

MODERNISATION PROGRAMME

BLUEPRINT

FACE OF THE PROVINCE

INTEGRATED SERVICE DELIVERY

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1. INTRODUCTION

1.1 Project context setting

The South African Government is structured in three spheres but the communities are not. Customers are not interested in who does what. Customers just want to be able to access public services in a straightforward and direct way and they want the range and quality of services to be the same irrespective of where they live. Integrated service delivery is about serving existing customers better and reaching and serving more people in more ways, in more places and at more convenient times than ever before. Therefore, the Government needs to transform the customer experience.

Businesses aim at building customer loyalty. The Government is looking for something similar but in a different context. The Government wants people to recognise and to value the excellent services it provides, to be confident that services are good value for money, and to feel that their consumer voice is heard. The Government needs to demonstrate that it uses limited resources effectively and efficiently and engages customers to inform them and help to focus on priorities.

According to research, Canadian citizens¹ believe that the Government should understand their needs and circumstances and have a focus on finding solutions to assist them. Most have come to expect from government the same level of services they experience in the private sector. In fact, research shows there is a strong link between services and the trust and confidence citizens have in the Government. The customers want straightforward, efficient, convenient, and courteous service. And they want a choice in how they access it , e.g. by phone, on the Internet or in person.

Further to the above, research also brought to light that in the United Kingdom² **excellence in customer access** is all about the following aspects:

- **Quality:** high quality, reliable, flexible and responsive services, which continuously strive to improve
- **Relevant:** tailoring services to meet specific needs
- **Choice:** through a choice of access channels, putting the customer first
- **Accessible:** in locations, at times and in ways which ensure social inclusion, minimising the need for travel where possible
- **Consistent:** using information effectively to ensure the same level of service and same information is available to all
- **Joined-up:** with partners, access to services through a common front door, seamless and transparent
- **Value for money:** greater cost-effectiveness, reliable and efficient.

¹ Erin Research Inc. for the Institute for Citizen-Centered Services and the Institute of Public Administration of Canada, Citizen First 3, <http://www.iccs-isac.org/cf-02.htm>; Phase 5 Consulting Group Inc. for the Institute for Citizen-Centered Services and the Institute of Public Administration of Canada, Citizen First 4, <http://www.iccs-isac.org/eng/cf04.htm>

² Customer access in Somerset; Vision and Strategy: www.somerset.gov.uk

In view of the above, as well as the Provincial Government of the Western Cape's commitment to work proactively with the public sector and other partners, to ensure that the citizenry can access a wide range of public services, irrespective of where they live, in a seamless way through excellent customer access, the modernisation programme mandated the Face-of-the Province Workstream to develop a blueprint to address integrated government service delivery.

1.2 Modernisation programme

As part of Provincial Government of the Western Cape's strategic priorities, the modernisation of the Western Cape's public service, with the aid of 21 workstreams, was initiated. The Face-of-the-Province Workstream was mandated *inter alia* to investigate and develop a blueprint that enhances integrated service delivery at the coalface.

The following aspects were identified that gave rise to the mandate, relating to improving the face of the Province, namely:

- o Practices and processes must be introduced to ensure open and clean governance
- o Accessibility to government services to be enhanced and improving the citizen's experience when interfacing with government institutions
- o Putting systems and processes in place to assess government institutions to recognise its performance
- o Citizens must receive value for money and
- o Functional information systems must be put in place.

2. METHODOLOGY

2.1 Project objectives

This project explored the Provincial Government Western Cape's integrated service delivery programme/one-stop service and information centres, commonly referred to as Multi-purpose Community Centres (MPCCs) or Thusong Service Centres. It attempts to highlight those aspects and sought alternatives which the Western Cape Government should take cognisance of when making decisions regarding seamlessness and accessibility to sustainable, integrated government service delivery.

2.2 Project design and methodology

This project was executed by means of a literature study focusing mainly on integrated government service delivery and access thereto and a study of the relevant legislation. The project aimed to create a common understanding of integrated service delivery, as well as giving an impression of the current reality of integrated service delivery initiatives within the Western Cape.

The information-gathering method of this project consisted of personal and telephonic interviews, site visits, observations and a study of primary literature, including best practices.

The working methodology to report on the project findings was done as follows:

- A primary source of information contained within this document is the Thusong Service Centres Business Plan 2006 – 2014, released by the National Government Communications Unit. This document will serve as the departure point of the blueprint.
- The project highlights and assesses the current reality with regard to sustainable, integrated government service delivery in the Western Cape which directly or indirectly impacts on the effective, efficient and economical delivery thereof. The project concludes by identifying how the integrated service-delivery initiative aims to be a sustainable route to community development and better the lives of all the citizens of our Province.
- The blueprint will then be consulted at the various Provincial Government Forums (Steering Committee, Government and Administration Cluster etc.) and thereafter it will be submitted to the Provincial Cabinet for consideration and decision.

3. KEY FINDINGS

3.1 Background: Integrated service delivery – South African context

3.1.1 History of the Thusong Service Centre Programme

During 1996 a Communication Task Group Report³ recommended the development of Multi-purpose Community Centres (MPCCs) to expand access to information. This led to National Cabinet Memorandum No. 15 of 1999 which mandated the GCIS to facilitate and co-ordinate the establishment of MPCCs, also called “first-generation” Thusong Service Centres. According to the first-generation business plan, MPCCs were “identified as the primary approach for the implementation of development communication and information”.

A National Intersectoral Steering Committee (NISSC) was established to co-ordinate the MPCC programme. The original target was to have one MPCC in each district by 2004 (GCIS, 2001). Sixty-five centres were established by the end of 2004. Some were purpose built, some started in old municipal buildings and some even used donated shipping containers. Some were built under the Community-based Public Works Programme (CBPWP).

In May 2004, President Mbeki announced in his State-of-the-Nation Address, that by 2014 every municipality would have a MPCC, thereby increasing the number of MPCCs to be established to 283. The second-generation Thusong Services Centres Business Plan (GCIS, 2006) later increased the overall target to 300, recognising the likelihood of more than one centre in metropolitan municipalities and certain local municipalities.

In 2006 a business plan for “Thusong Service Centres”, or second-generation centres, were approved by the Cabinet. As described by the new business plan, the second-generation centres differed from the first in that there was an emphasis on providing certain government services (such as identity documents, birth certificates and social grants) in addition to development communication and information. Other services, such as vocational training, skills development, literacy and computer classes and community gardens, could also be provided at or from these centres and this was included in the second-generation business plan.

3.1.2 Rationale for the programme

The business plan for the first-generation MPCCs stated that the goal was to “provide every South African citizen with access to information and services within five minutes of their place of residence within 10 years”. This was part

³ Communication Task Group Report, 1996.

of a drive, following the recommendations of the Comtask Report, to provide “development communication and information to the public to ensure that they become active participants in changing their lives for the better”. The first-generation business plan describes the aim of an MPCC as follows: “to empower the poor and disadvantaged by means of access to information, services and resources from both governmental and non-governmental sources, which can be used for their own development”. It describes the benefits of MPCCs as follows: “communities with MPCCs will benefit materially by receiving a wide range of services that were previously difficult and/or expensive to obtain...a familiar feature of accessing information and services in South Africa involves the frustration of being referred from place to place and office to office when trying to access government services. This leads to an understandable despondency and a lack of confidence in the Government’s ability to deliver quality services. This phenomenon is exacerbated in rural areas where distances are vast and the cost of travelling to urban centres to access services is high. This places a great strain on the incomes of those citizens who can least afford it.”

The main rationale for the first-generation MPCCs, therefore, appears to have been to use access to information in order to drive development. As mentioned above, an additional emphasis on providing certain government services was introduced in the second-generation business plan. The plan states that the central aim of the programme is to “bring government services closer to people (and especially the poor and marginalised).” This is elaborated as follows: “The Thusong Service Centre programme was initiated to...extend services of the Government, in an integrated manner, closer to outlying areas where people live. Primarily, the focus was on rural and under-serviced communities.”

3.1.3 Objectives of the programme

The second-generation business plan (**Annexure A**) has been used as the basis for identifying the objectives of the programme. The second-generation business plan lists six key results of the programme:

- Government services such as pensions, social grants, health, education, passports, identity documents, libraries and the use of computers will be accessed in one integrated place
- People from the community will be able to get information they need through a single, integrated government site
- People will not have to travel long distances to access government services and information
- There will be better communication between the Government and the people
- Communities will be more informed about government programmes and

- Thusong Service Centres will be centres for community events and democratic processes.

3.1.3.1 Strategic objectives for the programme

These are based on the following four strategic objectives:

- To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods
- To promote cost-effective, integrated and sustainable service provision to better serve the needs of citizens
- To build sustainable partnerships with the Government, business and civil society and
- To create a platform for greater dialogue between citizens and the Government.

3.1.3.2 Service and infrastructural objectives

The business plan also lists the following objectives:

- To improve access to services by delivering infrastructure, this supports the provision of government information and services within one hour of all South Africans by 2014
- To broaden the range of service offerings at Thusong Service Centres to meet local needs
- To reduce the capital cost to the State for the provision of new Thusong Service Centre infrastructure and to ensure that new infrastructure does not increase the operational burden on the State
- To explore innovative means of accommodating income-generation opportunities as part of the Thusong Service Centre infrastructure
- To ensure that Thusong Service Centre infrastructure design caters for all vulnerable or marginalised groups (the youth, the aged, women and the disabled)
- To ensure that infrastructure is developed in a manner that caters for the needs of service-providers and
- To ensure that infrastructure enables reliable and affordable digital connectivity.

3.1.3.3 Institutional and governance objectives

In terms of institutional and governance, the following objectives are listed:

- To ensure that the Thusong Service Centre programme is rolled out in a manner that is aligned with public-sector policy (as reflected by the NSDP, PGDSs and IDPs)

- To pursue partnerships with a wide variety of stakeholders to promote the sustainability of the programme and
- To establish mechanisms to ensure that the process of rolling-out Thusong Service Centres across the country is aligned with service needs and available resources.

3.1.3.4 Communication, marketing and promotion objectives

Communication, marketing and promotion objectives are:

- To generate heightened awareness and understanding of the Thusong Service Centre programme and second-generation business plan among key decision-makers in all 231 local, 46 district and six metropolitan municipalities, as well as within provinces and the National Government
- To ensure that all national, provincial and municipal government departments that provide services to communities are convinced of the opportunities of locating at Thusong Service Centres
- To create awareness among all citizens of the information and services offered at their local Thusong Service Centres and
- To generate awareness, within the private sector, civil society, parastatals and other non-governmental partners, of the programme and linked opportunities to secure resource contributions and commitments to service provision at Thusong Service Centres.

3.1.3.5 Resource objectives

Resource objectives are:

- To ensure that adequate provision is made for capital and operational costs associated with Thusong Service Centres as part of the establishment and business-planning process
- To promote the operation of Thusong Service Centres on a full cost-recovery basis
- To develop human resources and skills at Thusong Service Centres to ensure better service delivery and operations and
- To ensure adequate resourcing for broad programme supporting actions.

In Section 4 an assessment is made and discussed regarding the functioning of the programme against these planned results and strategic and specific objectives within the Western Cape.

3.1.4 Design of the programme

3.1.4.1 Thusong Service Centre service offerings

The second-generation business plan identifies six “blocks” of services to be offered by the Thusong Service Centres:

- a) Government social and administrative services
- b) Office services
- c) Education and skills development services
- d) Local economic development services
- e) Business services and community opportunities and
- f) Information and communication activities.

Each Thusong Service Centre can have an individually tailored range of services addressing the needs of the particular community where the Thusong Service Centre is situated. However, the business plan identifies “anchor services” which are the minimum services to be provided at each Thusong Service Centre. These include government and administrative services to be provided by government departments and on-site provision of communication and information services, to be provided in the form of a “General Services Counter” (GSC).

See **Annexure J** depicting the various service blocks, service providers and related services commonly on offer at Thusong Service Centres.

3.1.4.2 Thusong Service Centre typology

The business plan describes three types of Thusong Service Centres, namely hubs, satellites and mobile units. These are differentiated on the basis of the variety and frequency of services provided and the associated infrastructure and facilities (permanent infrastructure is to be developed or provided for hub and satellite centres).

For hub and satellite centres, the infrastructure can take a variety of forms, such as “all under one roof”, “a cluster of separate buildings in close proximity to each other”, or “a cluster of buildings in a wider area”, using existing infrastructure where feasible. Mobile units may be based at a hub and travel through various areas in a region, stopping at defined points.

The type of Thusong Service Centre to be provided in a particular area should be linked to the local population density, the needs of the local community, accessibility and proximity to public transport interchanges.

It may not always be necessary or advisable to build or use public buildings for Thusong Service Centres – they can also be located within privately owned buildings such as shopping centres or malls.

The business plan notes that the achievement of the original targets for providing accessibility to services and information, as described in the first-generation business plan, would require a greatly expanded network of Thusong Service Centres. However, it also recognises that it is unaffordable to do this through “high-order new infrastructure”, and that “other solutions” are needed (such as satellite or mobile services).

3.1.4.3 Institutional arrangements and governance

The business plan identifies the roles and responsibilities of national and provincial departments and municipalities in the programme. In summary, municipalities identify the location and infrastructure for the centres, provide general centre management and staff (apart from the staff of the service providers), and are responsible for maintenance of the centre. National and provincial line-function departments provide line-function services for the centres.

To provide for co-ordination amongst the different role-players, intersectoral steering committees have been established at national, provincial, district and local level. In addition, each Thusong Service Centre should have a management committee which involves the local community.

3.1.4.4 Establishment of Thusong Service Centres

According to the business plan there should be an iterative planning process for each Thusong Service Centre involving a bottom-up needs assessment and site identification, consultation with service providers and consideration of spatial development plans, municipal integrated development plans and provincial growth-and-development strategies. The establishment of a Thusong Service Centre should be preceded by the development of a business plan which should describe the detailed planning of the Thusong Service Centre, including location, land-use rights, infrastructure, services and service-level agreements, staffing and funding.

3.1.4.5 Funding

The business plan indicates that municipalities should be responsible for “taking a lead role in sourcing funding and ensuring that operational funding requirements are met on a month-to-month basis”. The Municipal Infrastructure Grant (MIG) is mentioned as a possible source of funds for capital costs. Funding for operational costs is envisaged to come from revenues from the Thusong Service Centre (such as rentals paid by service providers), municipal funds or provincial funding.

The business plan explicitly states that the Thusong Service Centre programmes “is not an unfunded mandate” on the grounds that each of the government spheres makes a contribution.

4. DISCUSSION

4.1 Current state assessment

4.1.1 Progress against targets: Thusong Service Centre per municipality

The Western Cape Province consists of one metropolitan, five district and 24 local municipalities. Twenty-eight Thusong Service Centres exist at various levels: 17 Thusong Service Centres are fully operational, 4 Thusong Service Centres are established but not yet fully operational and 7 Thusong Service Centres are in the planning, consultation or building phase.

Table 1 : Thusong Service Centres per Municipality

Municipality/ Area	Area																													
	Atlantis	Beaufort West	Bitterfontein	Bonteheuwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Laingsburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mossel Bay	Murraysburg	Nyanga	Oudtshoorn	Pearl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhyndorp	Vredendal	Waboomskraal	Worcester		
City of Cape Town Metro	1			1					2		1			2			1													
Cape Winelands District																														
Breede River/Winelands																														
Breede Valley																													1	
Drakenstein																				2										
Stellenbosch																														
Witzenberg Central Karoo District					3																									
Beaufort West		1																												
Laingsburg										1																				
Prince Albert																						3								
Eden District																														
Bitou																					1									
George							1																						1	
Hessequa																							1		1					
Kannaland																														
Knysna																														
Mossel Bay															3															
Oudtshoorn																														
Overberg District																														
Cape Agulhas																														
Overstrand																														
Theewaterskloof																														
West Coast District																														
Berg River																														
Cederberg							1																							
Matzikama																												1	1	
Saldanha Bay												1																		
Swartland													1																	
Total	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

Table 1 contains the Thusong Service Centres, based on the various levels of functioning, as located across the Province. Six Thusong Service Centres are situated in the metropolitan area, four Thusong Service Centres are situated in the Cape Winelands District, four Thusong Service Centres are situated in the Central Karoo, seven Thusong Service Centres are situated in Eden District, one Thusong Service Centre is situated in Overberg District and six Thusong Service Centres are situated in the West Coast District. The Langa Thusong Service Centre is exclusively a cultural centre and only focuses on cultural and tourism matters and it is therefore not branded as a fully-fledged Thusong Service Centre.

The Thusong Service Centres are located in most of the municipalities except in Stellenbosch, Kannaland, Knysna, Cape Agulhas, Theewaterskloof and Berg River.

In addition to the mentioned Thusong Service Centres, some municipalities (e.g. Doringbaai, Kalbaskraal and Moi Initiative in Moorreesburg) operate one-stop service centres which are similar to Thusong Service Centres but are not called Thusong Service Centres and are not included in the above table. The Atlantis, Beaufort West, George and Waboomskraal Thusong Service Centres operate as NPOs and receive very little or no support from their various municipalities.

4.1.2 Service area per Thusong Service Centre

Table 2 depicts the estimated population as well as the estimated average customers a specific Thusong Service Centres serves per month within its service area. Although no accurate population figures are available for most of the service areas, these figures were informed by information available at local municipalities or information found on Internet sites. The usage figures of Thusong Service Centres were gathered from the centre managers and verified against available GCIS monitoring and evaluation reports.

Table 2: Thusong Service Centre: Service areas (population and usage estimates)

TSC	Est. customers p.m.	Est population	% usage to population	Service area
Atlantis	12 000	61 000	19,67%	Atlantis, Witsand, Mamre, Klipheuwel, Pella
Beaufort West	19 000	45 000	42,22%	Merweville, Nelspoort, Beaufort West, surrounding farms
Bitterfontein	0	0		Nuwe Rust, Bitterfontein and surrounding farms, Algeria, Stofkraal, Molsvlei, Rietspoort, Pitse Kloof
Bonteheuwel	10 000	90 000	11,11%	Bonteheuwel, Charlesville, Montana, Kalksteenfontein, Netreg
Ceres	0	0		Ceres, Op die Berg, Tulbagh, Wolseley, Prince Alfred Hamlet, Pine Valley, Bella Vista, Nduli and surrounding farms
Citrusdal	2 000	10 000	20%	Clanwilliam, Citrusdal, surrounding farms
George	3 000	280 000	1,07%	Kleinkrantz, Pacaltsdorp, George Central, Thembaletu, Blanco, and surrounding farms
Hawston	300	40 000	0,75%	Hawston, Hermanus, Mount Pleasant, Zwelishwe, Onrus, Vermont, Fisherhavean, Botrivier
Khayelitsha	0	0		Khayelitsha
Laingsburg	1 500	8 000	18,75%	Laingsburg, Matjiesfontein, Dwyka, Konstabel, Moordenaars Karoo and surrounding farms
Langa	4 500	130 000	3,46%	Langa and Heideveld
Langebaan	4 000	10 000	40%	Langebaan, Club Mykonos, National Park and surrounding farms
Malmesbury	800	9 000	8,89%	Ilingeletu, Pola Park, West Bank and Saamstaan, Malmesbury
Mitchells Plain	4 000	450 000	0,89%	Tafelsig, Lentegeur, Westridge, and Portlands
Mossel Bay	0	0		Herbertsdale, Freicherheim, Mossel Bay, surrounding farms
Murraysburg	0	0		Murraysburg and surrounding farms
Nyanga	80 000	350 000	22,86%	New Crossroads, Crossroads, Miller's Kamp, Philippi, Nyanga, Kakaza Trading Centre Area

TSC	Est. customers p.m.	Est population	% usage to population	Service area
Oudtshoorn	0	0		Dysseldorp, De Rust, Oudtshoorn, surrounding farms
Paarl	0	0		Mbekweni
Plettenberg Bay	13 000	35 000	37,14%	Krantzhoek, Wittedrift, New Horizon, Harkerville, Craggs, Plettenberg Bay, Kwa-Nokutula
Prince Albert	0	0		Prince Albert, Klaarstroom, Leeu-Gamka
Riversdale	3 000	10 000	30%	Slangrivier, Heidelberg, Stillbaai, Gouritzmond, Riversdale, surrounding farms
Robertson	0	0		Robertson, Ashton, Bonnievale, Montagu
Swellendam	5 000	46 000	10,87%	Swellendam, Barrydale, Suurbraak, Malgas, Stormsvlei, Buffelsjag, and surrounding farms
Van Rhynsdorp	1 200	8 000	15%	Van Rhynsdorp, Grootdrift, Maskamsig, and surrounding farms
Vredendal	1 600	15 000	10,67%	Vredendal, Vredendal North, Lutzville, Lutzville West, Doring Bay, Koekenaap, Klawer, Ebenhezer, and surrounding farms
Waboomskraal	1 000	6 000	16,67%	Herold, Klipdrift, Brak River, Heimersriver, Ezeljagt, Ganzekraal, Buffelsdrift, Daskop, Eensaamheid, Noll, Waboomskraal
Worcester	6 300	82 000	7,68%	Breede Valley, Rawsonville, De Doorns, Touws Rivir, Worcester

4.1.3 Services at Thusong Service Centres

Annexure B contains all the government services that are either permanently (P) or temporary (T) rendered according to the six-block model at Thusong Service Centres and also depict those government service-providers located in close (C) proximity to the relevant centre. Evidently, the main government service-providers at Thusong Service Centres are the municipality, the Department of Social Development, SASSA, the Department of Home Affairs, the Department of Labour, the SAPS and the Department of Health. In addition, the Independent Electoral Commission, Marine and Coastal Management, the Department of Constitutional Development and Justice, Correctional Services, the South African Revenue Services, the Department of Water Affairs and Forestry, the Department of Agriculture, the Department of Transport and Public Works, the Department of Economic Development and the Department of Community Safety were also visible in rendering services at certain Thusong Service Centres.

Generally the Thusong Service Centres are achieving their objective of providing the first of the six-block services (social and administrative services).

Annexure C depicts the various NGOs, CBOs, parastatals, etc. that render services at Thusong Services Centres. Some commonly known NGOs that render services are SANCA, CANSA, St John Ambulance, FAMSA, NICRO, LoveLife, Breadline Africa, Badisa, etc. The mentioned service-providers render primarily social-related services or programmes. However, these NGO and their related services vary at the different Thusong Service Centres.

4.1.4 Basket of services – Through-put value chain

There are often challenges with regard to the frequency of service provision where services are provided on certain days per week only. Findings indicated that it would have been preferred if services were provided more frequently. Clients indicated that they would prefer services to be available on Saturdays as well as after hours during weekdays.

In addition, service-provider's hours of being on duty are supposed to be covered in the Service-Level Agreements (SLA's) but in many instances staff does not adhere to these hours. In the main the Thusong Service Centres' social and administrative services are only available during working days from 8:00 until 17:00. The Thusong Service Centres are, however, accessible for community activities after hours and over weekends. In Beaufort West the municipality is currently piloting around-the-clock service delivery at the Thusong Centres.

Table 3: Interrelated social and administrative services

Table 3 contain some of the various social and administrative services that are interrelated and dependent on the simultaneous rendering of such services. It was noted

Stakeholder	Services
South African Police Services (or appointed Commissioner of Oath)	Affidavits, certifications
Private sector	Photographic services
Home Affairs	Births, ID, marriage, passports and death certificates
SASSA	Grants/allowance applications and enquiries
Labour	Unemployment registration and benefits
Health	District surgeons
Social Development	Foster care, probation services, counselling

that in some instances these services are not available at centres at the same time, requiring that beneficiaries make repeat visits to be assisted and it is important therefore that these services be rendered in such a manner that it contributes to the greater access and seamlessness of government service delivery, which enhances the customers' experience positively at one-stop service-delivery centres.

4.1.5 Mobile service-delivery units

SASSA and Home Affairs mobiles (where services were rendered together at pre-defined locations) were active during some of the Thusong Service Centres visited. The mobile units are often combined with outreach programmes and action campaigns and promote the existence and usefulness of the local Thusong Service Centres. **(See Annexure D.)**

In some instances (e.g. Waboomskraal), centre managers played a leading role in facilitating interactions between officials from different departments, which led to the provision of joint mobile services. The centre manager and the local Thusong management committee play a role in informing the community through local councillors or CDWs of the time, location and frequency of visits by the mobile service units. An advantage of providing joint mobile services is that it enables community members to travel to one location to access a variety of services. Even taking mobile services into account, many of the members of the community still have to travel some distance to reach the service-delivery point. This would be more onerous if

different departments had separate mobile service-delivery units which could be deployed on different days, times and locations.

The Waboomskraal, Centre Managers said, "Our other communities are like stepchildren. We have to go there. They cannot get to us because there is no transport and we have now made transport available to service our community better."

During a countrywide review of certain Thusong Service Centres by the National Treasury's Technical Assistance Unit during September 2009⁴, an official from one of the service providers indicated that, "As long as we have connectivity, a covered area and toilets, we can do our job anywhere...To extend our services, we like mobile units together with other service providers – it is easier to scale up and down as needs change."

The frequency of the mobile-service visits varies. Interviews indicated that there is a need to increase the frequency of these services to enable more people to interact with the system within a shorter time-frame. Most of the mobile units do not have full connectivity. As a result, access to information, through the Internet is not currently included in the mobile service and the mobile units do not always have connectivity to the electronic information systems of the relevant departments. This means that some processes are still manual, which increases the turn-around times, for instance regarding applications for identity documents. According to SITA, high-speed connectivity is already possible but has not been actively pursued and is still expensive. In some cases, officials do not use the local Thusong Service Centre as a central hub when going out into the field in the mobile unit but they go directly from home or from their own head office. This raises a question regarding the role of the Thusong Service Centre as a "hub" or "satellite" in relation to the mobile services.

4.2 Assessment of Thusong Service offerings (discussed in paragraph 3.1.4.1, b to f)

4.2.1 Office services

According to the second-generation business plan, office services include access to telephone, fax, scanning and printing services, desktop publishing and postal services. The mentioned services are commonly provided by the South African Post Office but the latter was only permanently located at the Swellendam and George Thusong Service Centres while the said services closed at Worcester's Thusong Service Centre. **(See Annexure E.)**

⁴ Review of the Thusong Service Centre Programme, 9 September 2009.

However, 10 out of the 17 operational Thusong Service Centres visited do not have Internet and therefore could not act as Internet cafés. SITA is responsible for connecting the centre electronically via a Telkom landline but apparently Telkom sometimes refuses to do this because of the cost involved. In some centres computers are donated by private entities while in others, USAASA provides, on a once-off basis, computers, a scanner and two printers to function as a telecentre. The envisaged role of the telecentre was to give the public access to the Internet (similar to an Internet café) and to provide printing, copying and faxing services. (See **Annexure F.**)

Table 4 : Duplicated office-service programmes

Service	Stakeholders	Programme
Information, Communication and Technology Service	USAASA	Telecentre
	DotP	Cape access
	DSD	Youth focal points
	Education	Khanya labs
	Municipalities	Library IT centre
	Private sector	IT training
	SITA	ICT strategy

Furniture and maintenance becomes the responsibility of the “owner” of the Thusong Service Centre. As a result a great number of computers at more than one telecentre were out of order without anybody knowing what to do about it.

During site visits it came to light that government ICT services are duplicated. The above table 4 contains an example of the various government programmes which are implemented by the various spheres within the province. This is further worsened in Van Rhynsdorp where a non-operational, fully equipped telecentre exists next to a Cape Access-E-Community Centre that is in great demand, with a waiting list for training currently in the third quarter of 2010. Although duplication of this service creates greater access, it is not sustainable in the medium to long term because it requires high levels of capital, infrastructure and maintenance costs, within the context of limited resources, as well as ICT skills and competence. In view of this, integrated service-delivery planning and the co-ordination of government services cannot be over emphasised. In the light of a discussion with Mr Hilton Arendse, Centre for e-Innovation of the Department of the Premier, it came to light that the latter is in the process of engaging various relevant stakeholders in an attempt to rectify this situation.

4.2.2 Education and skills development services

A variety of training programmes are rendered at Thusong Service Centres. These training programmes include *inter alia* computer, arts and culture, crèche after care, driving, education and sports. In Waboomskraal a primary school and crèche is situated at the Thusong Service Centre.

Education and skills development programmes are rendered mostly by NGOs at all the operational Thusong Service Centres. These programmes differ from centre to centre and focuses in various degrees on children, the youth and the aged. Findings indicated that this service block did not

achieve its full potential. **Annexure F** contains some of the NGO service-providers found at Thusong Service Centres.

4.2.3 Local economic development services

Red Door renders services at 12 of the 17 operational Thusong Service Centres. Red Door is a single entry point where new and existing businesses are able to access business support services in order to strengthen and develop existing and new businesses by providing business-plan advice and information, basic business-skills training, facilitating access to finance and government incentives and a support network of business service-providers e.g. mentorship, marketing plans, feasibility and design of marketing material.

Similarly, Seda is active in Waboomskraal and indicated that they will be permanently located at the Mbekweni (Paarl) Thusong Service Centre where they will train entrepreneurs in the basic skills of starting up own businesses. The CSIR with their "infopreneur" – entrepreneurs in information technology – is not visible at Thusong Service Centres in the Western Cape.

Some municipalities (Van Rhynsdorp and Vredendal) have bee hives located in close proximity to the Thusong Service Centres but it does not seem to function optimally and are not currently linked to the activities of the Thusong Service Centres.

Apart from the mentioned LED initiatives, there are no other local economic development services being provided. However, engagement with representatives at the Robertson and Murraysburg Municipalities revealed that emphasis is going to be placed on these LED initiatives.

4.2.4 Business opportunities

Various business initiatives such as computer training, crèche, bead work, needle work, sand painting, pottery, cement works, coffin-making, funeral services, steelwork, wire work, woodwork and tuck shops were evident at some of the Thusong Service Centres. **(See Annexure G.)**

Findings further indicated great potential to develop this service block through the e-spaza concept currently explored by the City of Cape Town at Bloekombos and Kraaifontein. The e-spaza vision is to address real social gaps such as food security, waste accumulation and destructive family structures through programmes and projects aimed at creating sustainable revenue and relevant solutions. Exploring this initiative in an incremental manner within the Thusong Service Centre concept, without compromising the delivery of **anchor services**, should be considered especially against the backdrop of improving the funding model of the Thusong Service Centres. Representatives of the municipalities of Robertson and Prince Albert also indicated that they are in consultation with banking institutions to render autobank service from the respective Thusong Service Centres.

4.2.5 Information and communication activities

The GCIS is permanently located at the Thusong Services Centres in Beaufort West, Citrusdal, George and Worcester from where they render information and communication services to all other Thusong Service Centres within their specific regions.

GCIS provides printed government information at all the Thusong Service Centres that were visited. This information consisted primarily of government publications, such as the Vuk'uzenzele magazine, the Programme of Action and annual reports of various departments. In some instances this documentation was placed on a stand, in others it was in piles on tables. There was no visible interest by the public in these documents during the visits. As part of a communication development strategy, GCIS personnel are creating forums in the municipalities with the aim to link all communication channels with each other, communities and the centre manager. They also try to promote government initiatives through the media and through banners, posters and calendars. All GCIS personnel are covering more than one municipality and assist at the Thusong Service Centre when needed.

The DPSA has, via provincial structures, deployed CDWs (community development workers) to be the entry point for the Government into the community. They are supposed to use the Thusong Service Centre as a base, to write reports and conduct research. During the week CDWs should also be active in their communities, engaging councillors, ward committees and members of the public, to determine problems and issues and taking appropriate action (e.g. regarding escalating issues). CDWs inform the public of upcoming events and dates of outreach activities. CDWs work closely with the centre manager and GCIS personnel. This initiative is not optimised in some of the regions due to the fact that CDWs are only directly located at eight of the 17 operational Thusong Service Centres. It is also worth mentioning that in Plettenberg Bay the ward councillor is located at the Thusong Service Centre and Prince Albert plans to follow the same route.

The notion of the "General Services Counter" (GSC), as described in the business plan, did not appear to be functional at many of the Thusong Service Centres that were visited. Some of the centres do not have space for a GSC or it is located far away from the main entrance which defeats the intention of the counter.

SITA intends to provide each centre with two computers and a high-speed printer, routers, switches and cabling for the GSC. SITA does not take responsibility for maintenance of equipment. The DPSA provides a counter and other furniture and tries to assist with connectivity but, again, no maintenance is provided.

At present unemployed youths are being trained by the Joint Education Trust (JET). Education Services are rendered under the guidance of the DPSA to staff the General Service Counters (two youths per centre). The whole GSC, including the staff, running costs and maintenance, is supposed to become the responsibility of the local municipality but this often seems to be not (yet) happening. In Waboomskraal these JET recruits also deliver some of the CDWs duties because the centre is not serviced by the latter.

To use the GSC only as a general information point is not cost effective. It appeared as though members of the public were able to find their way around the Thusong Service Centre to locate the various service providers without the assistance of a GSC.

The Technical Assistance Unit indicated in their findings that where the GSC could start making a difference, would be as a first-stop government services-provider where people can be told what documents are needed before they go to Home Affairs, for instance. If the GSC staff are trained well enough, and would be allowed to do so, they could assist clients to fill in forms and, when e-government is available, to assist people to access useful government information.

4.3 Accessibility and spatial location

4.3.1 Accessibility

All the Thusong Services Centres are accessible by public transport, except Waboomskraal that is en route between George and Oudtshoorn and is not frequented by public transport. As previously mentioned, Waboomskraal adequately addressed this challenge.

At the centres visited and the operations of mobile units observed, it was clear that government (and other) services are brought much closer to the local people through the Thusong Service Centres and interviews with end-users and centre managers indicated that this is much appreciated. Easier access to services also results in increased use of services. Government service's footprint-findings indicated that the different departments are rarely in the same building or the same area of town and additional time and money are therefore spent to obtain the needed services. Repeat visits were often needed to follow up on requests, resulting in even higher costs and more frustration.

4.3.2 Spatial location

Thusong Service Centres are not always located in the area where they would have the most impact, meaning close to the biggest population with the greatest need for services. The HSRC, under the guidance of the DPSA, has done a study on the accessibility of government services in the

identified priority nodes (HSRC, 2009). This study indicates that most of the Thusong Service Centres in the nodes are in the wrong part of a municipality when it comes to serving the needs of the most marginalised citizens. The study recommends that a more thorough accessibility study be carried out in future before the location of a Thusong is decided upon.

The research by TAU has found that:

- o Departments indicate that the planning process for locating Thusong Service Centres hardly ever follows the procedures described in the business plan and summarised in section 3.1.4.2 above. For example, the Department of Home Affairs indicates that there are examples where Thusong Service Centres have been opened close to one of their existing service points without them having been consulted (Department of Home Affairs, 2008).
- o All government service providers are willing to discuss the possibility of operating from a Thusong Service Centre if they are informed of the establishment of one well ahead of time and not just when the Thusong Service Centre is officially opened. The Post Office, the SAPS, the Department of Home Affairs, the Department of Social Development and others already have long-term plans for the roll-out of their services closer to communities. In many instances these plans have major infrastructure and staffing implications and it is difficult for them to do short-term *ad hoc* adjustments (Department of Home Affairs, 2008).
- o It is unaffordable for line-function departments to vacate their existing infrastructure (if it is owned by them) to move into Thusong Service Centres and it is inequitable for them to provide a higher density of services in some areas than in others just because there are Thusong Service Centres in those areas.

However, the Department of Home Affairs did indicate that they are willing to move from existing premises into a Thusong Service Centre as long as their space and security requirements can be met and as long as the Thusong Service Centre is not in such bad shape (in terms of maintenance) that they would rather stay where they are.

Planning of the location of Thusong Service Centres in such a way as to maximise the use of existing infrastructure and to fit into the service delivery plans of all the line-function departments is hugely complicated. It requires balancing of the national or provincial planning imperatives of line-function departments with planning imperatives from a bottom-up perspective, which may often both be valid but different.

The fact that some municipalities now have up to four Thusong Service Centres in their area while others have none, indicates that the Government has not yet fully come to terms with this planning challenge.

4.3.3 Funding and sustainability

Thusong Service Centres are generally expected to generate an income for themselves, through, for instance, collecting rent from the various government service-providers or community groups or individuals who make use of the facilities. While many more Service-Level Agreements seem to have been signed during the last few years, rental agreements are not always sufficiently described in the SLAs and not always adhered to.

There are a number of challenges with regard to rentals, including:

- At some Thusong Service Centres a flat rental rate and at others a standard prescribed rate per square meter is charged.
- When it comes to local users of facilities, some centre managers do not ask for rent because there is an expectation of the community that a government facility should be made available free of charge.
- Some departments (e.g. Social Development) are of the opinion that rent is payable to another government entity and therefore do not plan for such an expense.
- If and when municipalities receive funds – either directly from the Government or from a Thusong – it is often included as general revenue and is not ring-fenced for expenditure on the Thusong Service Centre.

Most Thusong Service Centres are located in poor communities with low levels of economic activity and are therefore constrained in the degree to which they are able to raise revenue. Poorer municipalities will also find it more difficult to sustain their Thusong Service Centres than municipalities with a larger revenue base.

4.3.4 Centre management

The Department of Social Development is responsible for the Thusong Service Centre Programme. As indicated in paragraph 4.1.1, there are 28 Thusong Service Centres at various levels. The majority (24) are directly managed by municipalities. The following Thusong Service Centres namely, Atlantis, Beaufort West, George and Waboomskraal, are managed by NPOs. In view of the said arrangement, Thusong Service Centres are therefore managed on a day-to-day basis by mainly centre managers and in some instances by facility managers or a principal or sports officers (e.g. Riversdale and Mitchells Plain).

All centre managers, as well as representatives of the municipalities, were happy to make time available for the interview and a walking tour (taking on average two hours) through the centre.

Although there are great differences in salaries between the centre managers (managed by NPOs versus municipalities) and many challenges

(contract versus permanent employed), they were all professional in a warm and welcoming way. All of them knew what the aim of the programme was and what their own duties entailed (even if they had not all been provided with the standard job description or key performance indicators).

All centre managers are very involved in their own Thusong Service Centres and are proud of them. Only 11 operational Thusong Service Centres have active Intersectoral Steering Committees that assist the centre manager in organising events, interacting with clients and attempting to set up income generating opportunities. The ideal Intersectoral Steering Committee is active in Plettenberg Bay. The centre manager and members of the Intersectoral Committee see themselves very much part of the community that they serve.

Forums exist where centre managers can exchange experiences and acquire some training. The training of centre managers is slowly getting underway and it was clear at all the Thusong Service Centres that they know what their responsibilities are. They all attend workshops organised by the relevant provincial department and interact with one another at various levels. At the workshops lectures are given and discussions are held about issues such as good practices and challenges. Some formal training of centre managers has also been provided by the National Business Initiative. However, questions may be asked regarding the degree to which the training of centre managers has equipped them to run the centres as income-generating businesses or at least as self-sufficient cost-centres.

Front-line staff members (such as personnel, often young trainees, at the General Service Counters and administrative personnel) are helpful and generally knowledgeable.

In some instances the management of the Thusong Service Centres is an add-on responsibility for municipal officials and is not included in their Key Performance Areas (KPAs). In the rare instances where Thusong Service Centres do form part of the KPAs of a particular official, many other issues compete for the attention of said official.

A provincial Intersectoral Steering Committee meets quarterly and the chairperson represents the Province on the national Intersectoral Steering Committee. Observations at a PISSC meeting indicated that the chairperson functions both as the chairperson as well as the secretariat, which places a great strain on the effective functioning of the said committee. Therefore, greater support for the PISSC is required. It is worth mentioning that the chairperson is also contracted and not permanent. This situation may also affect the sustainability and continuity of this programme from a management perspective.

4.4 Infrastructure

4.4.1 Design

Generally the buildings are well designed and built for the express purpose of creating a multi-purpose community centre (MPCC) or a Thusong Service Centre. However, the Atlantis and Nyanga Centres were built before the start of MPCCs or Thusong Service Centres they but adequately serve the purpose of a Thusong Service Centre. In addition, the buildings in Khayelitsha (basket ball track), Laingsburg (arts centre), and Riversdale (church) are not adequately designed for the purpose of a Thusong Service Centre.

Benchmark Thusong Service Centre designs are evident in Paarl and Mitchells Plain. Generally all the Thusong Service Centres that are currently being planned (Ceres, Prince Albert, Robertson except Murraysburg) will be newly build, while the latter will be build from an existing building.

The Thusong Service Centres in Riversdale, Laingsburg and George are double-storey buildings but only the one in George has a fitted lift.

Shipping containers or makeshift temporary structures were also used in addition at Malmesbury, Beaufort West and Van Rhynsdorp.

4.4.2 Water and electricity

All Thusong Service Centres had electricity and none had major supply problems. However, there were water supply problems at Waboomskraal who is dependent on the municipality to deliver water.

4.4.3 Maintenance

Generally the Thusong Service Centres are in a great state except for the one in Atlantis and to a lesser extent the one in Van Rhynsdorp. The one in Atlantis is not maintained by the municipality and this leaves the centre management trying to keep ends together. In Van Rhynsdorp the municipality is involved in the upkeep of the Centre but it seems that the latter cannot make ends meet with the maintenance of the Thusong Service Centre. **(See Annexure H.)** Nevertheless, it is clear that there are particular maintenance problems at Thusong Service Centres which resulted from the lack of clarity regarding ownership of the infrastructure and the funding and sustainability issues described above. If a municipality were to spend money maintaining a building, which it did not own, it would be classified as unauthorised expenditure. This lack of maintenance is also evident in the prevalence of unserviced and broken pieces of equipment and furniture.

4.4.4 Use

One of the striking features of a number of the Thusong Service Centres which were visited, was the degree of under-utilisation, particularly with regard to the other five service blocks (apart from government and social administrative services) identified in the second-generation business plan.

The Thusong Service Centres are mostly located in the midst of the disadvantaged communities. In relation to the estimated population numbers, the operational Thusong Service Centres serve approximately between 7,68 and 42,2 percent of the population within their service areas each month. The Thusong Service Centres cover mainly the poverty pockets within the Province and therefore enhances the opportunity for the poor and destitute to access government services seamlessly and at an one-stop service centre.

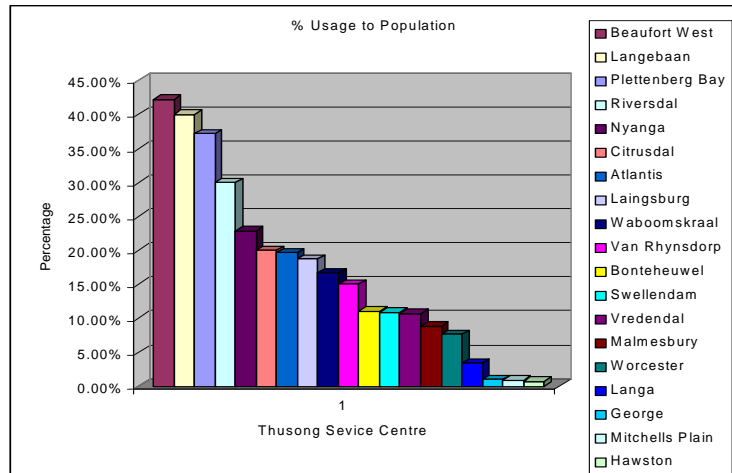
The above graph indicates that the Beaufort West Thusong Services Centre is the best-used facility, while the one in George reflects a great level of under-utilisation in relationship to the population. Although quantitative assessments are important, qualitative assessments are also a very important aspect when looking at the effective, efficient and economical use of Thusong Service Centres. For this reason a baseline for qualitative assessments of the state of our communities, as well as credible methodologies to measure qualitative impact and return on investment, is necessary.

Symptoms of this include telecentres with large numbers of broken computers, piles of outdated and unused government information booklets, reports and magazines and under-utilised computer facilities. In some Thusong Service Centres, however, there was not enough space for the service-providers.

4.4.5 Branding

The Thusong Service Centres in Bonteheuwel, Laingsburg, Malmesbury, Plettenberg Bay, Riversdale, and Waboomskraal still have the acronym MPCC (Multi-Purpose Community Centre) as signage or branding.

Graph 1: Percentage use in relation to target population



The Thusong Service Centres in Atlantis, Beaufort West, Citrusdal, Langebaan, Paarl, Swellendam and Van Rhynsdorp have the standard signage or branding featuring the Thusong Service Centre logo. Beaufort West was the only Thusong Service Centre with branded signage for each of the service providers. The physical dimensions of these signs differ between the centres but at least there is always a sign at the site itself, either on the building or on the fence close to the entry point. **(See Annexure I.)**

The Thusong Service Centres in Hawston, Khayelitsha, Langa, Mitchells Plain, Nyanga, Vredendal and Worcester have no signage.

Most Thusong Service Centres that were visited had no signage directing a visitor from the main access road to the centre. Local people are often not familiar with the term "Thusong". They refer to the centres as "MPCC".

None of the government departments, except the Post Office, use logos or neatly designed signage indicating types of services rendered, opening times, etc. If there is any signage, it tends to be a handwritten notice stuck untidily with masking tape to a window or door.

Most centre managers, GCIS personnel and CDWs (where relevant) do embark on outreach programmes into the communities they serve in order to explain the purpose of the Thusong Service Centre. The success rate of these advertising activities has not been measured. One Thusong Service Centre (Laingsburg) started their own newsletter in 2007, giving information about the Centre itself, the staff, services provided and upcoming events. Some of the centres were using print media or local community radio for promotional purposes.

The standardised branding as contained in **Annexure I**, depicting all spheres of government's logo on the national approved Thusong Service Centre branding is supported. Further to this GCIS should also standardise on signage of all services providers, similar to those at Beaufort West. Municipalities should also assist with way finding to Thusong Service Centres from all main access roads within their specific regions.

5. CONCLUSION

In view of the discussions and motivations as contained in this document, the following conclusions were made and related recommendations, which will affect the Western Cape in optimising greater access to integrated government services delivery. Therefore, the proposed interventions on integrated services delivery will mainly focus on the following areas:

5.1 Location of Thusong Service Centre: Provincial Level

Department of Social Development currently manages the Thusong Service Centre programme and provides funding as well as guides the processes. The Thusong Service Centre is not absolutely part of the core/mandated business of the Department of Social Development. For this reason the said Department experiences a challenge of having proper authority to manage partnerships with diverse interest. This contributes to meaningful commitment by some key stakeholders, e.g. municipalities.

In the rest of the country the Thusong Service Centre is managed by the Department (Office) of the Premier. This creates political will to ensure buy-in from municipalities and other key stakeholders, but it will expose the programme to the vicissitudes of political changes and tensions. However this Department could contribute to the governance structure, through the Premier Coordinating Forum to monitor progress of the Programme.

Local Government and Housing core function is co-operative and integrated planning – Thusong Service Centre Programme primary focus on facilitating co-operative governance and integrated planning. The said Department already works closely with municipalities on programmes such as MIG (which are already aligned to support the Thusong Service Centre Programme) and Local Economic Development, CDWs, and Ward Councillors. Further to this the Department of Local Government and Housing is mandated to support and build the capacity of municipalities. For the reasons as mentioned, the proposed placement of the Thusong Service Centre Programme at the Department of Local Government and Housing will contribute to the alignment of government programmes, improve co-operative and integrated planning and ultimately improve integrated service delivery at the coal face.

5.2 Ownership and funding of Thusong Service Centres

The 2nd Generation Business Plan gives the responsibility of Thusong Service Centres to municipalities to manage the centres (including maintenance) and provide centre management and staff. According to the Constitution of the Republic of South Africa, Section 155 (6) (a) and (7) and local government matters as contained in Schedule 5, municipalities are mandated to deal with local/public amenities. In short local/public

amenities in this context means *inter alia*, any building, structure, hall, room or office including any part thereof and any facility or apparatus therein and municipal infrastructure, which is the property of, or is possessed, controlled or leased by the municipality or any other organ of the state, to which the general public access, whether on payment of an admission fee or not. In view of the aforesaid, Thusong Service Centres may therefore be classified as a public amenity and resultantly a new funded mandate (in most instances not budgeted for), for municipalities.

At National level the Technical Assistance Unit proposed that the National Department for Co-operative Governance and Traditional Affairs, as lead department, to consider providing funds to municipalities to manage Thusong Service Centres. In addition rental revenues could also contribute to the quantum of funding.

The Department of Local Government and Housing therefore should take over the programme and municipalities the ownership to manage Thusong Service Centres.

5.3 Maintenance of Thusong Service Centres

Once ownership issues have been clarified it will then be possible to clarify responsibility for maintenance of infrastructure, based on the principle that the owner of a property is responsible for its maintenance, unless this responsibility is transferred to a lessee through the terms of a lease agreement.

5.4 Roll-out of Thusong Service Centres

Although the vision of one Thusong Service Centre per municipality is achievable, this only results in an increased accessibility to services for people living near Thusong Service Centres. This still leaves a large majority of the community to travel long distances to access services. Within the Western Cape context, only the following municipalities are not serviced by a Thusong Service Centre, namely Stellenbosch, Kannaland, Cape Agulhas, Theewaterskloof and Berg River. Further roll-out should be informed by actual need and by considerations of efficacies and operational sustainability.

The enhancement of access to integrated government service delivery could be met through physical centres, or mobile services, or jamborees, or a combination of these. Given resource constraints, it is likely that the joint mobile service delivery units, which have started to appear in some of the existing Thusong Service Centres, can play a key role.

The key role of the lead department would then change to facilitating interactions between the various service providers to find the most effective and efficient way of working together to achieve these universal access

standards and targets in poor and marginalised areas. This would involve a complex and sophisticated process of balancing considerations such as:

- Affordability – is it affordable to provide permanent physical structures to make services accessible across the province to within a certain radius of every citizen?
- Local spatial settlement patterns.
- The scale of demand for services taking into account demographic changes.
- The degree to which there are benefits from providing services in tandem.
- The required frequency of service provision (e.g. grants are monthly whereas ID's are once-off).
- The potential to use technological advances (such as cell-phone technology) to increase the efficiency of service provision.
- The different planning criteria used by different service providers to locate their service delivery points.
- The potential for training multi-skilled officials as part of the process of developing 'joined-up government'.
- The potential for national alignment of different service providers' service delivery models.

When additional physical hubs or satellites are built, it is recommended that the lead department plays a role in strengthening the planning process to ensure that it reflects a proper balance between bottom-up and line function planning, that use of existing infrastructure is maximised, and that the design is appropriate for the needs of service providers and end-users.

5.5 Branding, Signage and Way Finding

The standardised branding (**Annexure I**) depicts all spheres of the Government with logos on the nationally approved Thusong Service Centre branding. The following Thusong Service Centres need to be branded: Bonteheuwel, Laingsburg, Malmesbury, Plettenberg Bay, Riversdale, Waboomskraal, Hawston, Khayelitsha, Mitchells Plain, Nyanga, Vredendal, and Worcester.

In most of the Thusong Service Centres service-providers' offices are identified with makeshift signage (e.g. a name printed on an A4 sheet of paper). This creates a very unprofessional image of the Government at work. For this reason, standardised signage - similar to that used in Beaufort West for service-providers - is proposed. Standardised signage will assist the public to orientate themselves and help them to navigate from place to place within a Thusong Service Centre.

Municipalities should also assist with wayfinding to Thusong Service Centres from all main access roads within their specific regions.

The Thusong Service Centres will be at the forefront of the Government's service delivery and it should therefore operate effectively and efficiently with a front office that displays the following:

- Batho Pele principles
- Service charters that includes services, standards, responsibilities and obligation of both the public and civil service
- Photos of relevant executive authority members
- Working hours
- Organisational structure (with contact details) of the specific centre and
- Complaints and redress mechanisms.

5.6 Provision of integrated services

The strength of this integrated service-delivery concept is the clustering of all spheres of the Government, NGOs and parastatals' services which provides improve levels of access and convenience to the citizen and efficiencies to service-providers. The ranges of services that are commonly rendered at Thusong Service Centres are contained in **Annexure J**.

The six-block service-delivery model adequately provides for the most basic level of social and administrative services and enables the empowering of citizens. These social and administrative services also serve as anchors to support the Thusong Service Centre model in improving the communication and information interface between the Government and citizen. In addition to the services mentioned, add-on services such as office services, business opportunities, education, skills development and local economic development, contribute to the sustainable development opportunities of citizens, and add to the operational sustainability of the Thusong Service Centre.

The assessment of the current service delivery within the Thusong Services Centres brought to the fore the following matters that must be addressed:

- Co-ordinate interrelated services to ensure the simultaneous delivery thereof (e.g. demonstrated in Table 3)
- Expand working hours possibly through flexitime and Saturday working
- Eliminate duplications through integrated planning and organising of services and the delivery thereof (e.g. information, communication and technology services)
- Introduce the e-spaza business opportunity concept incrementally at Thusong Service Centres – based on needs assessment and feasibility study results
- Align the Community Development Worker Programme and Ward Committees with Thusong Service Centre Programme
- Improve the use of the Thusong Service Centres through effective marketing and through engagement with community structures
- Develop and implement a monitoring, evaluation and reporting mechanism for the Thusong Service Centres.

6. RECOMMENDATIONS

In view of the discussions contained in this blueprint, it is recommended that:

- 6.1 The integrated service-delivery programme (Thusong) be transferred from the Department of Social Development to the Department of Local Government and Housing
- 6.2 The municipalities to take ownership for the management of the integrated service-delivery centre(s) (Thusong) within their service areas
- 6.3 The roll-out of integrated service centres (Thusong) is implemented in alignment with the national programme, taking into account strategic and operational efficacies and sustainability
- 6.4 The wayfinding, branding and signage be implemented in consultation with all the relevant role-players
- 6.5 The client-first principles (Batho Pele) are implemented at all integrated front offices of service centres
- 6.6 The integrated service-delivery model is aligned to continuously enhance and improve integrated service delivery
- 6.7 The Tafelsig integrated service centre (Thusong) in Mitchells Plain serves as pilot site to institutionalise the improved integrated service-delivery model and
- 6.8 The Chief Directorate Organisational Development be mandated to transversally co-ordinate and facilitate the institutionalisation of the integrated service-delivery model.

7. HUMAN RESOURCE IMPLICATION

7.1 Provincial level

The principle of **resources follow function** will be relevant in the transfer of this programme from Social Development to Local Government and Housing.

7.2 Municipal level

It would be required of the municipalities in Cape Town, Beaufort West and George to absorb the respective staff compliments of Atlantis, Beaufort West, George and Waboomskraal.

8. FINANCIAL IMPLICATION

8.1 National Treasury funding

The roll-out of Thusong Service Centres to Theewaterskloof, Kannaland, Knysna, Berg River, Cape Agulhas (five times R4,7 million per satellite) and Stellenbosch (R13,1 million per hub) will bring about a capital expenditure of approximately **R36,6 million**. This expenditure is subject to the Thusong Service Centre programme roll-out priorities and the implementation thereof will fulfil the vision of a Thusong Service Centre per municipality within the Western Cape.

8.2 Municipal or provincial funding

The annual operational cost for salaries, maintenance, ICT support, marketing and promotion will amount to approximately **R1,086 million** per Thusong Service Centre. This amount may vary because the staff component is likely to differ depending on the levels of services provided. This expenditure could be partly recovered through lease agreements between municipalities and service providers, municipal and provincial budget.

Furthermore, an additional once-off amount of approximately **R190 000** is required for the development, printing, framing and mounting of front-office posters depicting service charters, Batho Pele principles, working hours, organisational structures and contact details, complaint and redress mechanisms, and pictures of the relevant executive authorities.

8.1.2 GCIS funding

The GCIS is responsible for the branding of all Thusong Service Centres. Currently 12 Thusong Service Centres are not properly branded or have no official branding. To adequately brand the existing 12 operational Thusong Service Centres will amount to approximately **R180 000** (12 time R15, 000) An additional **R105 000** will be required to brand the seven Thusong Services Centres that are at various levels of implementation.

ANNEXURE B

Government services (national, provincial and municipal) at Thusong Service Centres

Block	Services Providers/Area	Area																											
		Atlantis	Beaufort West	Bitterfontein	Bonteheuwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Laingsburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mosel Bay	Murraysburg	Nyanga	Outshoorn	Paarl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhyndorp	Vredendal	Waboomskraal	Worcester
1	Social and administration																												
	M: Ambulance Services			P						P																			
	M: Health	C	T	C	C	C	P	C	C	C	C	C	T	C	C	C	C	C	C	C	P	C	C	P	T	P	P	T	P
	M: Home-based Care									P				T															
	M: Housing		P	T																	P								
	M: Municipal Pay Point		P	C							C					C				P	P		P		P	P		P	
	ND: Constitutional Development and Justice		C									T		C															
	ND: Correctional Services				T							T	T						T					T		T	T		
	ND: Labour	C	C	T			T	C	T			T	T	P		T	C			T					T	T	T		
	ND: Marine and Coastal								T																				
	ND: SAPS	C	C	C	P	C	C	C	C	C	C	T	C	C	C	C	C	C	C	P	C	C	C	T	C	C	C	C	
	ND: SARS										T																		
	ND: SASSA	C	T/C	T	T	P	T	T	T	C	T	C	T	T	P	T	T	P	P	T	P	T	C	P	T	T	C	T	P
	ND: Home Affairs	T	P	T	T	T	T	T	T	C	T	C	T	T	T	T	T	C	C	T	P	T	T	P	T	T	T	T	T
	ND: Water Affairs and Forestry																												T
	PD: Community Safety							P																					
	PD: Social Development	P	C	T	P		C	P	T		P		T	P	P		T	P	P	T	P	P	C	P	P	T		T	P
	PD: Transport and Public Works													T													T		
	PD: Agriculture	P												T									T						
2	Office services																												
3	Education and skills development																												
	PD: WCED: ABET	P									T															P			
	PD: WCED: FET																												
	M: Library			C			P		P			C									P	P					P		
	Services-providers/area	Area																											

	Atlantis	Beaufort West	Bitterfontein	Bonteheuwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Lansburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mossel Bay	Murraysburg	Nyanga	Oudtshoorn	Paarl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhynsdorp	Vredendal	Waboomskraal	Worcester	
PD: WCED: Primary School																													
PDCAS: Sports Programmes				T			T			P		T	P	P			P												
4 Local economic development																													
M: LED Hub																P									C	C			
MA: Cape Town Tourism											T																		
Municipal LED																T								P					
PDCAS: Arts and Culture	P										P																		
5 Business opportunities																													
6 Information and communication																													
ND: DPSA: General Service Counter	P									P																N			
ND: DPSA: JET Education Information						P						P	P												P	N		P	
ND: GCIS: Branding	TSC	TSC	N	N	N	TSC	TSC	N	N	MPC	N	TSC	MPC	N	N	N	N	N	TSC	MPC	N	MPC	N	TSC	TSC	N	MPC	N	
ND: GCIS	T	P	T	T	T	P	P	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T	TSC	T	T	T	P	
LISSC/DISSC	P	P	N	P	N	N	P	N	N	P	N	P	P	N	N	N	N	N	N	P	N	P	N	N	N	N	N	P	P
M: Ward Councillors																				P	P								
MA: Cape Tourism - Internet Café											P																		
Municipal management	N	N	P	P	P	P	N	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	N	P	
PDotP: E-Comm Centre			P		C		P								C	C		C	P				P		P			C	
PLG&H: CDW	N	T/C	N	C	N	P	C	P	N	C	N	C	C	N	N	C	N	N	C	P	C	P	P	P	P	P	N	P	
USAASA: Tele Centre	P	P	N	P	N	NO	P	N	N	N	N	N	N	N	N	N	N	N	N	P	N	N	N	N	N	P	N	N	P
Legend:	-																												
	P = Permanent																												
	T = Temporary																												
	N = None/Not Functional																												
	C = Closely Located																												

ANNEXURE C

Services (NGO, CBO, private and other) at Thusong Service Centres

Block	Services-providers/Area	Area																										
		Atlantis	Beaufort West	Bitterfontein	Bonteheuwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Laingsburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mossel Bay	Murraysburg	Nyanga	Oudtshoorn	Paarl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhynsdorp	Vredendal	Waboomskraal
1	Social and Administration																											
	Hall (Youth, Religion, Function, etc.)	P	P	P	P	C	P	P	P		P	C		P	P		C	P	P	P			P	P	P	P	P	P
	IO: United Nations Place of Safety														P													
	Labour Union							P																				
	NA: Independent Electoral Commission																								P			
	NGO: Advice Office/Paralegal		P		P		C				P		C													P		
	NGO: Aged People Care/Programme	P						P	P			T		P						P	P		T		P	P	P	
	NGO: Alcoholics Anonymous				T																							
	NGO: Association for People with Disabilities				T																							
	NGO: Badisa											T													P			
	NGO: Black Ass. of Wine and Spirits Industry													P														
	NGO: Blood Bank				T																							
	NGO: CANSAs				T							T	T															
	NGO: Cape Mental Health				T																							
	NGO: Child Welfare SA													P														
	NGO: De Novo After Care																										P	
	NGO: Down Syndrome WC														P													
	NGO: Eye Care								T																	T		
	NGO: FAMSA							P																				
	NGO: Food Garden				P									P													P	I
	NGO: LoveLife							P						T														
	NGO: Molo Songolo (Child care)		P																									
	NGO: Narcotics Anonymous				T													P										
	NGO: Neighbourhood Watch													P														
	NGO: NICRO				T													P										T
	Services-providers/area	Area																										

		Atlantis	Beaufort West	Bitterfontein	Bontehouwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Langsburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mossel Bay	Murraysburg	Nyanga	Oudtshoorn	Paarl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhyndsdorp	Vredendal	Waboomskraal	Worcester
	NGO: Nutrition (Food/Soup) Programme	T	P		T			P	P		P		P	P				P			T			P		S		T	P
	NGO: SANCA							T							P														
	NGO: St Johns Ambulance																	P											
	NGO: Tafelsig Rehabilitation Clinic														P														
	NGO: Youth and Gender Programme																			P									
	NGO: TB Care													T															
	NGO: Upcoming Farmers										P																		
	P: ALLPAY		T	C			T	T				C	T				T	T		C		T	T	T	T	T	T		
	P: Moving Violations/Traffic										P																		
2	Office services																												
	Post Office		C	C				P						C	C								C		P				
	P: Thomson Administrative Services	P																											
3	Education and skills development																											P	
	NGO: Arts and Culture							T										P							T				P
	NGO: Children Resource Centre							P																				P	
	NGO: Chrysalis Youth Programme																												
	NGO: Children After Care														P			P											
	NGO: Day-care for the handicapped	P																											
	P: Driving School				T																								T
	NGO: ECD : Crèche	P											C					P								P	P	P	
	P: Gym																				P								P
	NGO: Home base care training/placement	T																											
	P: Pro Maths				T																								T
	NGO: SA Media & Gender Institute																												P
	NGO: Woman Empowerment																												
	NGO: Au Pair Training																T												
	NA: Youth Development Agency	P							T					P	P								T						
4	Local Economic Development																												
	Services-providers/area	Area																											

		Atlantis	Beaufort West	Bitterfontein	Bonteheuwel	Ceres	Citrusdal	George	Hawston	Khayelitsha	Langsburg	Langa	Langebaan	Malmesbury	Mitchells Plain	Mossel Bay	Murraysburg	Nyanga	Oudtshoorn	Paarl	Plettenberg Bay	Prince Albert	Riversdale	Robertson	Swellendam	Van Rhyndsdorp	Vredendal	Waboomskraal	Worcester
	CBO: Dancing Culture Group													T	P														
	CBO: Music Programme										T	P																	
	NGO: Beadwork							P																					
	NGO: Needle Work										P							P											
	NGO: Sand Painting and Pottery											P																	
	NGO: Sewing and Pottery							P					T	T							P								
	P: Cement Works										P																		
	P: Coffin Making										P																		
	P: Funeral Services																												P
	P: Steelwork/Wire/ Woodwork											P																	
4	Local economic development																												
	P: Bricklaying													P															
	PE: Red Door		T	T			T				T	T		T						T	T		T	P	T	T	T		
	PE: Small Enterprise Development Agency (Seda)																			T									
5	Business Opportunities																												
	P: Banks																		P						P				
	P: Restaurant										P																		
	P: Retail/Trading Stalls																			P	P				P				
	SMME																										P		
6	Information and Communication																												
	NPO	P	P		P			P			P		P								P	P				P		P	
	P: Community Radio		P																										
	P: Computer Training School	P									P																		
Legend:																													
P = Permanent																													
T = Temporary																													
N = None/Not Functional																													
C = Closely Located																													

ANNEXURE D



ANNEXURE E



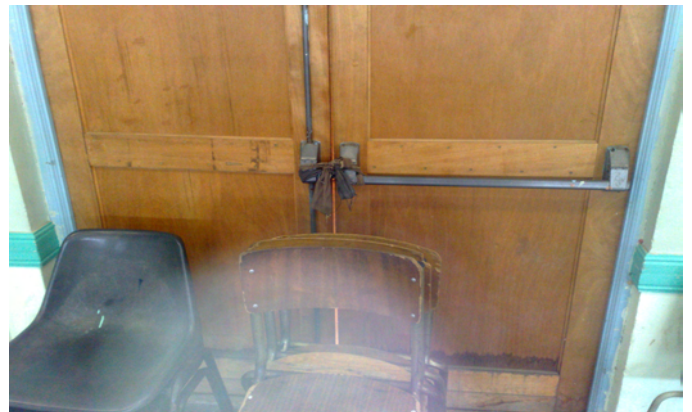
ANNEXURE F



ANNEXURE G



ANNEXURE H



ANNEXURE I



ANNEXURE J

SIX SERVICE BLOCK MODEL: INTERGRATED SERVICE DELIVERY		
Service blocks	Service-provider	Services
Block 1: Government Social and Administration Services	Home Affairs	<ul style="list-style-type: none"> ▪ Birth registration ▪ Identification documents ▪ Passports ▪ Marriage registrations ▪ Death registration ▪ Immigration services Enquiries or changes related to the above
	Social Development	Laws and Services relating to: <ul style="list-style-type: none"> ▪ Domestic violence ▪ Child care ▪ Maintenance ▪ The elderly ▪ Substance-abuse treatment ▪ The family advocate
	South African Social Security Agency	Applications for: <ul style="list-style-type: none"> ▪ Child support grant ▪ Foster child grant ▪ Disability grant ▪ Care dependency grant ▪ Social relief of distress ▪ Lapse grants
	Labour	<ul style="list-style-type: none"> ▪ Learnerships ▪ Resolving disputes (CCMA) ▪ Compensation for occupational injuries ▪ Unemployment Insurance Fund ▪ Claiming unemployment benefits
	Municipalities	<ul style="list-style-type: none"> ▪ Collect municipal services payments ▪ Housing application ▪ Indigent applications ▪ Housing subsidies ▪ Learnerships ▪ Free basic municipal services ▪ Integrated Nutrition Programme ▪ Application for building plans
	Housing	<ul style="list-style-type: none"> ▪ Housing subsidies ▪ Relocation assistance ▪ Individual housing subsidy ▪ People's housing process ▪ Project-linked subsidy ▪ Institutional subsidy ▪ Hostel subsidy ▪ Discount benefit scheme ▪ Rural subsidy ▪ Consolidated housing subsidy
	Municipality/Health	<ul style="list-style-type: none"> ▪ Home-based care ▪ HIV/AIDS ▪ Tuberculosis (TB) ▪ Measles and polio ▪ Cholera ▪ Malaria ▪ Abortions
	Education	<ul style="list-style-type: none"> ▪ Admission to public schools ▪ Admissions to an institution of higher education ▪ National Student Financial Aid Scheme

SIX SERVICE BLOCK MODEL: INTERGRATED SERVICE DELIVERY

Service blocks	Service-provider	Services
	Non-governmental organisations <ul style="list-style-type: none"> ▪ SANCSA ▪ Community-Based Care ▪ CANSA ▪ St John Ambulance ▪ FAMSA ▪ NICRO 	<ul style="list-style-type: none"> ▪ Drug policies ▪ Employee education ▪ Managers briefings ▪ Awareness campaigns ▪ Counselling ▪ Home-base care ▪ Palliative care ▪ Step-down care ▪ Counselling ▪ Social support ▪ Patient care ▪ Prevention programme ▪ Screening services ▪ Information services ▪ Cope with cancer ▪ First-aid courses ▪ Home-care courses <ul style="list-style-type: none"> ○ HIV/Aids Awareness ○ Home-based Care ○ Community Health ○ Care of the elderly ○ Baby and child care ▪ First-aid tips posters ▪ Eye-care clinics ▪ Counselling <ul style="list-style-type: none"> ○ Individuals ○ Couples ○ Families ○ Groups ○ Adolescent groups ○ Teenagers ○ Marriage ○ Divorce ○ Conflict management ▪ Life skills training for teenagers ▪ Employee support – trauma counselling ▪ Community development <ul style="list-style-type: none"> ○ Community violence ○ Domestic violence ○ Preparation project ○ Youth development projects ○ Women upliftment initiatives ○ HIV/Aids prevention ○ Poverty alleviation ▪ Ex-offenders creating opportunities for themselves <ul style="list-style-type: none"> ○ Mentor a former offender ○ Provide employment opportunities ○ Support a studying offender ○ Art training in prison ○ Support the child ▪ Encourage an entrepreneurial spirit <ul style="list-style-type: none"> ○ Business skills Training ○ Start Your Own Business Programme ○ Improve your business ○ Business counselling ○ Business Finance – Micro Loans ○ Business Linkages ▪ Developing Young People's Potential <ul style="list-style-type: none"> ○ Youth Empowerment ○ Pre-trail Community Service ○ Family Group Conference ○ The Journey (Youth at Risk)
		Modernisation programme: Face-of-the-Province Workstream
	<ul style="list-style-type: none"> ▪ Lovelife 	<ul style="list-style-type: none"> ▪ HIV prevention programme for young people. <ul style="list-style-type: none"> ○ Research

SIX SERVICE BLOCK MODEL: INTERGRATED SERVICE DELIVERY		
Service blocks	Service-provider	Services
Block 2: Office services	Post Office	<ul style="list-style-type: none"> ▪ Pay a bill ▪ Internet ▪ Airtime ▪ Post Bank ▪ Courier service ▪ Money transfers ▪ Postal services ▪ Copying and faxing ▪ Binding or laminating ▪ Cell phones ▪ Stationary ▪ Pay telephone
Block 3: Education and skills development	Cape Access/Telecentres	<ul style="list-style-type: none"> ▪ ICT training ▪ Internet ▪ CV development
	Education	<ul style="list-style-type: none"> ▪ Abet
Block 4: Local economic development	National Youth Agency	<ul style="list-style-type: none"> ▪ Business consulting services ▪ BOSS: Youth-owned Businesses ▪ Entrepreneurship education training ▪ SME funding ▪ Masisizane Woman Enterprise Fund ▪ Volunteer mentorship ▪ Micro loans ▪ Co-operative training ▪ Career counselling ▪ Youth advisory service ▪ School to work training ▪ Graduate development training
	Red Door	<ul style="list-style-type: none"> ▪ Assist with business plan advise ▪ Facilitate access to finance and government initiatives ▪ Referrals to accounting and legal service providers ▪ Basic business skills training ▪ Internet access for business research and idea generation ▪ Basic import and export advise ▪ Assistance with client relations ▪ Assess to a support network of business service providers namely: <ul style="list-style-type: none"> ○ Mentorship ○ Business plans ○ Feasibility ○ Health check ○ Marketing plans ○ Design of marketing materials ○ Co-operative set-up programme
	Small Enterprise Development Agency	<ul style="list-style-type: none"> ▪ ICT awareness ▪ Starting your business ▪ Financing your business ▪ Managing your business ▪ Business ideas ▪ Trade information ▪ Small-business mentor
Block 5: Business	Banks	<ul style="list-style-type: none"> ▪ Auto banks

SIX SERVICE BLOCK MODEL: INTERGRATED SERVICE DELIVERY		
Service blocks	Service-provider	Services
Opportunities	SMME	<ul style="list-style-type: none"> ▪ Coffin making ▪ Funeral services ▪ Cement works ▪ Steelwork ▪ Wire work ▪ Woodwork ▪ Sewing ▪ Pottery ▪ Beadwork ▪ Needle work ▪ Crèche ▪ Gymnasium ▪ Driving school
	All Pay	<ul style="list-style-type: none"> ▪ Grants payouts ▪ Grants payout enquiries
Block 6: Information and communication	Ward committees	<ul style="list-style-type: none"> ▪ The preparation, implementation and review of Integrated Development Planning (IDPs) ▪ Recommendations regarding the provision of municipal services ▪ Communication, including facilitation of communication between communities and their political representative at ward residents' meetings and other community development forums, as well as the dissemination of information (budget, integrated development planning, service delivery options and municipal properties) ▪ Facilitation of local community participation in decisions which affect the local community, articulating the local community interests and representing these interest within the government system, in order to enhance participatory democracy in local government ▪ Receive queries and complaints from residents concerning municipal service delivery and communicating this information to the Council and providing feedback to the community on Council's response ▪ Interacting with other forums and organisations on matters affecting their ward ▪ Ensure active participation of the community in e.g. service payment campaigns, integrated development planning process, the municipality's budgetary process, decisions regarding the provision of municipal services and on by-laws and to establish boundaries of a ward and to chair zone meetings. ▪ Ward committees therefore participate, communicate and mobilise.
	GCIS	<ul style="list-style-type: none"> ▪ Communication and promotional strategy ▪ Branding ▪ Distribution of government information ▪ Report to Governance and Administration Cluster and the Cabinet

SIX SERVICE BLOCK MODEL: INTERGRATED SERVICE DELIVERY		
Service blocks	Service-provider	Services
	<p>Co-ordinating structures:</p> <ul style="list-style-type: none"> ▪ NISSC (GCIS, DPSA, DHA, DoL, DSD, USASSA, PALAMA, DPW, NT, DoC, provincial PISSC chairpersons) ▪ PISSC (DISSC members, provincial Departments, service-providers, Provincial Treasury, etc.) ▪ DISSC (Service-providers at district level, representation of IDP SDF units) ▪ LISSC (Municipality representatives, service-providers) ▪ Centre Management Committee (Centre manager, municipal representative, community structures, ward representatives) 	<ul style="list-style-type: none"> ▪ Infrastructure: guidelines regarding the country infrastructure roll-out ▪ Institutional co-ordination: horizontal and vertical alignment (three spheres of Government) to support integrated service delivery. ▪ Funding: develop funding models and provide guidance on funding sources for the programme. ▪ Capacity building and human resources: support training initiatives and other efforts to build capacity for the programme. ▪ Oversight and co-ordination: monitor and evaluate programme as a whole, as well as co-ordinating research efforts. ▪ Focus on elements such as: <ul style="list-style-type: none"> ○ Funding ○ Service co-ordination ○ Strategic alignment of the roll-out with provincial policy ○ Technical matters (provincial business planning) ○ Co-ordination of monitoring and evaluation at provincial level ▪ Alignment of: <ul style="list-style-type: none"> ○ Integrated Development Plan ○ Spatial Development Framework ○ Feeding reports to PISSC ▪ Implementing the programme at local level ▪ Co-ordinating service delivery ▪ Co-ordinating monitoring and evaluation at municipal level ▪ Feed reports to DISSC ▪ Facilitate the establishment of the Thusong Service Centre ▪ Address operational issues ▪ Monitor and evaluate at centre level ▪ Feedback report to LISSC
	<p>Community development workers</p>	<ul style="list-style-type: none"> ▪ Inform and assist communities in the Western Cape with access to services provided by government structures. ▪ Determine the needs of communities in the Western Cape and communicate these needs to the relevant government structures. ▪ Promote networks and enhance the activities of existing local community workers aimed at improved service delivery. ▪ Compile reports and documents, as required, on progress, issues attended to, actions taken and outcomes. ▪ Keep up to date with regard to all services rendered by government and the processes and mechanisms to access the services. ▪ Maintain accurate records and submit required reports, in compliance with provincial and national procedures and requirements of the provincial manager.

ANNEXURE K

GLOSSARY

BBBEE	Broad-Based Black Economic Empowerment
CMIP	Consolidated Municipal Infrastructure Programme
CDW	Community Development Worker
DBSA	Development Bank of Southern Africa
DISSC	District Intersectoral Steering Committee
DoC	Department of Communications
DPSA	Department of Public Service and Administration
DM	District Municipality
DMA	District Management Area
GCIS	Government Communication and Information System
GIC	Government Information Centre
GIS	Geographic Information System
GSC	General Services Counter
IDP	Integrated Development Plan
ICT	Information and Communications Technology
IGR	Intergovernmental Relations
IGRF	Intergovernmental Relations Framework
ISRDP	Integrated Sustainable Rural Development Programme
ITP	Integrated Transport Plan
LISSC	Local Intersectoral Steering Committee
LM	Local Municipality
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MPCC	Multi-Purpose Community Centre
NISCC	National Intersectoral Steering Committee
NSDP	National Spatial Development Perspective

NSF	National Skills Fund
NTTAU	National Treasury's Technical Assistance Unit
PCAS	Policy Co-ordination and Advisory Services (in the Presidency)
PGDS	Provincial Growth and Development Strategy
PIDP	Provincial Integrated Development Plan
PISSC	Provincial Intersectoral Steering Committee
PMU	Project Management Unit
RDP	Reconstruction and Development Programme
SDF	Spatial Development Framework
SACN	South African Cities Network
Seda	Small Enterprise Development Agency
SLA	Service Level Agreement
Sita	State Information Technology Agency
SMMEs	Small, medium and micro enterprises
UR	Urban Renewal
USA	Universal Service Agency
USP	Unique Selling Proposition

ANNEXURE L

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