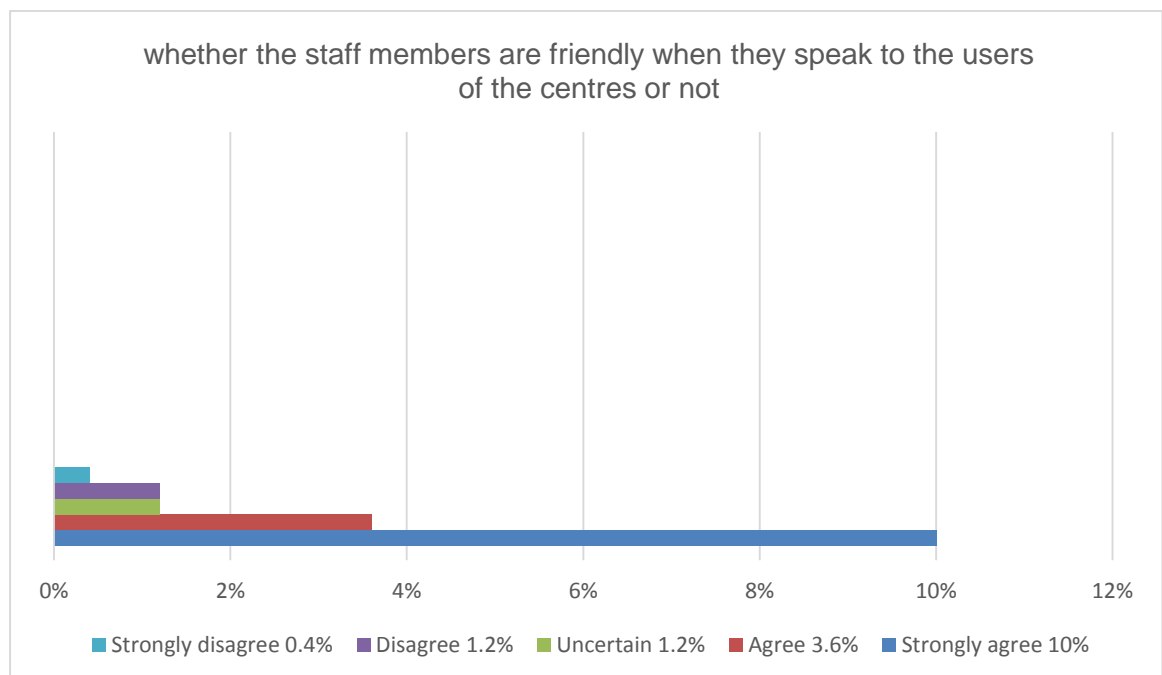
Strongly agree: 25= 10%

Agree: 9= 3.6%

Uncertain: 2= 1.2%

Disagree: 3= 1.2%

Strongly disagree: 1= 0.4%



Ability of the Centre Officials to compromise by giving extra information out of the scope of services offered by the Centre.

(j) The question wanted to know if the Staff of Botlokwa Thusong Service Centre are able to go extra mile in demonstrating how other services can be accessed when asked by users.

On this question, the researcher was trying to find out from the respondents whether when they ask the personnel of the centre about service's needs, these personnel also take extra mile by providing them with other valuable information which they would not have asked. The first group of respondents share the same views, the first five respondents strongly agreed and was complement by the other five which agreed that management do take extra mile by showing them to access other services which they may not have asked. Surprisingly, the other two group of respondents concurred that there is no such from the management of taking extra mile of showing them other services which they have not asked. Both fifteen each disagreed and strongly disagreed respectively to the question.

The following figures illustrates the reactions of the respondents

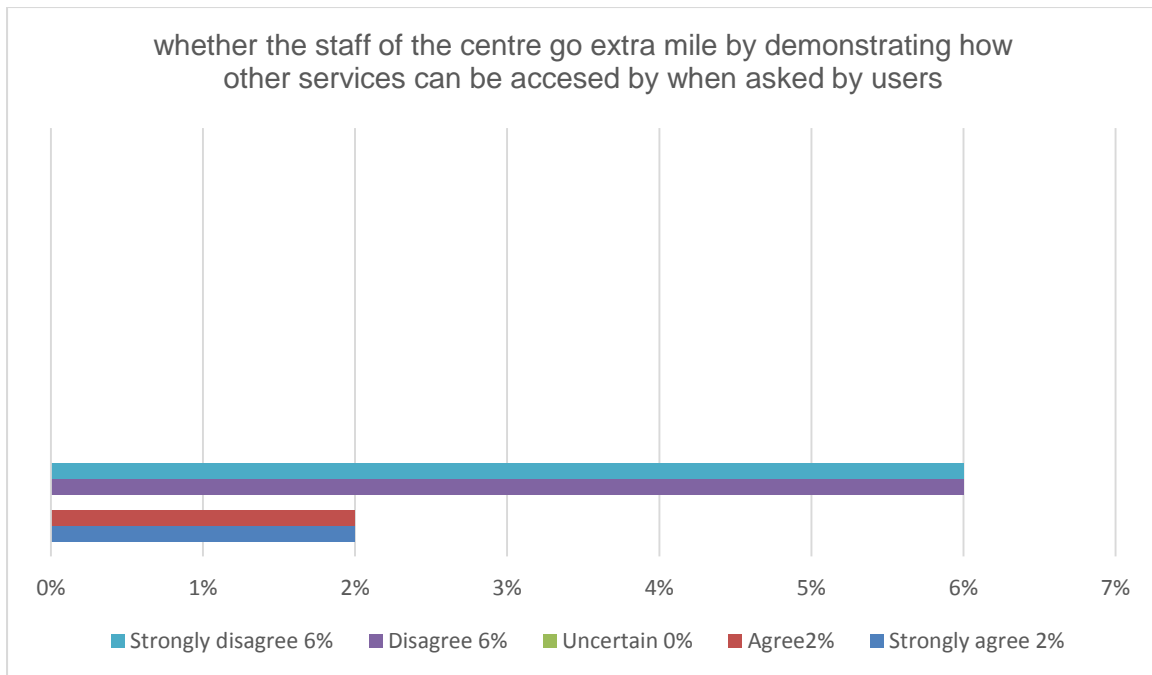
Strongly agree: 5= 2%

Agree: 5= 2%

Uncertain: 0= 0%

Disagree: 15 = 6%

Strongly disagree: 15= 6%



Operating times of the Centre:

(k) The question wanted to know if the centre comply with its operating times.

This question was trying to find out whether the centre is complying with the operating times or not. The first group of the respondents shared the same views, the first ten strongly agreed and the other ten agreed that there is compliance with regard to operating times. One respondent was not sure as his/her answer was uncertain. The last group differed substantially to the question. Nine respondents disagreed and ten strongly disagreed implying that the centre does not comply with the operation times. The researcher believed that the reason why the respondents disagreed could be because the respondents earlier complained that SAPS open late as such these could be reason why they differed with the question.

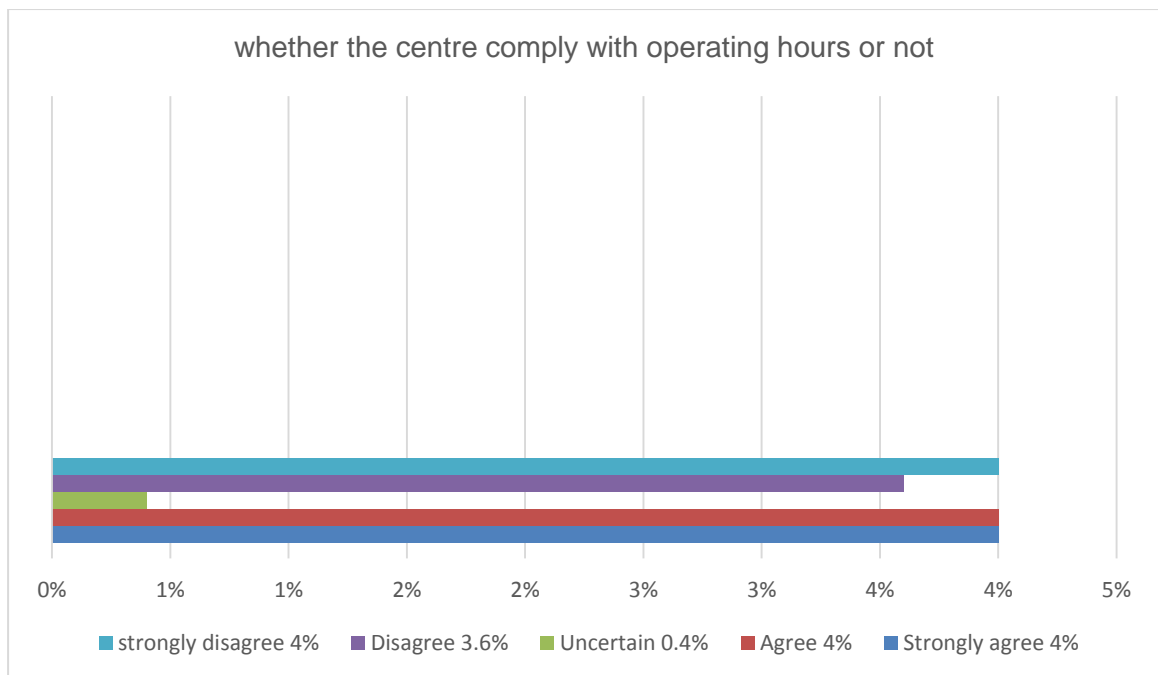
Strongly agree: 10 = 4%

Agree: 10 = 4%

Uncertain: 1 = 0.4 %

Disagree: 9 = 3.6%

Strongly disagree: 10 = 4%



(L) Any other comments/comments which you like to share with the researcher

These was the last question from which the researcher thought that issues which were not raised by the questionnaires could be raised by the respondents themselves. Most of the respondents did not respond to these question but few share their views. Out of 40 only 5 answered. Three said they will be happy if the centre could create more job opportunities, two focused more on the behaviour of the management of the centre saying that they don't respect the community members.

4.6 PRESENTATION OF DATA FROM OBSERVATION SHEET.

Catherine (2002:19) argued that observation method is used to gather primary data by the investigator's own direct observation of relevant people, actions and situations without asking questions of the respondent. To support Catherine, these method was high lightened in chapter one in which the researcher committed to apply direct observation on various things and these were observed:

- Operating times of the Centre,
- Whether the centre it has a security wall ,
- Whether the walls have been trademarked to attract people to visit the centre,
- presence and activities of security personnel,
- activities of the help desk in directing first time visitors to the Centre,
- condition of toilets,
- air-conditioning,
- waiting area,
- signage for locating various departments and other service providers,
- suggestion boxes,
- Parking bays of visitors who comes to the centre by their own cars.

Presentation of Findings on Observation

These part focuses on what were the findings gathered from the observation conducted at the Centre.

(a) Operating times of the Centre,

The researcher observed that all service providers were able to open their office at 08h00 and closed at 16h00 except SAPS but there was no board that shows the operating times within the centre. As such the researcher did not notice any service provider that opened late as opposed to the assertion made by some of the respondents when answering the questionnaire alleging that SAPS open late.

(b) Whether it the centre has a security wall,

The researcher found that the centre has a security fence not a wall.

(c) Whether the walls have been painted and branded to attract people to visit the centre whether the walls of have specific feature or drawings of the services offered by the Centre to attract the community members to visit the Centre

The centre does not have the wall fence which if it existed one would have expected such wall to be painted with the name of the centre written on it but it is surrounded by an ordinary steel fence. Some offices that are painted are, the office of Home Affairs, police station, Eskom and Internet Cafe whereas the manager's office and the tribal office were not painted because the building are built with face bricks.

(d) Presence and activities of security personnel

The researcher was able to see that there is one security person though he was not wearing a uniform and he was sitting next to the office of the centre manager. He is the one who notifies the centre manager if anyone or visitor want to see the centre manager.

(e) Activities of the help desk in giving correct information.

The researcher did not see any desk officer. Therefore the researcher assumes that the same security officer who sit next to the office of the centre manager plays the role of help desk officer. These is because he is the one whom the researcher interacted and he was able to show the researcher all the offices.

(f) Physical Conditions: Condition of toilets,

There were two toilets outside just at the corner of the centre yard, one for men and the other for women. These toilets were the pits toilet in nature and their conditions were good.

(g) Air-conditioning,

The centre is made up of different services providers with different offices separated from one other unlike where the service providers are found in one building. As such the researcher could not found any air-condition in the office of the tribal authority, office of the centre manager, office of Home affairs, internet office, SAPS and Community radio station. It was difficult for the researcher to inter Eskom because

the clerk handles cash from people who buy electricity and that people buy electricity through the window.

(h) Waiting area,

The researcher did not see any specific waiting area for the entire centre. So if anyone want to see e-g centre manager, the only place to wait is outside the office where there is a shade until permission is granted that one could enter. So the same thing applies even if one want to enter Community radio station except SAPS where one will just enter and both Home affairs and internet café office because there is not permission needed.

(i) Signage for locating various departments and other service providers,

There is no single signage for locating offices but some offices themselves have signage outside especially SAPS, Home affairs, Community radio Station and Eskom. There is no sign on the office of the centre manager and the tribal authority unless it is for security reason.

(j) Suggestion boxes,

The researcher did not see any suggestion boxes, therefore it could be difficult to expect the community of Botlokwa to raise their needs, improvements but to continue to be recipients of services which they cannot propose any improvement or changes. This is therefore unfair as the community cannot be part of their development and will make the centre unpopular.

(k) Parking for visitors who come by car

The centre does not have parking bays but there is a parking space for motor vehicles of visitors and community members.

4.7 CONCLUSION

Service delivery in South Africa before 1994 has been a major challenge which continued to exist even after the newly elected government. It is thus the country on numerous occasions had to deal with frequent service delivery protests which to date

such challenges have not been sufficiently resolved. Therefore when the concept “Thusong Service Centres” formerly known as Multi-Purpose Community Centre emerged, people thought that this could be the solution to address service delivery in South Africa and in deed it became as a relive as it was able to offer basic services to the poor.

Therefore it cannot be disputed that the introduction of Thusong Service Centre did not reduce some of the service delivery burden. There are progress in other places where people are now able to buy their electricity, make applications of their Identity documents, access internet next to the place of residence and these can be confirmed by Botlokwa residence. These improvements needs to be sustained and that can only happen if there is a political support and financial support.

During this study, the researcher has established that Botlokwa Thusong Service Centre has brought positive changes to the lives of the people as they can now make applications of their Identity documents next to their place and access other government services which previously that was not possible. In view of the above positive changes which Botlokwa Thusong Service Centre has done to the community of Botlokwa, there are other challenges which the centre is still faced with which were identified by the representative from Tribal Authority and the challenges identified by the respondents when answering their questionnaire and those which the researcher identified during observation. Therefore the next chapter (chapter 5), will therefore propose recommendation which are critical for Botlokwa Community which if they are considered and applied can address challenges which the centre is faced with and can make the centre to sustain itself in order to change the lives of the Community of Botlokwa.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The aim of these study was to examine Botlokwa Thusong Service Centre and Service delivery at Botlokwa Village in Limpopo Province. The study investigated Botlokwa Thusong Centre to determine if the centre was able to respond to service delivery challenges affecting the communities of Botlokwa. The study composed of different themes which were presented in chapters and as such these chapters are summarised as follows:

5.2 SUMMARY OF CHAPTERS

Chapter one: This chapter introduced the topic which is the subject of investigation. The chapter also identified the problem statement which had to be explored, the research questions which had to be addressed in order to assist the researcher to achieve the objectives of the study. The chapter then looked at the appropriate research methodology which were applied by the researcher in order to collect data. The last aspects which featured on these chapter, was the significance of the study which focused on, firstly to the body of knowledge within public administration discourse, secondly to the management the centre and the users of the centre.

Chapter two: This chapter presented literature which focused on Thusong Service Centre and service delivery. It looked at the emergence of Thusong Service Centre as a concept focusing on its origin and its purpose. The chapter further looked at service delivery theories broadly and moved to service delivery South Africa, the challenges which South Africa experienced which lead to the adoption of Thusong Service Centre as model to address service delivery challenges. In furtherance, the chapter looked at South African Legal framework which was introduced to deal with service delivery challenges and how such laws helped the country to roll-out of Thusong Service Centre across the country.

Chapter three centred on the appropriate research methodology that was used in the study. This included the research design, the target audience or population and the ethical consideration which the researcher had to consider during data collection process. The last aspects were data collections tools used this included, questionnaire, interview, observation techniques and how they were applied in assisting the researcher to collect data.

Chapter four unlike the previous chapters, focused mainly on the presentation and analysis of data collected by the researcher. This is data collected through the interview, questionnaire and observation technique.

Chapter five is the last chapter, presented the recommendations to address the challenges identified by the researcher, challenges identified by the respondents when answering their questionnaires, and the interviewees, and challenges which the researcher identified when conduction observation and then proposed a model to improve the operations and how the centre should me managed.

5.3 SUMMARY OF THE FINDINGS AND RECOMMENDATIONS

The following recommendations are considered appropriate to address service delivery challenges identified by the researcher. These recommendations could assist Botlokwa Thusong Service Centre Management to change the manner in which the centre is managed and offer appropriate strategies to respond to service delivery needs and challenges affecting the Botlokwa Community.

1. Visibility of the Centre:

Finding: The researcher was unable to identify where the centre was since there was no signage to direct him instead he had to ask the people whom he met on the road to direct him where such centre was situated.

Recommendation: There should be a clear sign or board that show where the centre is so that everyone who needs government services can be able to see and

follow the sign until he /she find the Centre than to ask people on the road as the researcher did.

2. The Role of Thusong Service Centre Manager:

Finding: The study discovered that the centre manager did not have the authority to respond to the interview from the researcher because she indicated that she is not allowed instead said the relevant authority rest within the office of the tribal authority.

Recommendation: The role of Thusong Service Manager is limited and this defeat service delivery as all the correspondence are handled by the office of tribal authority. Therefore Thusong Service Centre manager should be orientated and trained to ensure that she understand how the Centre came into being so that she can be trusted with the responsibilities of handling all the service delivery queries including how to engage the researchers or any other person who may inquire about the operations of the Centre.

3. Composition of the Staff in the Office of the Centre Manager:

Finding : The office of the Centre Manager have three officials including the Manager, as such it could be difficult to cope with the service delivery queries of the community should two officials go on leave.

Recommendation: The office of Thusong Service Centre Manager should have enough personnel to be able to cope with service delivery queries and needs of the Batlokwa Community.

4. Accessibility of the Centre Services Including People Living with Disabilities

Finding: The respondent from the office of the tribal authority who was interviewed by the researcher confirmed that the services offered at the centre cater all villages around Botlokwa but the nature of the Centre does not cater people living with disabilities.

Recommendation: The Centre Management must realise that the constitution of South Africa protect the rights of every one including people living with disabilities. Therefore the services offered by the Centre should be accessible even to people living with disabilities.

4. Conduct of the officials working for the Centre:

Finding: Majority of the respondents who managed to answer the questionnaires confirmed that the conduct of the officials working for the centre is bad some also said they are rude.

Recommendation: Personnel of Thusong Service Centre should undergo training programmes that covers customer service, ethics so that they are able to serve their clients with dignity and respect.

5. Operating Times

Finding: Data collected from respondents indicated service providers such as SAPS do not open in time.

Recommendation: Service providers that operate at Thusong Service Centre should stick to operating times to ensure that the users of the centres access services at all times.

6. Suggestion Boxes

Finding: during observation, the researcher did not see any Container or Box which could be used by the users of the Centre to share their views or making suggestions on how the Centre can be improved.

Recommendation: Suggestion boxes or other similar initiatives should be introduced to allow community members to share their views, propose new changes and ideas on how best the Centre can be operationalise. This will ensures that services that are offered cater the needs of everyone.

7. Funding

Finding: The representative from the tribal authority office confirmed that they are not getting any funds from government and private sector.

Recommendation: Botlokwa Thusong Service Centre Management should attempt to secure more funding from other non governmental organisation, companies, international organisation to help sustain the centres than to rely heavily on government.

8. Depoliticize Service Delivery

Finding: Data collected from the questionnaire indicated that people who are card caring members of the ruling party are given preferences when coming to employment and others are ignored.

Recommendation: There is a need to depoliticize service delivery at Botlokwa Thusong Service Centre to give every community member equal services irrespective of political affiliation.

5.4 CONCLUSION

Thusong Service Centres plays critical role in transforming how governments interact with their communities. These centres have capability of bringing various service delivery departments in one central place and offer variety of services especially to communities that resides in remote areas. Therefore in order for these centres to continue to serve these communities, they should be sufficiently resourced, managed and financed properly.

Therefore government should continue to replicate these initiatives to other areas by ensuring that they don't only provides services. The Centre should create local jobs through the creation of community driven projects such as Cooperatives and SMMEs as these type of projects will reduce poverty and create job opportunities to the local people.

It is therefore submitted that the recommendation made herein, should not only be applicable to Botlokwa Thusong Service Centre but, also to future and existing centres. These will make these centres to sustain themselves and improve the living conditions of the majority of the South African

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ANNEXURE A:

CONSENT LETTER

Name of Researcher: Lesetja Motlatla: 0837140126

University name: University of Limpopo

(MPA) Master Public Administration Research Project

Supervisor: Prof Mpehle: 015 268 4253: Fax 0866642717

Letter of Consent:

I (Please write in your full names) hereby confirm that I understand the contents of this document and the nature of the research project as being explained to me by the researcher. I therefore voluntarily participate in these research and am aware of my rights to withdraw from this project if I wish to do so at any time.

Signature of participant_____

Date: _____

ANNEXURE: B

**INTERVIEW QUESTIONS FOR BOTLOKWA THUSONG SERVICE CENTRE
MANAGER**

PLACE: BOTLOKWA THUSONG SERVICE CENTRE

PURPOSE:

These questions has been developed by the researcher to determine if the Botlokwa Thusong Service Centre is able to address service delivery and the challenges affecting the centre and then propose a model that will address the shortcomings which will be identified by the study.

As a respondent/ participants you are therefore assured that the information which you will provide in this interview will be treated as confidential and that you will not be asked to reveal your names and the information will only be used for the Research Purpose of Masters degree of Public Administration and that the ownership of the report shall rest with the university.

1. How did Botlokwa Thusong Service Centre come into being?

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2. How long has the centre being operational?

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3. How many personnel do you have in the Centre?

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4. How many service providers do you have at Botlokwa Thusong Service Centre?

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5. If the Centre has more than one service provider, who are those and what types of service do they offer to the community of botlokwa?

6. Is the community of Botlokwa aware of this centre and its offerings?

7. How many villages are benefiting from the services which this Centre is offering?

8. Roughly how many people visit the centre daily?

9. Since the Centre started operating, what improvement or impact it had on the lives of Botlokwa community so far?

10. What challenges do you experience on a day to day basis in running the Centre?

11. What type of support are you getting from government?

12. Are there any services which you are planning to offer other than the existing ones?

13. What role does the community of Botlokwa play in this centre?

14. Are there specific issues which the community has raised which the centre is still considering?

15. From the management side, are there specific changes that you are intending to make or introduce?

16. In general, what are other issues which you think the researcher should note and be considered in this research?

ANNEXURE C

INTERVIEW QUESTIONS WITH: OFFICIAL FROM (GCIS) LIMPOPO GOVERNMENT COMMUNICATION & INFORMATION SYSTEM.

The researcher is conducting a study at Botlokwa Thusong service Centre which is situated in Limpopo Province. The purpose of the study is determine if Botlokwa Thusong Service Centre if is able to address service delivery and the challenges that affect the centre needs of the Botlokwa Community and to identify the challenges negatively affecting the centre. The researcher has already visited the centre and data was collected on the 1st July 2015. In order to understand the role played by provincial government (GCIS) Government Communication Information systems the researcher is requesting your participation to provide information in this regard.

1. What was the rationale for government in establishing Botlokwa Thusong Service Centres

2. Do you monitor performance of these Centre if yes, how do you do that?

3. What is the level of service delivery at Botlokwa Thusong Service Centre?

4. Do you have any knowledge of the challenges that are being experienced by Botlokwa thusong service? If any can u elaborate.

5. What is the role of your department in Botlokwa Thusong Service Centre?

6. What type of support does your department is offering to Botlokwa Thusong Service Centre, if yes please elaborate

7. Are you conducting any audit on the Centre if yes, what are the indicators you focus and how do you implement recommendation obtained from the audit?

8. Does your department play any role in the appointment of Thusong Service Centre Managers?

9. Is there any new focus, future plans or policy decisions taken so far that is likely to affect the nature, operations of Botlokwa Thusong Service Centre. If any can you elaborate.

10. Any other comments which you would like to share with the researcher, please elaborate:

Thank you for your cooperation and support.

ANNEXURE D

QUESTIONNAIRE FOR BOTLOKWA THUSONG SERVICE CENTRE USERS

Purpose

This Questionnaire has been developed by the researcher to determine if Botlokwa Thusong Service Centre is able to adequately address the service delivery challenges affecting the community of Botlokwa Village.

As the respondents/participants you are therefore assured that the information which you will provide in this questionnaire will be treated as confidential and you will not be asked to reveal your name.

SECTION A: biographic nor demographic information

Please tick the box which is applicable for you.

1.	Your reason of being at The centre : Please Put a Cross	Resident	1
		visitor	2
2	Specify your gender	Female	1
		Male	2
3	Age		
4	Marital Status	Never Married	1
		Married	2
		Separated	3
		Divorced	4
		Widowed	5
5.	Highest Educational Qualification obtained	Post graduate(honours, master, PhD)	1
		3year Degree/ Diploma	2
		Two/ one year Diploma	3
		National higher Certificate	4

		National Certificate (Grade 12)	5
		Others Specify:	6
6	Describe your current work status	Government employee	1
		Student	2
		House keeper	4
		Self Employed/ Own business	5
		Retired	5
		Unemployed(health reasons)	6
		Unemployed(Lack of employment)	7
		Volunteer	8
		Other (Specify	9

SECTION B: BACKGROUND INFORMATION & KNOWLEDGE OF THE CENTRE

17. How did Botlokwa Thusong Service Centre come into being?

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18. Are you utilising the services offered at botlokwa Thusong Service Centre

Yes	No

If your answer is yes in 2, what services are you utilising for?

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19. Since the Centre started operating, have the services you get improved your life?

Yes	No

If your answer is yes in number 3, explain in what way?

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20. Are there specific services which you as a user would like the management of the centre to improve?

Yes	No

If your answer is yes in number 5, what are those services?

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21. Have you brought such suggestions to the management?

Yes	No

If your answer is yes in number 6, what was the response from management?

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22. Does the Centre have a dedicated person, office or box which members of the community can send suggestions to?

Yes	No

If your answer is yes in number 7, what were those suggestions?

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23. What challenges are you experiencing as users in getting the services at the centre?

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24. If those challenges exist, how would you like them to be resolved or addressed by management?

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27. Demonstration of ethics: are staff members or officials in the centre show ethical conduct i.e. they don't use abusive language, are they professional at all time?

Strongly Agree	Agree	Uncertain /not sure	Disagree	Strongly Disagree

28. Courtesy: are staff members or officials in the centre helpful, demonstrated patience and attitude that is acceptable at all times?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree

29. Access: Are both the centre and its services accessible to all community members including people living with disabilities?

Strongly Agree	Agree	Uncertain/ not sure	Disagree	Strongly Disagree

30. Great listener: Does the staff at the centres listen to your needs and queries intently?

Strongly Agree	Agree	Uncertain/ not sure	Disagree	Strongly Disagree

31. Keep promise: promises which the staff makes about your services queries and needs, are they being fulfilled?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree

32. Honest: did the staff of the centre give you correct and honest answers regarding service queries?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree
01	02	03	04	05

33. Expert: Does the staff understand and have knowledge of the operations and services offered at the Centre?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree
01	02	03	04	05

34. Friendly: Is the staff friendly when you talk to them or when you ask them about any service offered by centre at all times?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree
01	02	03	04	05

35. Taking extra mile: when you ask them to help you access a particular service, do they also show you on how you can access others which you have not asked.

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree
01	02	03	04	05

36. Operating hours: does the centre comply with its operating times?

Strongly Agree	Agree	Uncertain/not sure	Disagree	Strongly Disagree
01	02	03	04	05

ANNEXURE E: OBSERVATION SHEET

The purpose of this sheet was used to gather information on the items listed on sheet.

BOTLOKWA THUSONG SERVICE CENTRE & SERVICE DELIVERY

NAME OF THE CENTRE: BOTLOKWA THUSONG SERVICE CENTRE

PROVINCE: LIMPOPO

1. Are business hours indicated on the wall or on a board?

Yes	No

Comment

2. Does the centre has a security wall?

Yes	No

Comment

3. Does the wall has the name of the Centre?

Yes	No

Comment

4. Does the Centre has security personnel?

Yes	No

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Comment

5. Does the centre has a help desk officer

Yes	No

Comment

6. Are the conditions of toilet clean?

Yes	No

Comment

7. Does the centre office has air-conditioning

Yes	No

Comment

8. Does the centre has waiting area

Yes	No

Comment

9. Are there signs of different departments or service providers?

Yes	No

Comment

10. Does the centre has suggestion box

Yes	No

Comment

11. Does the centre has parking bays

Yes	No

Comment
