Report on the Assessment of the Effectiveness of Thusong Service Centres in Integrated Service Delivery

PSC
Custodian of Good Governance

Foreword

The democratic government has since 1994 prioritised the delivery of quality services to the people of South Africa. The prioritisation was informed by the need to take government information and services closer to those who were disadvantaged by the apartheid-led government. To this end, Thusong Service Centres (TSCs), previously called Multi Purpose Community Centres (MPCCs) were introduced and established in 1999. The key objective of the TSCs was to serve as one-stop service centres where people can access government services and information in the respective communities with ease. Furthermore, it was hoped that through the TSCs, communities would gain better access to services provided by government, non-governmental organisations, parastatals and business.
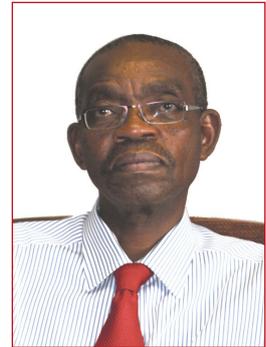
At the heart of the Thusong Service Centre model is the expectation that TSCs would serve as a mechanism to achieve integrated service delivery in line with government's vision of creating a better life for all. The Public Service Commission (PSC) has always appreciated the relevance and importance of TSCs in providing services to communities in a co-ordinated manner. Based on this appreciation, the PSC identified the need to assess the effectiveness of TSCs in integrated service delivery.

I am pleased to present this assessment of the effectiveness of TSCs in integrated service delivery. The assessment provides valuable information on TSCs as integrated service delivery mechanisms and challenges thereof. It is hoped that the recommendations contained in this report, will contribute towards the provision of quality services in an integrated and co-ordinated manner.

DR RR MGIJIMA
CHAIRPERSON : PUBLIC SERVICE COMMISSION

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ABET	Adult Basic Education and Training
ATM	Automatic Teller Machine
CDW	Community Development Worker
CoGTA	Department of Cooperative Governance and Traditional Affairs
COMTASK	Communication Task Group
DHA	Department of Home Affairs
DISSC	District Intersectoral Steering Committee
DPSA	Department of Public Service and Administration
GCIS	Government Communications and Information System
GIS	Geographic Information System
G&A	Governance and Administration
HR	Human Resources
ICT	Information and Communication Technology
IDP	Integrated Development Plan
ISRDS	Integrated Sustainable Rural Development Strategy
IT	Information Technology
LED	Local Economic Development
LISSC	Local Intersectoral Steering Committee
M&E	Monitoring and Evaluation
MIG	Municipal Infrastructure Grant
MPCC	Multi-Purpose Community Centre
NGO	Non-Governmental Organisation
NISSC	National Intersectoral Steering Committee
OSGC	One-Stop Government Centre
OTP	Office of the Premier
PCGTA	Provincial Department of Cooperative Governance and Traditional Affairs
PGDS	Provincial Growth and Development Strategy
PISSC	Provincial Intersectoral Steering Committee
PPP	Public-Private Partnership
PSC	Public Service Commission
SALGA	South African Local Government Association
SASSA	South African Social Security Agency
SAPS	South African Police Services
SLA	Service Level Agreement
TAU	Technical Assistance Unit
TSC	Thusong Service Centre
URP	Urban Renewal Programme
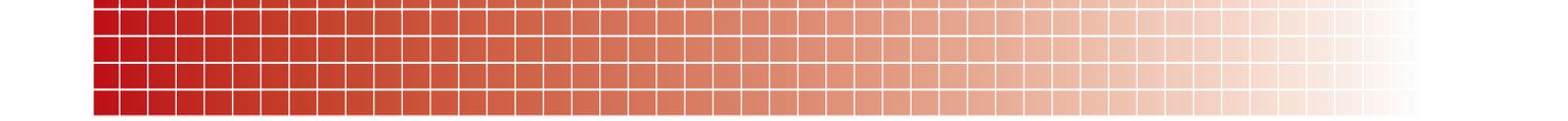
Executive Summary

BACKGROUND TO THE STUDY

Prior to the advent of the democratic government in 1994, South Africa had a fragmented service delivery system. Based on the racial discrimination policy of the government of the day, black people were marginalised and rural-based people were often not provided with the quality services provided to those in the urban areas. With the abolition of the racial discrimination policies in 1994, the main challenge has been to bridge the gaps in the provision of services to all people irrespective of their racial, socio-economic and geographical location. As an attempt to do this, the government in 1999, introduced Multi-Purpose Community Centres (MPCCs) as a mechanism to bridge these gaps. It was hoped that with these Centres, which are today referred to as Thusong Service Centres (TSCs), previously disadvantaged people, especially in the rural areas would receive quality government services and information in an integrated manner and would no longer have to travel long distances to access services in the urban areas.

In light of the aforementioned aim of the Thusong Service Centres Programme, and the Public Service Commission's (PSC's) mandate spelt out in Section 196 (4) (b) and (c) of the Constitution[1], the PSC decided in the 2009/10 financial year to assess the effectiveness of TSCs in integrated service delivery. The assessment was necessary in order to provide feedback on the effectiveness of TSCs in operationalising the development efforts to bring government closer to the people, and to address information and service imbalances at local level.

AIM AND OBJECTIVES OF THE STUDY

The overall aim of the study was to assess the effectiveness of TSCs in integrated service delivery. The specific objectives of the project were, therefore, to:

- Determine the extent to which the establishment of TSCs has increased access to government services and products by the poor and previously disadvantaged.
- Assess the extent to which the Thusong Service Centres Programme has achieved its objectives in terms of integrated service delivery.

METHODOLOGY

The assessment used mixed-methods and triangulated data to achieve the research objectives.

Sampling

A purposive sampling procedure was applied to identify TSCs and provincial and national departments to be included in the study. The assessment concentrated on those departments that provide services through TSCs.

Data collection process

A combination of data collection methods was used during the study. These methods included the review of relevant documents, interviews with key officials in national and provincial departments, key officials of the selected departments providing services at the TSCs, Thusong Service Centre Managers and selected service users at the respective TSCs.

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[1]   *Republic of South Africa. Constitution of the Republic of South Africa. Act No. 108 of 1996.*
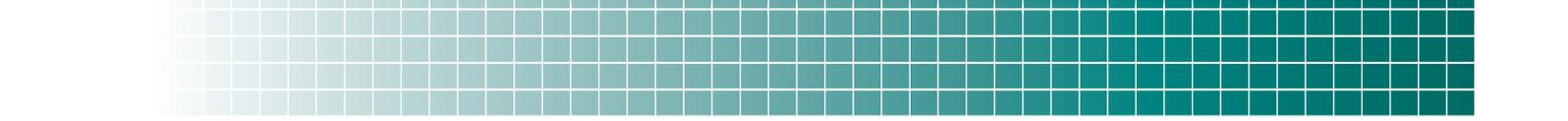
Document review

Documents key to the implementation of the Thusong Service Centres Programme were reviewed. The literature review was instrumental in contextualising the study and the development of the data collection instruments.

Data collection instruments

Six different types of semi-structured questionnaires were developed to serve as data collection tools. Each of these tools focused on a particular stakeholder that was sampled to participate in the study.

Interviews

Face-to-face interviews were conducted with the key officials of the selected stakeholders sampled to participate in the study.

Focus groups

Focus group discussions were conducted with the Provincial Intersectoral Steering Committees (PISSCs) in four provinces, namely, Eastern Cape, Gauteng, Kwazulu-Natal and the Western Cape.

In loco observations at the selected Thusong Service Centres

In loco observations were carried out at selected TSCs. The overall purpose of the *in loco* observations was to observe the accessibility arrangements, the level of integration of services and the condition of the infrastructure at the TSCs.

Validity and reliability

To ensure the validity and reliability of the data collection instruments, a pilot was conducted and comments received were used to fine-tune the instruments that were finally used during data collection.

Limitation of the study

At certain Thusong Service Centres no service users were available during *in loco* observations to be interviewed. The total number of service users interviewed is, however, still enough to ensure that the views obtained are representative of service users of TSCs.

FINDINGS AND RECOMMENDATIONS

The following are the key findings and recommendations of the study:

ACCESSIBILITY TO SERVICES AT THUSONG SERVICE CENTRES

In assessing whether accessibility was improved through TSCs, various elements of accessibility were assessed, such as location, concentration of key departments within a TSC, and the frequency and intervals with which services are provided. In addition, the promotion of community participation initiatives to improve accessibility was also evaluated.

The extent to which the location of the Thusong Service Centres contributes to increasing accessibility to services

- The Thusong Service Centres Programme has succeeded in bringing services closer to the communities.
- Eighty four percent (84%) of service users interviewed reside in the immediate vicinity of TSCs and the majority of these service users (60%) had to travel less than 5 kilometers to a TSC in their respective communities. The proximity of the TSCs within communities saves service users transport costs, which they previously paid when they had to access services in towns and cities before the establishment of TSCs.

The extent to which accessibility was improved through the provision of key services at the Thusong Service Centres

- The existence of key service departments in 96% of the TSCs contributes towards improving citizens' access to a comprehensive range of services.

The frequency and intervals with which services are provided at Thusong Service Centres

- Not all departments render services on a daily basis at TSCs. In some instances, services are only provided once a week or even fortnightly. In instances where departments would not be able to provide services on a regular basis, such departments would use mobile services to increase accessibility.
- Some of the departments have increased working hours beyond normal times in order to make TSCs accessible for longer periods of time.

To further strengthen the aforementioned efforts to establish more TSCs and improve accessibility to government information and services, it is recommended that mobile infrastructure be utilised to support the TSC idea.

The extent to which departments at the Thusong Service Centres have put in place measures to ensure community participation, consultation and awareness

- Departments used various approaches to ensure active public participation and consultation at the TSCs, such as direct information sessions, meetings, national and provincially based awareness programmes or *izimbizo*. These initiatives are generally used for providing general information about government services, verifying satisfaction levels, discussing the needs of the communities and providing the public with feedback regarding issues which had been raised at previous meetings. Where the *izimbizo* take place at the TSCs, the specific services rendered at the TSCs form part of the discussions.

MANAGEMENT ARRANGEMENTS

The study sought to understand management arrangements in the Thusong Service Centres Programme, which include the responsibility for the management of the Thusong Service Centres Programme, the functionality of the management structures of TSCs and management reporting lines. The findings indicate that the management of the Thusong Service Centres Programme is currently fragmented, due to a lack of inter-sphere coordination and the lack of role clarity about the responsibility for the Programme. The following key findings were identified.

Overall responsibility for co-ordinating the Thusong Service Centres Programme

- Responsibility for the management of the Thusong Service Centres Programme has not been spelt out in legislation or policy documents. It is therefore, not clear to which sphere of government or institution the
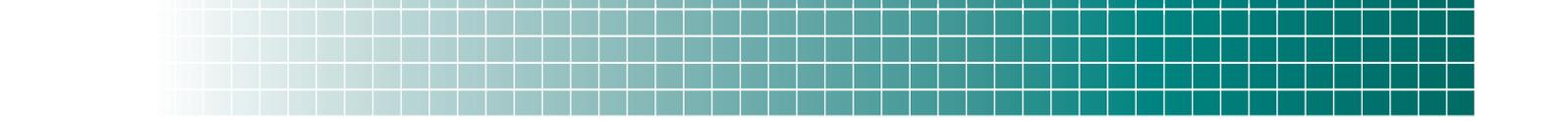
functions and co-ordination of the TSCs Programme are allocated. Management of the Thusong Service Centres Programme is currently diversed due to a lack of necessary frameworks which would bring uniformity in the co-ordination and management of the TSCs. Currently, Government Communications and Information Systems (GCIS), whose main function in the Programme is to provide overall co-ordination and support, has taken the lead in the Programme by coordinating the functioning of the different departments, promoting the Centres and the services provided to the local communities and ensuring delivery of services that are based on determined community needs.

It is recommended that the overall function of co-ordinating the Thusong Service Centres Programme be allocated to one national department where it will be reflected in the main functions and budget of the department. This is the department that would ensure that the necessary frameworks and legislative requirements that would allow uniform co-ordination and practice of common norms and standards in all TSCs are in place.

It is further recommended that the current measures to monitor and evaluate the implementation of the Thusong Service Centres Programme should be strengthened to ensure that the overall performance of TSCs is properly monitored, evaluated and reported. The national department that would be assigned the responsibility to co-ordinate the Thusong Service Centres Programme, can ensure that current monitoring and evaluation measures are strengthened.

The functionality of the management structures of the Thusong Service Centres

The GCIS Thusong Service Centres Business Plan[2] provides for several management structures at the TSCs such as the Local Intersectoral Steering Committee (LISSC), Thusong Service Centres Management Committees, and Thusong Service Centre Managers. The findings of the study show that:

- LISSC structures are not fully functional.
- Only 41% of the TSCs visited during the study have a fully functional Management Committee in place.
- In 67% of the TSCs, Centre Managers, who are critical in the overall management of TSCs, were not yet appointed despite a recommendation made in the earlier PSC assessment on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres: MPCCs[3] in this regard. As change agents, TSC Managers ensure that the TSCs function as hubs of services.
- Departments, institutions and organisations operating in the TSCs continue to perform their duties in silos.

It is recommended that the involvement of each of the three spheres of government in exercising their roles and responsibilities in the TSCs, be promoted by the relevant Intersectoral Steering Committee (National, Provincial, District and Local) to ensure that all spheres of government take responsibility for service delivery and performance at the Centres. The national department assigned the responsibility to co-ordinate the Thusong Service Centres Programme could facilitate such arrangement.

Different reporting arrangements

- Thusong Service Centre Managers report to different institutions and as a result, no uniform norms and standards are applied in the management and operations at the TSCs.
- Roles and responsibilities of TSC Managers are not clarified and the importance of their roles in the TSCs is not reflected in the level of their posts.

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[2] Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
[3] Republic of South Africa. Public Service Commission. Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres: MPCCs. 2001/02.
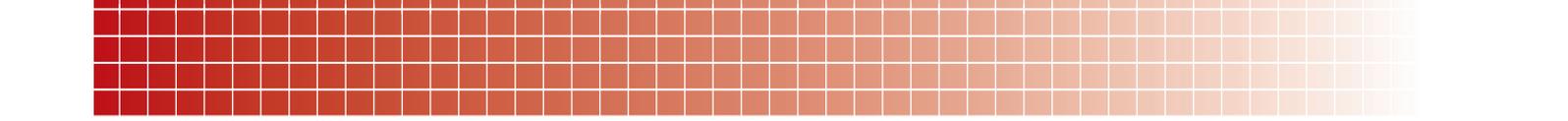
It is recommended that the national department assigned with the responsibility to co-ordinate TSCs ensure that Thusong Service Centre Managers are appointed in all TSCs in accordance with the 2006 GCIS Thusong Service Centre Business Plan, and that they are provided with a clear job description on appointment. It is further recommended that the establishment of proper TSC Management Committee structures for the TSCs should form part of the responsibilities of Thusong Service Centre Managers.

THUSONG SERVICE CENTRES AS A MEANS TO PROMOTE INTEGRATED SERVICE DELIVERY

The study sought to determine whether departments were effective in promoting integrated service delivery at TSCs. Various aspects of integrated service delivery were assessed, such as departments' understanding of integrated service delivery, the operationality of general service counters and the linking of computer systems to promote integrated service delivery. The following were the key findings.

Departments' understanding of integrated service delivery

- The findings of the study show that the only written position on integrated service delivery that could be identified within the context of the Thusong Service Centres Programme refers to the "provision of a variety of services in one Centre"[4]. This position was confirmed in interviews with officials where fifty three percent (53%) of departments defined integrated service delivery as different services that are provided "under one roof". Using the above definition of service delivery, the TSCs are, indeed achieving their objectives because members of the community no longer have to travel to different locations or service points for different government services, but can access a range of services in the TSCs as one stop service centres.

The PSC is, however, of the view that integrated service delivery transcends rendering services in one location or "under one roof" and also entails the rationalisation and coordination of departments' resources, service delivery mechanisms, processes and systems used to provide services to citizens to ensure that services are provided in the most effective and efficient way. The findings of the study show that although departments operate in a common space in the TSCs, they still work in silos, without sharing resources or ensuring that they plan and budget together.

The operationality of General Service Counters

- Operational General Service Counters only exist at two TSCs, namely, Mbazwana (KwaZulu-Natal) and Mamelodi (Gauteng).
- In other TSCs, service counters exist in the form of helpdesks which concentrate on the distribution of promotional material and to refer service users to the required service providers in the TSCs if necessary.

Apart from providing service users with information about services provided at the TSCs and directing them to the correct location of a service provider at the Centre, the General Service Counters could also be useful in assisting service providers with filling of application forms and providing information about other government services not provided at the TSCs. It is, therefore, recommended that General Services Counters be used more effectively in integrating service delivery by expanding upon their current helpdesk services.

It is further recommended that officials appointed at the General Service Counters of TSCs be properly trained, to ensure that they can effectively and efficiently carry out their job of assisting service users and referring them for specialised services at the Centres.

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[4]   Sigidi, K.T. and Seti, M.Government Development Communication Initiative: Toward a better life through integrated service and information delivery. Undated.

Linking of computer systems to promote integrated service delivery

• Every department maintains its own database, even where the necessary infrastructure is available to link systems and justifies the practice of keeping separate databases by indicating that they each have their own security requirements, and that the information cannot be shared with other departments.

It is recommended that the different departmental systems in the TSCs be linked to each other to ensure that relevant information of service users is available to all the service providers at a specific TSC. Where databases contain service users' sensitive information departments should ensure that such information is handled with utmost confidentiality, where necessary.

MAIN CONSTRAINTS EXPERIENCED IN IMPLEMENTING THE TSC PROGRAMME

The assessment identified a number of constraints in the implementation of the Thusong Service Centres Programme. These include a lack of support by parent departments, a lack of or unsuitable office space at TSCs, budgetary constraints, and officials at the TSCs only receiving specific functional training. The unavailability of office equipment at TSCs, IT problems and security concerns were also identified as constraints. These constraints are discussed below:

Lack of support by parent departments

• Frontline services of the different departments represented at the TSCs do not always receive the necessary support from their respective parent departments.

Lack of or unsuitable office space at Thusong Service Centres

• In 80% of the TSCs visited, there was too little office space available to accommodate all the service providers involved in the TSCs.

Budgetary constraints are experienced

• A lack of financial resources is hampering the management of the TSCs and the maintenance of the infrastructure of these Centres.

Officials at Thusong Service Centres receive only specific functional training

• Departmental representatives at all the TSCs involved in the study received specific functional (e.g. Civic Services), service delivery and *Batho Pele* awareness training.
• None of the departments train officials on integrated service delivery or provide TSC specific training through on-the-job or induction training.

Unavailability of office equipment at Thusong Service Centres is serious

• Resources such as fax machines, photocopiers and printers were available at all the Department of Home Affairs offices at the TSCs visited during the study. Such resources were, however, lacking in most of the other departments at the TSCs.
• The urgency of stationary stock replenishment and maintenance of equipment at the TSCs does not receive priority attention by parent departments.
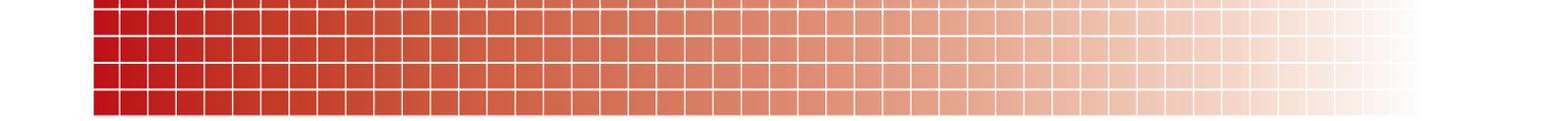
IT problems are experienced

- A lack of Information and Communication Technology (ICT) connectivity is a major impediment to service delivery at the TSCs. A number of TSCs are established in rural areas and while their establishment ensures easier access to remote communities, the problem of IT connectivity remains high. IT connectivity includes the availability of telecommunication infrastructure that enables computers and telephones to be connected to the systems that different departments utilise. The lack of such infrastructure is hampering the efforts the State Information Technology Agency (SITA) has put in place to connect all TSCs. Currently, SITA has finalised the cabling at all TSCs visited during the assessment.

It is recommended that the connectivity of all TSCs be ensured as a matter of urgency. This will entail, among others, discussions with telecommunication service providers. The availability of telecommunication infrastructure for the smooth delivery of communication and information technology needs to be assessed before the establishment of new TSCs.

Security concerns

- A lack of proper security arrangements at the TSCs, especially when South African Social Security Agency (SASSA) pays out large amounts of money on pension days.

It is recommended that security measures at TSCs be strengthened. The Department of Police should be approached to do a physical security evaluation. This evaluation process involves an annual follow up audit to establish compliance with prescripts and progress with the implementation of recommendations of the evaluation report. Adequate security measures at the TSC should form part of the Risk Management Strategy of the Thusong Service Centres Programme.

Chapter One

Introduction

1.1   BACKGROUND TO THE STUDY

Prior to the advent of the democratic government in 1994, South Africa had a fragmented service delivery system. The fragmentation was mainly based on racial division, and the rural-urban divide. Based on the racial discrimination policy of the government of the day, black people were marginalised and rural-based people were often not provided with the quality services provided to those in the urban areas. With the abolition of the racial discrimination policies in 1994, the main challenge has been to bridge the gaps in the provision of services to all people irrespective of their racial, socio-economic and geographical location. As an attempt to do this, the government in 1999, introduced Multi-Purpose Community Centres (MPCCs) as a mechanism to bridge these gaps. It was hoped that with these Centres, which are today referred to as Thusong Service Centres (TSCs), previously disadvantaged people, especially in the rural areas would receive quality government services and information in an integrated manner and would no longer have to travel long distances to access services in the urban areas.

The Public Service Commission (PSC) has always acknowledged the importance of TSCs in improving service delivery and increasing access to services for the poor and previously disadvantaged. During the 2001/2002 financial year, the PSC conducted a study on the impact of the use of the MPCCs as a way of accelerating service delivery[5]. The Report found that, although the MPCCs had increased access for the rural and under-serviced communities to a multitude of government services, there were still challenges in terms of resources, the number of departments involved in the Centres, the appointment of Centre Managers, and co-ordinating the official service hours of the different departments rendering services at the Centres. Ten years after the establishment of the first Centres, and with 139 of the planned 284 TSCs already established, the PSC identified the need for the assessment of the performance of the TSCs in integrated service delivery.

This assessment of the TSC is in line with the PSC's Constitutional[6] mandate which is, among others, to "investigate, monitor and evaluate the organisation and administration, and the personnel practices, of the Public Service" and to "propose measures to ensure effective and efficient performance within the Public Service". The assessment was necessary in order to provide feedback on the effectiveness of TSCs in operationalising the development efforts to bring government closer to the people, and to address information and service imbalances at local level.

1.2   AIM AND OBJECTIVES OF THE STUDY

The overall aim of the study was to assess the effectiveness of TSCs in integrated service delivery. The specific objectives of the project were, therefore, to:

- Determine the extent to which the establishment of TSCs has increased access to government services and products by the poor and previously disadvantaged.
- Assess the extent to which the Thusong Service Centres Programme has achieved its objectives in terms of integrated service delivery.

In order to answer these questions, the report has been structured as follows:

Chapter 2   describes the evolution of the Thusong Service Centres Programme. This helps to explain the rationale for the programme and serves as a backdrop for the analysis.
Chapter 3   describes the methodology that was applied in the study.
Chapter 4   presents the findings of the study.
Chapter 5   presents the conclusion and recommendations drawn from the study.

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[5]   Republic of South Africa. Public Service Commission. Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres: MPCCs. 2001/02.
[6]   Republic of South Africa. Constitution of the Republic of South Africa. Act No. 108 of 1996.

Chapter Two

The Evolution of the Thusong Service Centres Programme

2.1   INTRODUCTION

The Thusong Service Centres Programme has undergone several changes since its introduction in 1999. These changes were introduced to improve how national departments co-ordinate their services at the local level. This chapter discusses the evolution of the Programme and the changes that have been introduced over the years. It also presents the main challenges identified in previous assessments on the implementation of the Thusong Service Centres Programme, and tests the recommendations made in these assessments.

The phases that the Thusong Service Centres Programme has gone through may be divided into two, namely, the first generation centres or MPCCs and the second generation Thusong Service Centres (TSCs). These phases are discussed below.

2.2   THE FIRST GENERATION CENTRES OR MPCCs

The first phase of MPCCs arose out of the 1996 Communication Task Group (Comtask) Report[7] which recommended the establishment of MPCCs as a way to improve citizens' access to information across the country. Following this recommendation, Cabinet mandated the Government Communication and Information Services (GCIS) to facilitate the establishment of a One-Stop Government Centre (OSGC) in each district of the country[8]. The aim of such Centres would be to integrate government services into rural communities and under-serviced communities in urban areas, and to implement development and information strategies through empowering the poor and disadvantaged to become involved in programmes to improve their lives. It was hoped that through the Centres, communities would have improved access to information and services provided by government, non-governmental organisations, parastatals, and business. These MPCCs were also referred to as the first generation one-stop Centres.

In operationalising the MPCCs, existing community facilities such as community halls were targeted, to serve as MPCCs because they were located within the communities and thus within the reach of most of the local people. The first target set by the government in 1999 was to have one MPCC in each district by December 2004, which meant that 48 MPCCs would have been established by that date. In his State of the Nation Address[9] in 2004, the then President Thabo Mbeki announced that the MPCC Programme would be extended to each of the 284 local municipalities by 2014.

As government's commitment to create a better life for all, the following were identified as objectives for the first generation MPCCs[10]:

- To identify community information and service needs.
- To provide access to integrated, cost-effective and responsive government information and services, particularly to those in rural areas.
- To provide government information to the public in a manner in which it can be used by people to improve their lives.
- To provide two-way communication between government and people.
- To improve community participation in government decision-making processes.
- To enhance co-operation amongst the three spheres of government in terms of delivery.
- To ensure the proper management and control of government resources.
- To enhance the provisioning of government services at community level.
- To provide access to, and use of, Information and Communication Technologies.

The first phase MPCCs thus sought to lay the basis for localised service delivery sites.

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[7]   Republic of South Africa. The Presidency. Communication Task Group (Comtask) Report. 1996.
[8]   Republic of South Africa. National Intersectoral Steering Committee. NISSC MPCC Business Plan. 2000.
[9]   Mbeki, Thabo. State of the Nation Address. Cape Town. May 2004.
[10]   Republic of South Africa. National Intersectoral Steering Committee. NISSC MPCC Business Plan. 2000.

2.3   THE SECOND GENERATION THUSONG SERVICE CENTRES

The second generation Thusong Service Centres Business Plan[11] was approved by Cabinet in 2006. The Business Plan formalised structures, roles and responsibilities of the different roleplayers in the TSCs. The Plan provides guidelines on the sustainability of existing TSCs and also focuses on the roll-out of future Centres. The main objectives of the second generation Thusong Services Centres Programme listed in the Plan, were the following:

• 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, efficient and sustainable service provision to better serve the needs of citizens.
• To build sustainable partnerships with government, business and civil society.
• To create a platform for greater dialogue between citizens and government.

The objectives of the second generation TSC Programme underline government's commitment to build a responsive state where citizens and the state form a social strategic partnership to ensure improved service delivery. Compared to the first generation Centres, the second generation Programme focused on sustainability and also aimed to provide a broader scope of services in an integrated manner.

The Thusong Service Centres Business Plan outlined the Six Block Service Model according to which the services provided at the Centres would be organised. The six blocks are explained in **Diagram 1** below.

Diagram 1: Six Block Service Model outlined in the Thusong Service Centres Business Plan

Government Services	• Application for documents such as identity documents, birth certificates • Application for welfare grants • Application for unemployment insurance • Information on issues such as health, labour, education, rights and services
Office Services	• Telecommunication services • Publishing services • Postal service
Education and Skills Development Services	• Adult Basic Education • Further Education and Training • Specialised training including computer training
Local Economic Development Services	• Small business advice • Development
Information and Communication Services	• Government information • Community information • Awareness about services
Business Services and Community Opportunities	• Retail services • Automated teller machines (ATMs) • Small, medium and micro enterprises

The above-mentioned blocks of services were meant to complement one another in government's effort to provide one-stop-service centres.

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[11]   *Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.*

The second generation Thusong Service Centres Business Plan also formalised structures, roles and responsibilities of the different role players in the TSCs.

Some of these initiatives had been in place before the development of the Business Plan, but needed formalisation to allow them to play key roles in the operation of the TSCs. These roles are illustrated in **Table 1** below, where the role players are identified and their responsibilities described.

Table 1: **Responsibilities of the different role players in the Thusong Services Centre Programme**

Roleplayers Chapter 1:	Responsibilities
GCIS	• Overall co-ordination and support • Communication and promotional strategy, including branding • Management of Geographic Information Systems (GISs) • Access of E-Gateway Portal • Report to Governance and Administration Cluster and Cabinet Committee
National Treasury	• Funding options and strategy • Alignment of funding • Public-Private Partnership (PPP) strategy for Thusong Service Centres • Technical assistance with Thusong Service Centre business planning process
Department of Provincial and Local Government	• Municipal Infrastructure Grant (MIG) • Co-ordination at provincial, local and district level • Alignment of Integrated Sustainable Rural Development Strategy (ISRDS)/Urban Renewal Programme (URP) with Thusong Service Centres
Provincial Government (Offices of the Premier)	• Co-ordination and governance at provincial level • Development of proper structures and systems • Service Level Agreement (SLA) • Alignment with Provincial Growth and Development Strategies (PGDSs) • Monitoring, evaluation and support of the programme • Development and implementation of provincial promotional and marketing plans • Co-ordinate establishment and management of PPPs at provincial level • Report to national co-ordinators
Service Departments (Home Affairs, Labour, Social Development, Agriculture, Minerals and Energy, Justice, Health, Education and others)	• Roll-out plan alignment (budgets and infrastructure) • Service delivery plan at provincial and district levels • Resource deployment plan at district level (human resources (HR) and tools) • Reporting to national coordinators
Department of Public Works	• Infrastructure advice and roll-out • Lease agreements at centre level
Department of Public Service and Administration (DPSA)	• E-government strategy through E-Gateway Portal • Legislation re: access strategy, SLAs, working hours, development of service standards, job description, staff and personnel • Thusong Centre Co-ordination • Community Development Workers (CDWs) alignment strategy with Thusong Service Centres • Monitoring and evaluation of service standards
State Information Technology Agency (SITA)	• Information and Communication Technology (ICT) strategy • Information Technology (IT) partner for connectivity

Roleplayers Chapter 1:	Responsibilities
District and local municipalities	• Co-ordination and governance of the implementation at district and municipal levels • Alignment of Integrated Development Plans (IDPs) • Provision of centre management and staff • Development and implementation of district and local promotional and marketing plans • Report to the provincial co-ordinators • Service provision
Department of Trade and Industry (dti), Local Economic Development (LED) co-ordinators	• Provision of economic opportunities projects and programmes in Thusong Service Centre
South African Local Government Association (SALGA)	• Co-ordination of district and local municipalities

(From the GCIS Thusong Service Centres Business Plan 2006 - 2014).

The Thusong Service Centre Business Plan 2006 – 2014[12] also spelt out the institutional arrangements with regard to operationalising the Thusong Service Centre Programme. The Intergovernmental Relations Framework Act[13] provides for the establishment of intergovernmental *fora* to promote the aims of co-operative governance and the implementation of policies, including effective service delivery. These *fora* facilitate the effective co-ordination of services between the different government levels at the TSCs. The structures described in the Thusong Service Centres Business Plan 2006 – 2014 have all been responsible for the management of the Thusong Service Centres Programme, however, the responsibilities and arrangements have not been formalised in legislation or policies on the Programme. The functions of the various structures which are important components in the functioning of the TSCs are the following:

2.3.1   Intersectoral Steering Committees

Intersectoral steering committees at all levels of government are responsible for the management of the Thusong Service Centres Programme, namely the National Intersectoral Steering Committee (NISSC) at national level, the Provincial Intersectoral Steering Committees (PISSCs) at provincial level, the District Intersectoral Steering Committees (DISSCs) at district level and the Local Intersectoral Steering Committees (LISSCs) at local level. All these committees ensure coordination of service delivery between the different service providers at the TSCs. While the NISSC mainly provides guidelines, develops funding models and provides oversight, the PISSCs mainly align the roll out of TSCs with provincial policy. The DISSCs ensure alignment with the IDPs and the Spatial Development Frameworks whereas the LISSCs are responsible for the implementation of the TSC Programme and for monitoring progress at local level.

2.3.2   Thusong Service Centre Management Committee

The functions of the Thusong Service Centre Management Committee are to:

• Facilitate the establishment of TSCs.
• Address operational issues at Centre level.
• Monitor and evaluate performance at centre level and report to the LISSC.

To assist the Centre Management Committee where it does not have the jurisdiction across the three government levels to ensure policy implementation, intergovernmental relations structures have been provided to facilitate such policy implementation.

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[12]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 -2014.
[13]   Republic of South Africa. The Department of Public Service and Administration. Intergovernmental Framework Act. Act No. 13 of 2005.

2.4   KEY VIEWS AND CHALLENGES DRAWN FROM THE PREVIOUS ASSESSMENTS ON THE THUSONG SERVICE CENTRES PROGRAMME

This section provides a synopsis of these assessments, in order to show what has previously been identified as bottlenecks in the Programme and what recommendations were made to overcome these. Through these assessments the complexity of the Thusong Service Centres Programme is shown.

2.4.1   PSC Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres: MPCCs[14]

During the 2001/02 financial year, the PSC conducted a survey on the operations of the MPCCs. The study singled out increasing accessibility to government services and enabling the public to participate in the national economy as the major success factors of the MPCCs. The study identified the following challenges facing MPCCs:

• Lack of resources at the Centres. This included the shortage of computers, fax machines, furniture, photocopiers and cars.
• Office Hours were not co-ordinated between different government departments rendering services at the Centres.
• Lack of budgeting for the MPCC initiatives by government departments.
• Centre Managers had not been appointed in all Centres.
• Lack of commitment by government departments to become involved in rendering services at the TSCs.

The main recommendations of the Report to address the above challenges focused on adequate resourcing of the Centres, the appointment of Centre Managers by the local municipalities and the provision of guidelines on the establishment and structure of MPCCs. Recommendations further included the development of service standards for the MPCCs by the PISSCs and ensuring that such service standards are adhered to by MPCCs.

2.4.2   GCIS Thusong Service Centres Business Plan 2006 - 2014

Although the GCIS Thusong Service Centres Business Plan[15] aimed at providing future direction on the management of the Programme, it identified specific challenges with the first generation MPCCs. These challenges included:

• The provision of infrastructure that is not in line with the service providers' and service users' needs.
• Co-ordinating action across spheres of government, which hampered roll-out and operations at the TSCs.
• The non-payment of rent by government departments which impacts on the sustainability of the Thusong Service Centres Programme.
• Capacity constraints, especially in terms of the Thusong Service Centre Managers.

The Business Plan made the following recommendations to address the above challenges:

• Institutionalising the Thusong Service Centres Programme through legislation or policy.
• Improving infrastructure and design to ensure that service provider and user needs are met.
• To follow a more flexible approach in terms of TSC roll-out, considering the use of more mobile units.
• Promoting rental payments and management of service level agreements.
• Agreeing on service hours and the level of service.

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[14]   Republic of South Africa. Public Service Commission. Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres: MPCCs. 2001/02.
[15]   Republic of South Africa. GCIS. Thusong Service Centres Business Plan 2006 – 2014.

2.4.3 An Evaluation of the Sustainability of Integrated Service Delivery in 25 Multi-Purpose Community Centres

The study on An Evaluation of the Sustainability of Integrated Service Delivery in 25 Multi-Purpose Community Centres[16] made the following findings:

- Nobody takes overall responsibility for the TSCs.
- The TSCs are accessible, although in some cases the surroundings are not ideal (close to taxi ranks where it is normally very dirty).
- No signage, and service users not sure where to go. Receptionists are in some cases not able to provide assistance while security guards provide advice and directions to where services are located.

Suggestions for the improvement of the TSCs raised in the Report include:

- Awareness about the different services available at the TSC can be improved through the use of pamphlets, billboards, community radio and *Izimbizo*.
- Upgrading of the TSC in terms of computer equipment, office space and general facilities to ensure that these Centres develop to the level as per the vision.
- Government departments should consider improving services at the various TSC by increasing times and days of operation.

2.4.4 Review of the Thusong Service Centre Programme by National Treasury's Technical Assistance Unit 2009[17]

The Review of the Thusong Service Centres Programme report found that Thusong Service Centres produced more significant outputs from the social and administrative services block than from any other such as the office services, communication and information, local economic development, business services and community opportunities services blocks.

The Report further found that, although TSCs are expected to generate an income for themselves through charging service providers rent, rental arrangements are not sufficiently described in Lease Agreements and are not always adhered to.

The Review further made the following findings:

- Different entities are responsible for the Thusong Service Centres Programme in the different provinces. Each of these entities has their own policies and standards with regard to service delivery which makes a uniform approach difficult.
- Problems with design and infrastructure of the TSCs were identified.
- Signage and branding of the TSCs were identified as problematic. Sixty six percent (66%) of the Centres visited during the study had no clear signage directing a visitor from the main access road to the Centres.

The Review made the following recommendations to overcome the above identified challenges:

- The responsibility for the maintenance of infrastructure at the TSC should be clarified.
- The programme should in future focus on the social and administrative services.
- In light of the operational and capital cost implications of the planned roll-out to all municipalities, other approaches to the roll-out of the Centres should be considered such as hubs where the services are rendered

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[16]   Republic of South Africa. GCIS. An Evaluation of the Sustainability of Integrated Service Delivery in 25 Multi-Purpose Community Centres. 15 March 2007.
[17]   Republic of South Africa. National Treasury. Review of the Thusong Service Centre Programme. 2009. Draft Report.
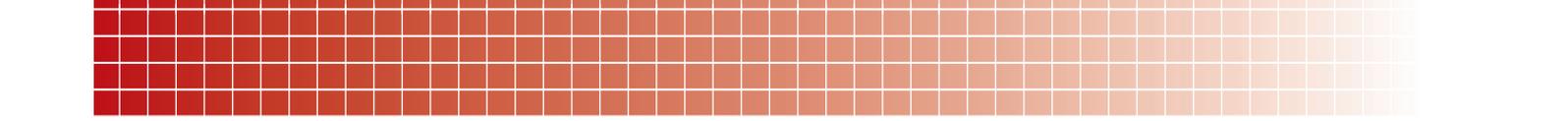
in close vicinity of each other, satellites or mobile units.
- The problem statement which the Thusong Service Centres Programme aims to address should be clarified. The primary goal of "to enable poor and marginalised people to gain access to a collection of government social and administration services efficiently and affordably at a particular place and time" was proposed.
- Relocating the lead department responsibility for the Programme to the Department of Co-operative Governance and Traditional Affairs (CoGTA).

Collectively all these assessments found that the Thusong Service Centres Programme is succeeding in accelerating service delivery and in increasing access to services. The need to clarify the management and or ownership of the Programme, the responsibility for the infrastructure and maintenance at the TSCs and who should pay for this, were also raised in the assessments. None of the assessments have, however, assessed the success of the Programme in relation to integrated service delivery and the challenges thereof. The findings of this study would meet this gap.

Chapter Three

Methodology

3.1   INTRODUCTION

This chapter outlines the research methodology used for the study. As indicated, the study covers selected TSCs in all nine provinces and includes both provincial and national departments. It concentrates on those departments that provide services through TSCs.

3.2   METHODOLOGY

The assessment used mixed-methods and triangulated data to provide insight into the research objectives.

3.2.1   Sampling

Currently there is a total of 139 TSCs in the country, and in each of the nine provinces there are at least five TSCs. Based on these figures, two TSCs were sampled in each of the province, except in Limpopo where three TSCs were included as part of the pilot study to validate the data collection tools. Only TSCs based in the rural areas and townships were selected for the purpose of this study.

A purposive sampling procedure was applied to identify the TSCs and provincial and national departments to be included in the study. Such a sampling procedure identifies the elements in the research population that would render the most useful data in terms of the objectives of the study.

Table 2 below reflects the TSCs included in the study in each of the provinces.

Table 2: Thusong Service Centres included in the Study

Province	Thusong Service Centre
Limpopo	Makuva Leboeng Bulamahlo
Mpumalanga	Casteel Mpuluzi
KwaZulu-Natal	Mbazwana Tugela Ferry
Free State	Botshabelo Kopanong
Northern Cape	Kgomatsego Colesberg
Eastern Cape	Tombo Centane
Western Cape	Vredendal Khayelitsha
North West	Tsidilamolomo Tshedimoseto
Gauteng	Mohlakeng Mamelodi

3.2.2   Data collection process

A combination of data collection methods was used during the study. These methods included the review of relevant documents, interviews with key informants in national and provincial departments, key officials of the selected departments represented at the TSCs, Thusong Service Centre Managers and service users at the respective TSCs. *In loco* observations were also used as a data collection method, especially to collect data about the state of the TSCs. **Diagram 2** below depicts the key processes followed during data collection of the study.

Diagram 2: Data Collection Process used for the Assessment
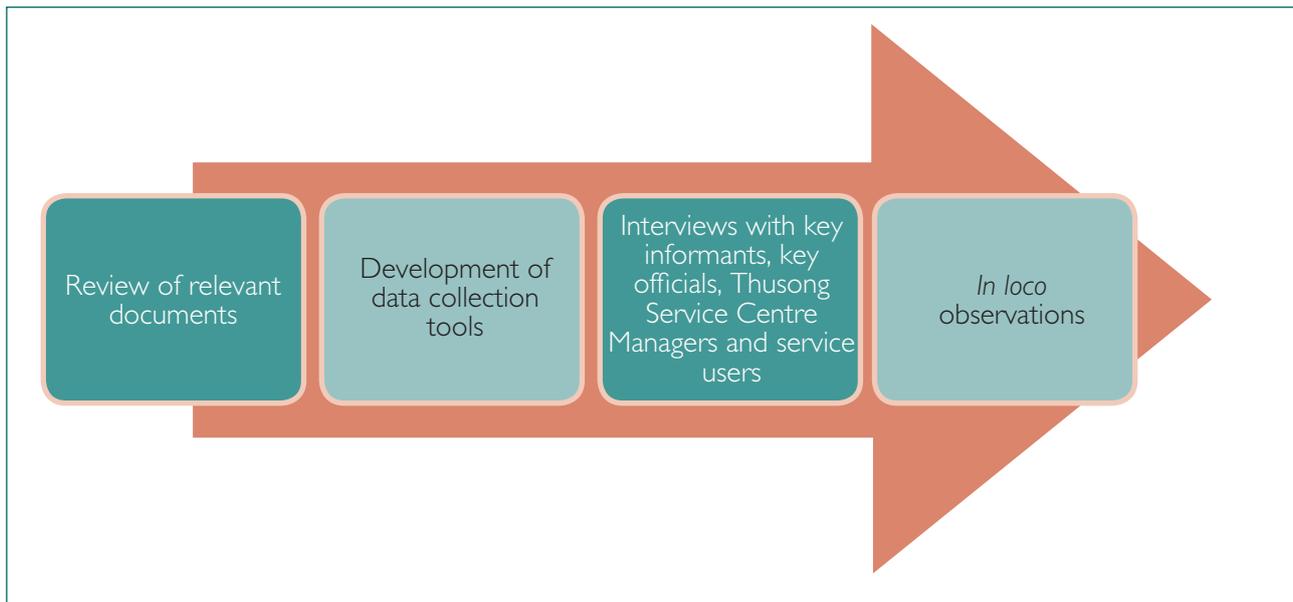
3.2.2.1   Document review

Documents key to the implementation of the Thusong Service Centres Programme were reviewed. The literature review was instrumental in contextualising the study and also informed the development of the data collection instruments.

3.2.2.2   Data collection instruments

Six different types of semi-structured questionnaires were developed to serve as data collection tools. Copies of the different questionnaires are attached at **Annexure A**. Each of these tools focused on a particular stakeholder that was represented in the sample of the study. The development of the questionnaires was informed by both the objectives of the Thusong Service Centres Programme and the objectives of the study.

3.2.2.3   Interviews

Face-to-face interviews were conducted with the following key officials:

*   provincial managers of national departments represented at TSCs,
*   managers from provincial departments responsible for TSCs,
*   departmental officials responsible for service delivery based in each of the selected TSCs,
*   Thusong Service Centre Managers, and
*   Provincial Managers of GCIS.

Furthermore, interviews were conducted with randomly identified service users at the respective TSCs that participated in the study.

3.2.2.4 Focus groups

Focus group discussions were conducted with the Provincial Intersectoral Steering Committees (PISSCs) in four provinces, namely, Eastern Cape, Gauteng, KwaZulu-Natal and the Western Cape. The key issues discussed at the focus groups were the roles played by the different PISSC members in service delivery at the TSCs. In the other five provinces, the PSC was informed that the PISSC was not actively involved in the management of the TSCs. Therefore, the views of the PISSCs in these provinces were not obtained.

3.2.2.5 In loco observations at the selected Thusong Service Centres

In loco observations were carried out at selected TSCs. The overall purpose of these was to observe the accessibility, the level of integration of services and the condition of the infrastructure at the TSCs.

3.3   VALIDITY AND RELIABILITY

To ensure the validity and reliability of the data collection instruments, a pilot was conducted and comments received were used to fine-tune the instruments that were finally used during data collection.

3.4   LIMITATION TO THE STUDY

At certain Thusong Service Centres no service users were available during *in loco* observations to be interviewed.

Chapter Four

Findings

4.1　INTRODUCTION

This chapter presents the key findings of the study, based on the objectives of the study and which are presented according to the themes listed below.　Through this thematic assessment, it is possible to provide an overall assessment of the performance of the TSCs.　The areas which have been assessed are:

1. The extent to which TSCs have increased accessibility to services.
2. The extent to which the governance arrangements at the TSCs have contributed to the effectiveness of the Thusong Service Centres Programme.
3. Whether TSCs have contributed to integrated service delivery.
4. The main constraints experienced in implementing the Thusong Service Centres Programme.

For each of the thematic areas, an assessment is made of what the Thusong Service Centres Programme set out to establish, what aspects were investigated and what the findings were.

4.2　KEY FINDINGS ACCORDING TO THEMATIC AREAS

4.2.1　Accessibility to services at Thusong Service Centres

The study sought to establish the extent to which TSCs have increased accessibility of government services to citizens.　In assessing whether accessibility was improved through TSCs, various elements of accessibility were assessed, such as location, concentration of key departments within a TSC, and the frequency and intervals with which services are provided.　In addition, the promotion of community participation initiatives to improve accessibility was also evaluated.

4.2.1.1　The extent to which the location of Thusong Service Centres has contributed to increasing accessibility to services

The study aimed to establish whether the current location of TSCs, contributes to increasing accessibility to information and government services.

Out of the 103 service users that were interviewed, it was established that 84% of them reside in the immediate vicinity of the TSC.　**Figure 1** below indicates that the majority of these service users (60%) had to travel less than 5 kilometers to a TSC in their respective areas/communities.

Figure 1:　Distances travelled by service users to the Thusong Service Centres

Above 10km 10%

5 - 10km 30%

Less than 5km 60%
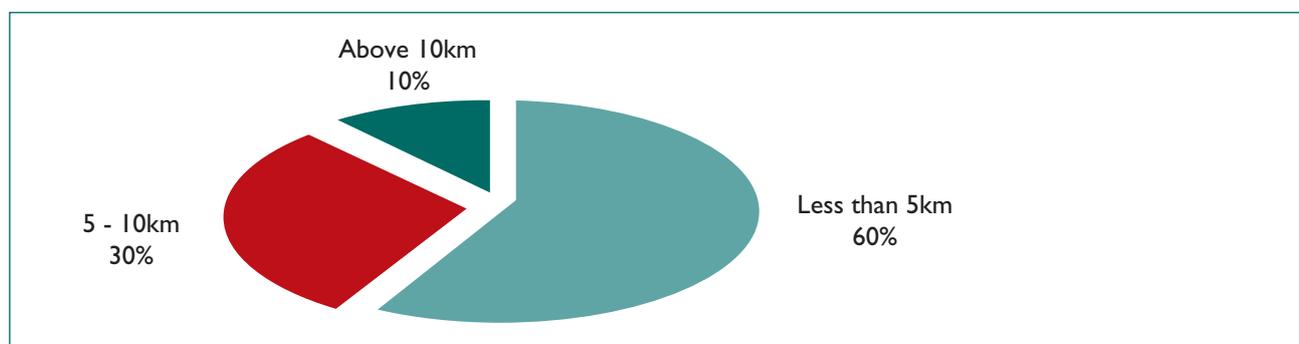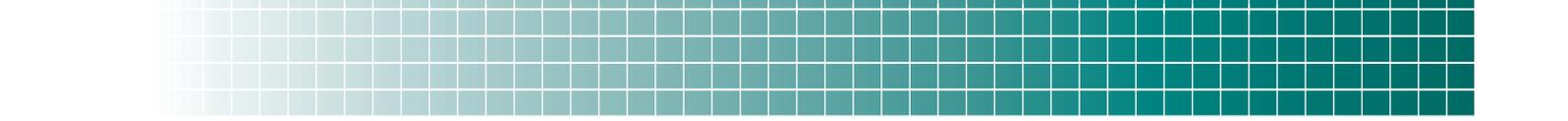
In loco observations also confirmed that the establishment of most of the TSCs has resulted in improving accessibility to government information and services. The proximity of the TSCs within communities thus saves service users transport costs which they previously paid when they had to access services in towns and cities before the establishment of TSCs. The saving of time and cost is significant, especially to the poor who spend a disproportionate amount on transport costs, relative to their urban counterparts who do not have these constraints.

This finding suggests that the Thusong Service Centres Programme has indeed succeeded in realising one of its key developmental goals, namely, bringing services closer to the communities, by improving accessibility to the services of government and saving citizens time and money.

In terms of probing the location question, it was found that fifty four percent (54%) of the TSCs are situated in places that are regarded as the centre of communities or villages, 32% are situated close to what is regarded as the entrance of the main villages, while the rest (14%) are close to shops and other government services within the respective communities. It should, however, be noted that because the villages are geographically spread and are not close to one another, some will naturally be further from a TSC than others. For example, at Leboeng in Limpopo, there are thirty five villages served by one TSC and some are thus relatively far from the Centre. Overall, however, the availability of TSCs within communities ensures that most community members have easy access to the services available.

An important factor in facilitating ease of access, is signage. Proper signage is an important requirement to ensure that citizens have the necessary information about the location of offices where government services are provided, so that they can access it without difficulty. The study thus sought to establish if such signage was in place in the respective communities to direct members of the public to the TSCs. The study found that signage, wherein the location and direction to TSCs was reflected, existed in 69% of the TSCs visited.

However, signage may not be helpful on its own. Information boards at the Centres reflecting adequate information about the services provided at the Centres, make these Centres more accessible as their services are now known. The study showed that at 74% of the TSCs where information boards were in place, they failed to show the services that were rendered at a particular Centre. It could be for this reason that 66% of service users interviewed indicated that they were informed about the services offered within specific TSCs, either through public meetings (50%) or by physically visiting TSCs and speaking with officials to find out for themselves (16%).

One of the key challenges faced by some of the TSCs is agreement with regards to branding. In Gauteng, for example, it was found that there was no agreement with regard to the issue of branding between the TSCs and municipalities, which has resulted in only a few TSCs being branded according to municipal requirements. Differences between the various TSCs in terms of branding lead to confusion as to whether certain TSCs only provide municipal services or municipal and other government services that service users can normally expect from a TSC. The Mamelodi TSC, for instance, is branded as Mini-Munitoria, with nothing in the branding showing that it is actually a TSC. This particular branding could indicate that the Centre is a mini–municipal service point rather than a TSC since the Munitoria was previously the main service point of the Pretoria Municipality. This might be confusing to the potential service users since the Centre does actually provide the normal TSC range of government services apart from the municipal services.

4.2.1.2 The extent to which accessibility was improved through the provision of key services at Thusong Service Centres

The study sought to establish whether accessibility of services was improved as a result of the existence of key departments that provide essential services to the people at the TSCs. The findings indicate that the existence of key service departments within TSCs, such as the Departments of Social Development (including the South African Social Security Agency (SASSA)), Home Affairs, Health and Police in 96% of TSCs, contributes towards improving citizens' access to quality services in the rural areas. For a detailed list of departmental services included in the TSCs that participated in the study, see the attached list[18].

The findings further show that the Department of Home Affairs (DHA) and the provincial Departments of Social Development were represented in 80% of the sampled TSCs, while the Department of Labour was found to be represented in 53% of the local municipalities. The high representation of the Departments of Home Affairs and Social Development is in line with the goals in the government services block of the Six Block Service Model[19] of GCIS, which requires that the "anchor" services which these two departments provide should, be rendered as a minimum at TSCs. For an example, social development departments and SASSA require that citizens have birth certificates and IDs to be considered for social grants. Therefore, the presence of the Department of Home Affairs and SASSA at the TSCs ensures accessibility to key services by the citizens. In TSCs where these departments do not practically operate, they, however, operate at their own offices located in close proximity to the TSCs. These offices were in most instances established well before the respective TSCs were introduced in the communities.

Furthermore, the findings of the study show that providing key municipal services such as the payment of rates and taxes, reporting or complaining about faulty services and application for municipal services at the TSCs seems to ensure more citizens use TSCs as service delivery sites. These key municipal services were, however, found to be present in only 37% of TSCs.

4.2.1.3 The frequency and intervals with which services are provided at Thusong Service Centres

An assessment was made of the frequency with which services are provided at the TSCs. This will indicate when citizens can expect services from TSCs, and will be an indication of their accessibility. The findings show that not all departments render services on a daily basis. For example, the findings show that the Department of Labour provides its services mainly only once a week. Such practice was found to be prevalent in the Northern Cape, North West and Western Cape provinces. Interviews conducted with provincial managers of such departments corroborated this finding and shortage of staff and infrastructure was mentioned as key factors that have influenced the departments to take such a decision. This part-time provision of services is in line with the findings contained in the Review of National Treasury's Thusong Service Centres Programme Report[20], where it is stated that in instances where departments would not be able to provide services on a regular basis, such departments would use mobile services to increase accessibility. The findings of the study also show that where a lack of funds is the main reason for not providing services on a daily basis, such departments seem to share infrastructure such as mobile units with those departments that have relatively adequate resources to increase and ensure accessibility to the much needed services. Furthermore, the Departments of Home Affairs and Social Development in the North West and Western Cape Provinces have formalised agreement between themselves whereby they work extended hours to ensure citizens accessibility to their services. A copy of such an agreement is attached[21].

In order to address the access of TSCs, it was found that some government departments have also increased their working hours beyond normal times in order to make TSCs accessible for longer periods of time. The

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[18]   See the comprehensive list of departmental services included in the Thusong Service Centres at Annexure B.
[19]   Republic of South Africa. Government Communication and Information Systems. Thusong Services Centres: Business Plan 2006-2014.
[20]   Republic of South Africa. National Treasury. Review of the Thusong Service Centre Programme. 2009. Draft Report.
[21]   See Collaboration Framework Agreement Between SASSA and DHA attached at Annexure C.

working hours of the Department of Home Affairs in KwaZulu-Natal, for instance, range from 07:15 in the morning to 17:00 in the afternoon. Similar initiatives were reported in the Free State and Eastern Cape provinces where some TSCs would go to an extent of not only extending normal working hours but would also open on Saturdays until 13:00 in the afternoon in an effort to ensure that citizens access their services.

4.2.1.4 The extent to which departments at the Thusong Service Centres have put in place measures to ensure community participation, consultation and awareness

The study sought to establish whether departments that render services at the TSCs have put in place measures to get the communities involved in the whole process of establishing these Centres, from planning, to decisions about which services should be rendered. It is important for community members to participate in and to be consulted on issues of service delivery. Through the active participation by the service users in the TSCs, the service delivery mechanisms and strategies can be improved. This helps departments to understand citizens' needs, and would prevent the adversarial relationships evident in service delivery protests.

It was found that various approaches were utilised to ensure active public participation and consultation at the TSCs. For an example, departments provided citizens the opportunity to comment on services received through direct information sessions, meetings, national and provincially based awareness programmes or *izimbizo*. These initiatives are generally used for providing general information about government services, verifying satisfaction levels, discussing the needs of the communities and providing the public with feedback regarding issues which had been raised at previous meetings. Where the *izimbizo* take place at the TSCs, the specific services rendered at the TSCs form part of the discussions.

The study found that departments such as Social Development and Police mainly make use of campaigns-oriented initiatives to market their services to the communities. In the Western Cape, these campaigns are referred to as Jamborees[22], and include a range of departments such as Home Affairs, Health, and Social Development. SASSA is often included in these campaigns, because its services are integral to government's poverty reduction measures such as the child support grants, old age pensions and disability grants.

Furthermore, the study sought to determine whether members of the public are involved in the decisions around the establishment and location of TSCs in their respective communities. It was found that members of the public did participate in the process of establishing TSCs, especially when it comes to the identification of the location and deciding which services would be provided at the Centres.

4.2.2 Management arrangements

The study sought to understand the management arrangements put in place at the TSCs. In providing an assessment of management arrangements, issues such as the responsibility for the management of the Thusong Service Centres Programme, the functionality of the management structures at the TSCs, and whether management reporting lines are blurred, were assessed.

4.2.2.1 Assessment of the responsibility for the management of the Thusong Service Centres Programme

The study further found that, apart from the role clarification provided in the GCIS 2006 Business Plan[23], the policy pronouncions in the Comtask Report[24] and the 2004 State of the Nation Address by the former President of South Africa[25], the responsibility for the management of the Thusong Service Centres Programme has not been clearly explicated in pieces of legislation or policy documents. As a result, the management of the Thusong

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[22]   Jamborees are events organised by provincial governments whereby national and provincial government departments are brought together to a central and easily accessible venue in a community to render services to that community and to ensure that service users are not being sent from pillar to post.
[23]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
[24]   Republic of South Africa. The Presidency. Communication Task Group (Comtask) Report. 1996.
[25]   Mbeki, Thabo. State of the Nation Address. May 2004.

Service Centres Programme is currently diversed due to a lack of the necessary frameworks which would bring uniformity in the co-ordination and management of the TSCs, and practice of common norms and standards with regard to the processes followed at the Centres.

The findings further show that, in the absence of a clear responsibility for the management of the TSCs Programme, GCIS, whose main function in the Programme is to provide overall co-ordination and support, has taken the lead in the Programme by coordinating the functioning of the different departments, promoting the Centres and the services provided to the local communities, and ensuring delivery of services that are based on determined community needs.

4.2.2.2   The functionality of the different management structures at Thusong Service Centres

The second generation Thusong Service Centres Business Plan[26] approved by Cabinet in 2006 provides for several management structures at the TSCs such as the Local Intersectoral Steering Committee (LISSC), the Thusong Service Centres Management Committees, and the Thusong Service Centre Managers. The findings of the study show that the management structure with overall responsibility for the management of the TSCs is the LISSC. According to the findings of the study, these structures are not fully functional and in Gauteng alone, 39% of the LISSCs at TSCs are non-functional[27]. The GCIS Business Plan on Thusong Service Centres 2006 – 2014[28] states that this management structure is the one that is supposed to link the TSCs with the community and other stakeholders. Therefore, it is not fully functional, there is a challenge in ensuring that community members and the necessary stakeholders play a key role in the TSCs activities.

The Thusong Service Centre Management Committee consists of representatives from the municipality and/or centre management, community structures, traditional authorities and ward representatives to drive the establishment and operations of individual TSCs and report to the LISSC. According to the findings of this study, 41% of TSCs visited have a fully functional Management Committee in place. A few municipalities reported having monthly management meetings with the representatives of different organisations involved in the TSCs. It was further found that the levels of posts of officials from the respective departments involved in TSCs, and the presence of many national departments over which the local government level has no jurisdiction, negatively impacts on the ability of Thusong Service Centre Management Committees to provide the necessary leadership to the TSCs.

Municipalities are, according to the GCIS Thusong Service Centres Business Plan, responsible for appointing Thusong Service Centre Managers, who are directly charged with the responsibilities for managing the TSCs and report to the TSC Management Committees. The findings of the study showed that, despite a recommendation of the 2001-2002 PSC Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres[29], that Centre Managers be appointed in all TSCs, 67% of the TSCs did not have Thusong Service Centre Managers. In Gauteng, 75% of Thusong Service Centre Manager posts are vacant. The high vacancy rate of the Thusong Service Centre Manager posts correlates with the reluctance of municipalities to get involved in the management and maintenance of TSCs. As change agents, TSC Managers ensure that the TSCs function as hubs of services and they are, therefore, critical in the management of the Centres.

The study further found that departments, institutions and organisations operating in the TSCs continue to perform their duties in silos. This finding suggests that there is a lack of leadership that can be provided by TSC Managers. A lack of such leadership leads service users to develop negative attitudes towards government and officials who provide services. Service users would blame government for red tape, and long turnaround times

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[26]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
[27]   Republic of South Africa. Gauteng Office of the Premier. Thusong Service Centres Gauteng Provincial Government Audit. 2009.
[28]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
[29]   Republic of South Africa. Public Service Commission. Report on the Monitoring and Evaluation of the Provincial Multi-Purpose Community Centres:
         MPCCs. 2001/02.

as far as service delivery is concerned.

4.2.2.3 Different reporting arrangements

The study found that Thusong Service Centre Managers report to different institutions. **Figure 2** below shows that the majority of Thusong Service Centre Managers (46%) report to the municipalities, 11.5% report to either the OTP, Thusong Service Centre Management Committee, or the LISSC and 8% report to GCIS. As a result of the different reporting arrangements, no uniform norms and standards are applied in the management and operations at the TSCs.

Figure 2: Different reporting lines of Thusong Service Centre Managers
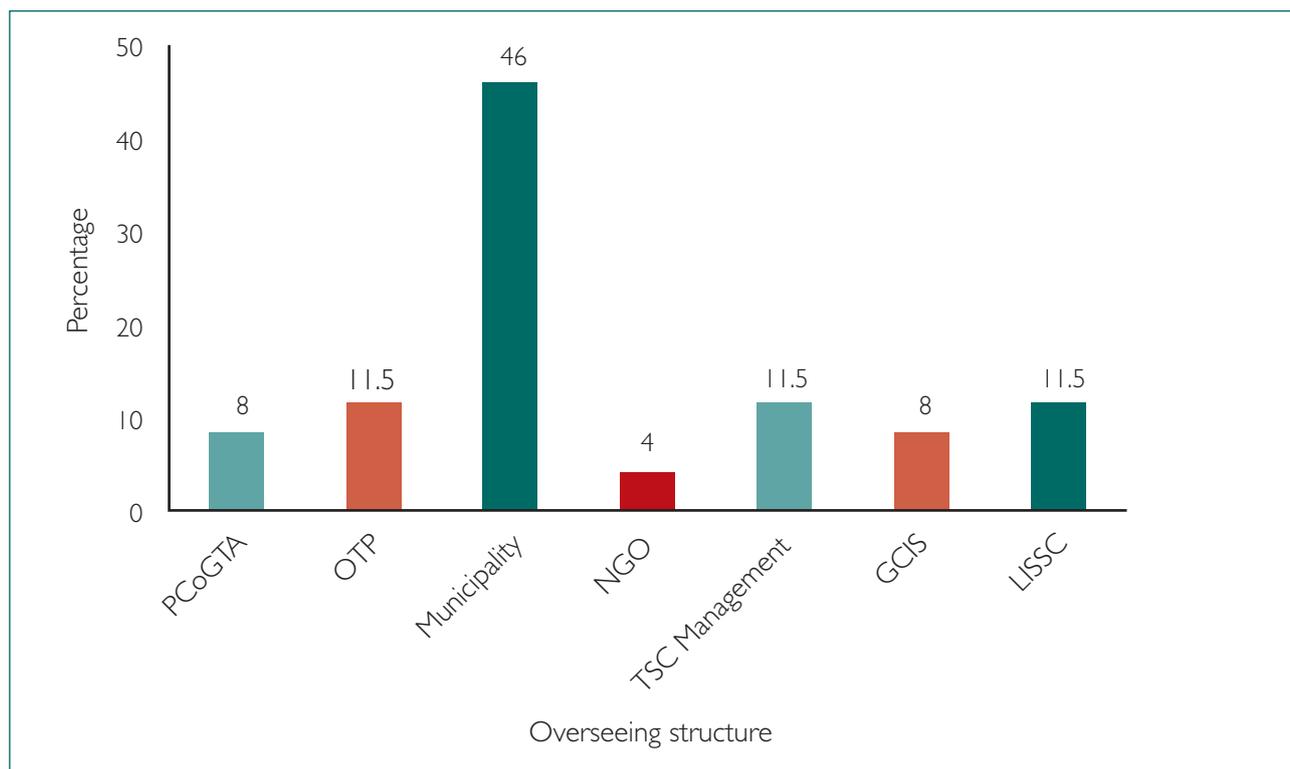
Thusong Service Centre Managers in Gauteng and KwaZulu-Natal reported having difficulty to manage their TSCs, since their roles and responsibilities are not clarified and the importance of their management roles in the TSCs are not reflected in the level of their posts. These TSC managers reported to be unable to take any corrective action against officials from the respective departments involved in a Centre, should the need arise. When asked about the constraints experienced in managing the TSCs, those Thusong Service Centre Managers employed by local municipalities were of the view that they do not get the necessary support from the municipalities that have employed them. They further expressed frustrations related to them being municipal employees, while the rest of the officials at the TSCs are employed by other spheres of government over which they have no authority. This finding further suggests that Thusong Service Centre Managers cannot manage officials from the departments they have no jurisdiction over, and with whom they do not have performance agreements. The management reporting lines seem to be different due to the lack of clarity on the roles and responsibilities of the stakeholders involved. Perhaps this challenge raised by the Thusong Service Centre Managers is a further indication of the lack of a single department that has the overall responsibility to co-ordinate the necessary frameworks and legislative arrangements for uniformity at the TSCs.

4.2.3 Thusong Service Centres as a means to promote integrated service delivery

The study wanted to establish whether the departments sampled were effective in promoting integrated service delivery at the TSCs. The departments' understanding of the concept of integrated service delivery was used to establish possible departments' promotion of integrated service delivery or lack thereof. Other aspects of integrated service delivery investigated in this regard were the effectiveness of general service counters, and whether different computer systems of the different stakeholders are linked.

4.2.3.1 Departments' understanding of integrated service delivery

The findings of the study show that the only written position on integrated service delivery that could be identified within the context of the Thusong Service Centres Programme refers to the "provision of a variety of services in one Centre"[30]. This position was confirmed in interviews with officials where fifty three percent (53%) of departments defined integrated service delivery as different services that are provided "under one roof". The study found that 21% of departments refer to integrated service delivery as "an approach", where a combination of services is provided or where the services are linked to, for instance, the Integrated Development Plans or Provincial Growth and Development Strategies. Service integration may also take place at a particular point in the delivery chain. This may be at, for instance, a General Services Counter at a TSC where every service user reports before being attended to by the different departments and where the service user can get the assistance and information he or she needs. Using the above definition of integrated service delivery, the TSCs are, indeed achieving their objectives because members of the community no longer have to travel to different locations or service points for different government services, but can access a range of services in the respective TSCs as one stop service centres.

The PSC is, however, of the view that integrated service delivery transcends rendering services in one location. Integrated service delivery should also entail the rationalisation and coordination of departments' resources, service delivery mechanisms, processes and systems used to provide services to citizens in the most effective and efficient way. Furthermore, systems should be connected to ensure effective sharing of information to ensure efficient service delivery. The findings of the study show that although departments operate in a common space in the TSCs, they still work in silos, without sharing resources and systems or ensuring that they plan and budget together. An example is Tshidilamolomo in the North West, where departments request advice from other departments as and when necessary, but still not include the departments in their service delivery initiatives. TSCs such as at Mbazwana in KwaZulu-Natal, operate as a complex or what the GCIS 2006 Business Plan[31] refers to as a *hub* where services are located in close proximity but not necessarily in the same building. None of the departments in these Centres were, however, sharing an information desk, office equipment or other resources such as IT connectivity.

4.2.3.2 The operationality of General Service Counters

The study sought to establish whether TSCs have established General Service Counters in line with the guidelines provided in the GCIS 2006 Thusong Service Centre Business Plan[32] which would enhance integrated service delivery. The General Services Counter approach differs from a helpdesk concept, in that it provides information and assistance in an integrated manner, meaning that the service user is provided with all the information and assistance he/she might need to obtain the service(s) he/she wants and not only general information about the different services on offer.

The study found that operational General Services Counters exist only at two TSCs, namely, Mbazwana (KwaZulu-

30 Sigidi, K.T. and Seti, M.Government Development Communication Initiative: Toward a better life through integrated service and information delivery. Undated.
31 Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
32 Republic of South Africa. Government Communication and Information Services. Thusong Service Centre Business Plan 2006 – 2014.

Natal) and at the Mamelodi (Gauteng) TSC. In other TSCs, service counters exist in the form of helpdesks which concentrate on the distribution of promotional material and referring service users to the required service providers in the TSCs. It was found that these helpdesks do not provide service users with all the government services they need at one counter.

4.2.3.3 Linking of computer systems to promote integrated service delivery

The study sought to establish whether the computer systems of the different departments involved in the respective TSCs were linked as part of an integrated service delivery model. It was found that the only systems linked were in the Mamelodi TSC, where the Department of Labour has access to the Departments of Home Affairs and Trade and Industry's databases to verify the existence of companies and the authenticity of IDs of the applicants of such services. Where departments' databases were currently found not to be linked, although the necessary infrastructure is in place, departments justified their separate databases by indicating that they each have their own security requirements and that they cannot share this information with other departments.

4.2.4 Main constraints experienced in implementing the Thusong Service Centres Programme

In a study of this nature, it was deemed necessary to establish the main constraints that are experienced in establishing and operating TSCs. The findings of the study identify a number of constraints in this regard. These include a lack of support by parent departments, office space, budgetary constraints, the provision of functional training to officials at the TSCs, unavailability of office equipment, connectivity problems and security concerns which are discussed below:

4.2.4.1 Lack of support by parent departments

The findings of the study show that the frontline services of the different departments represented at the TSCs, do not always receive the necessary support from their respective parent departments, especially where the TSCs are located in remote areas. Officials of such departments reported that when they run out of supplies of relevant stationary and other office stock, or complain to their respective departments, such complaints are viewed as being unimportant. Even at local municipal level, complaints about shortages of supplies are not taken seriously or viewed as important by the municipalities.

4.2.4.2 Lack of or unsuitable office space at Thusong Service Centres

In loco observations indicated that there is too little office space available at 80% of TSCs visited to accommodate all the service providers involved in the TSCs. The findings suggest that either the TSCs are too small to accommodate all the departments rendering services in the Centres, or the design itself is not suitable for the services rendered.

The study further found that municipalities in Gauteng, Western Cape and KwaZulu-Natal present their plans for the establishment of new TSCs to the PISSC, where stakeholders can comment and give inputs on layout and office requirements. By providing such an opportunity to departments to input on the plans of the TSCs, buy-in is ensured and the individual needs of departments can be taken into consideration during the design phase of the TSCs.

4.2.4.3 Budgetary constraints are experienced

The findings of the study show that apart from Mohlakeng (Gauteng), Thugela Ferry (KwaZulu-Natal) and
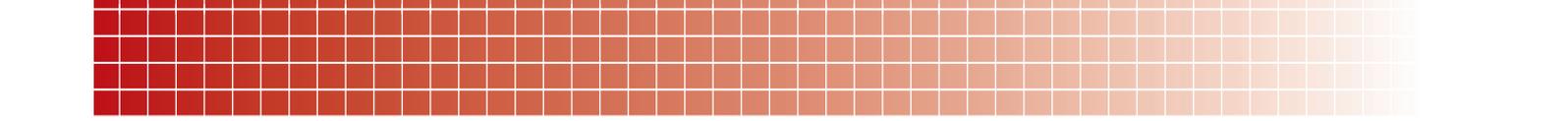
Tshedimosetso (North West) TSCs which reported to have received an allocation of R100 000 each, no other TSCs reported having a budget of their own. The lack of financial resources is one of the frustrations that Thusong Service Centre Managers have in managing TSCs and the infrastructure thereof. According to the 2006 GCIS Thusong Service Centres Business Plan[33], funding for operational costs is envisaged to come from revenues generated through rentals, municipal funds and provincial funding. According to the findings of the study, Thusong Service Centre Managers regard departments' reluctance to sign Memoranda of Understanding, Lease Agreements and Service Level Agreements, which would facilitate the payment of lease amounts to the municipalities as major challenges in financial matters of the TSCs.

However, Thusong Service Centre Managers in the TSCs that reported having budgets do not have the authority to take decisions on expenditure. Simple items such as toilet paper and cleaning material cannot be bought as a result. Tshedimosetso (North West), for instance, has been without toner for its photocopier and printer for more than a year despite having a budget.

4.2.4.4   Officials at Thusong Service Centres receive only specific functional training

The study showed that departmental representatives at all the TSCs involved in the study receive specific functional (e.g. Civic Services), service delivery and *Batho Pele* awareness training. None of the departments indicated that they train their officials on integrated service delivery or TSCs specific training through, for instance, on-the-job training or induction programmes.

The findings of the study further show that the North West Office of the Premier and the Mpumalanga Department of CoGTA do provide General Services Counter training to Thusong Service Centre Managers while the Ethekwini Municipality (KwaZulu-Natal) provides this training to the personnel responsible for General Services Counters.

4.2.4.5   Unavailability of office equipment at Thusong Service Centres is serious

It was found that resources such as printers, fax machines and photocopiers were available at all the Department of Home Affairs offices at the TSCs visited during the study. Such resources were, however, lacking in most of the other departments at the TSCs. The findings further show that where these resources are available in other departments, the urgency of stationary stock replenishment and maintenance of equipment does not receive priority attention by parent departments. Even replenishing basics such as toilet paper was difficult to effect. This is not in line with GCIS's resource objectives explicated in the 2006 Thusong Service Centres Business Plan[34] which aims at ensuring that adequate provision is made for operational costs associated with TSC through contributions from the organisations represented at the TSCs. Since the responsibility for the maintenance of the TSCs is not allocated to the departments within the TSCs, with no Service Level Agreements entered into between the municipalities and departments involved, there is no budget for the periodic infrastructure maintenance. The physical infrastructure such as the buildings, fencing and toilets. This impacts negatively on the operations and effectiveness of the departments within the TSCs.

These findings suggest that, indeed, there is limited integrated service planning and delivery at the TSCs that participated in the study. Most of the government services provided at the TSCs such as IDs or applications for grants require the submission of copies of original documents (e.g. birth certificates or bank statements) as proof of compliance with legal requirements. Where office equipment is unavailable, such copies that are needed as part of the application process can only be obtained outside the TSC complexes at nearby business centres (if available) or even at the nearest town. The initial saving on transport brought about by the existence of the TSCs within the community and thereby bringing services to the community members, is annulled when service users

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[33]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
[34]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.
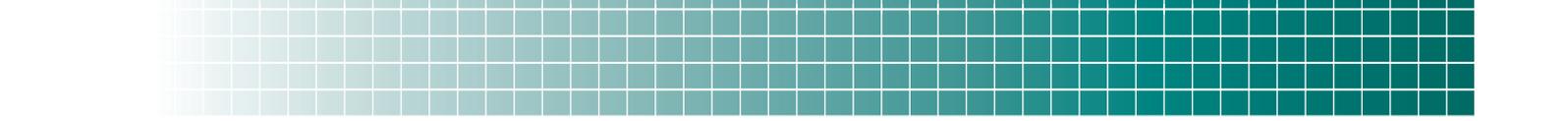
have to travel to business centres to make copies of the documents required by service providers at the TSCs.

4.2.4.6 IT problems are experienced

The study found that the major impediment to service delivery in the TSCs is the lack of or poor IT connectivity. A number of TSCs are established in rural areas and while their establishment ensures easier access for remote communities, the problem of IT connectivity remains high. IT connectivity includes the availability of telecommunication infrastructure that enables computers and telephones to be connected to the systems that different departments utilise. The lack of such infrastructure is hampering the efforts the State Information Technology Agency (SITA) has put in place to connect all TSCs. Currently SITA has finalised the cabling at all TSCs visited during the assessment. However, departments seem reluctant to connect their systems as there are concerns about the confidentiality of the information of the service users. Minimum infrastructure standards, according to the Thusong Service Centre Business Plan 2006-2014[35] include ICT infrastructure that enables permanent connectivity. To overcome the problem of connectivity, the DHA introduced mobile units which run on cellphone based technology to access their databases and systems.

Contrary to popular belief that connectivity was a problem in mainly remote rural areas, it was found to be common across the TSCs because of telecommunication infrastructure related challenges. The findings of the study further show that there were TSCs that were not connected to the different departments' systems although the basic telecommunication infrastructure is available in the actual vicinity of the TSCs.

Furthermore, it was found that cable theft was a further contributory factor to poor connectivity especially where telecommunication is concerned. This affects telephones, faxes, intranet and the databases of the different departments operating from the TSCs.

4.2.4.7 Security concerns

The study found that the lack of proper security arrangements at the TSCs was cause for concern especially because SASSA pays out pensions on particular days. Pension related robberies are sometimes violent and SASSA was concerned about the security of its officials.

While having an automated teller machine of a banking institution available at the TSC was found to be a positive spin-off to attract community members to the TSC, Thusong Service Centre Managers and departmental officials indicated that the availability of such banking services would increase the security risk at the TSCs. This would be an unintended consequence of having such facilities in the area.

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[35]   Republic of South Africa. Government Communication and Information Services. Thusong Service Centres Business Plan 2006 – 2014.

Chapter Five

Summary of Key Findings, Recommendations and Conclusion

5.1   INTRODUCTION

This chapter presents a summary of the key findings, recommendations and conclusion drawn from the key findings. The recommendations generated are based on the key themes developed during the study.

5.2   SUMMARY OF KEY FINDINGS

The study has found that TSCs have since their introduction made a significant contribution towards increasing access to government services and information, especially in the rural and poor communities. As a result of the availability of key services provided at the TSCs in their respective communities, many service users no longer have to travel long distances to access services. However, the study found that the management of the Thusong Service Centres Programme is currently diversed due to a lack of necessary frameworks which would bring uniformity in the co-ordination and management of the TSCs. There are different management structures and uneven reporting lines and processes. As a result of the lack of frameworks which promote uniformity, integrated service delivery also seem to differ from one TSC to another depending on the effectiveness of the management structure or the lack thereof.

However, the key findings of the study show that TSCs seem to be at different stages of development and provision of sustainable services. There are well-established TSCs such as the Mamelodi TSC (Gauteng) and the Vredendal TSC (Western Cape) and those TSCs that seem to be less resourced and unable to provide much needed services such as Tugela Ferry (KwaZulu-Natal) and Tombo (Eastern Cape). Common to all TSCs is a lack of the necessary frameworks that would enforce the practice of uniform norms and standards, and integrated service delivery at the TSCs.

Furthermore, the study identified constraints, such as a lack of support for the Thusong Service Centres Programme by the parent departments of departments involved in the TSCs, a lack of office space, budgetary constraints, the unavailability of office equipment at TSCs and IT problems as major constraints hampering operations at TSCs.

5.3   RECOMMENDATIONS

5.3.1   Strengthening efforts to improve accessibility

The Thusong Service Centres Programme has overall been successful in realising one of its developmental goals, namely, bringing government information and services closer to local communities. However, to further strengthen current efforts to establish more TSCs and improve accessibility to government information and services, mobile infrastructure should be utilised. Furthermore, visiting points and operating times of mobile units should be agreed with members of the relevant communities and the initiative be effectively marketed to ensure maximum use of the service.

5.3.2   Improving the overall management of the Thusong Service Centres

5.3.2.1   The overall responsibility for co-ordinating the Thusong Service Centres Programme should be allocated to one national department

The overall responsibility for co-ordinating the Thusong Service Centres Programme should be allocated to one national department. This is the department that would ensure that the necessary frameworks and legislation are in place that would allow uniform co-ordination and practice of common norms and standards in all TSCs. Norms and standards such as service standards, operating hours, monitoring and evaluation and infrastructure maintenance.

5.3.2.2 Monitoring and Evaluation efforts should be strengthened

Current measures to monitor and evaluate the implementation of the Thusong Service Centre Programme should further be strengthened to ensure that the overall performance of TSCs is properly monitored, evaluated and reported on in detail. The current M&E initiatives of GCIS should further be linked to the M&E systems of the different departments that are providing services at the TSCs. Such linkage will ensure accuracy and reliability of the data captured. The national department that would be assigned the responsibility to co-ordinate the TSCs can ensure that this initiative is implemented.

5.3.2.3 The involvement of each of the three government levels in the TSCs should be promoted

It is important that the relevant Intersectoral Steering Committee (National, Provincial, District and Local) promote the involvement of each of the three government levels in the TSCs. This will ensure that all spheres of government take responsibility for service delivery and performance at the TSCs. The South African Local Government Association (SALGA) is supposed to co-ordinate district and local municipalities and to promote their involvement in the TSCs. This role needs to be institutionalised within SALGA's functions to ensure that municipalities play the role they should in the TSCs especially in managing the TSCs.

5.3.2.4 Thusong Service Centre Managers should be appointed and capacitated

The national department assigned with the responsibility to co-ordinate TSCs should ensure that Thusong Service Centre Managers are appointed in all TSCs and that they are provided with a clear job description. The job description of the Vredendal North Thusong Service Centre Manager in the Western Cape which is attached at **Annexure D**, could serve as basis for developing such a job description. The role and responsibilities of the Thusong Service Centre Managers should be communicated to all service providers involved in the Centres for information purposes. The establishment of proper TSC Management Committees should be included in the responsibilities of Thusong Service Centre Managers spelt out in their job descriptions. All stakeholders involved in the TSCs should be represented in this TSC Management Committee and their attendance of meetings of the Committee should be ensured by the Thusong Service Centre Managers.

5.3.3 Integrated service delivery should be promoted

5.3.3.1 General Service Counters should become centres of integrated service delivery

Apart from providing service users with information about services provided at the TSCs (e.g. requirements for access to the different services) and directing them to the correct location of a service provider at the Centre, the Counters could also be useful in assisting service users with filling of application forms and providing information about other government services not provided at the TSCs. Quality training should be provided to officials at the General Services Counters.

5.3.3.2 Computer systems should be linked to promote integrated service delivery

The different departmental systems in the TSCs should be linked to ensure that all relevant information of members of the community (service users) is available to all the service providers at a specific TSC. Such linkage would avoid duplication of work in capturing and updating the shared information. This could be done at the General Services Counter where service users report for a series of services at the TSCs. Where databases contain sensitive information departments should ensure that it is handled as confidential. The utilisation of
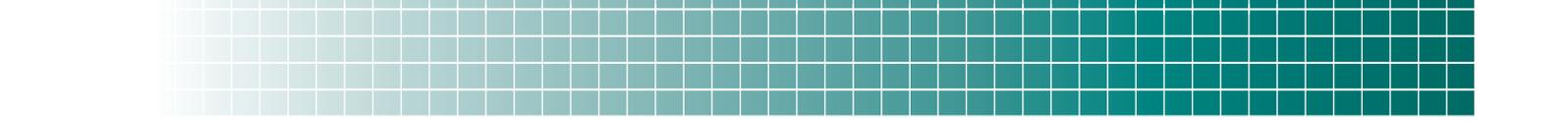
relevant provincial e-government portals (such as Gauteng-online and Cape Gateway) at the TSCs should be considered. The availability of these portals will ensure better accessibility to government services and information at the TSCs.

Furthermore, the availability of telecommunication infrastructure for the smooth delivery of communication and information technology should be assessed before the establishment of new TSCs, to ensure that service delivery will not be compromised by a lack of such infrastructure.

5.3.4   Security measures at TSCs should be strengthened

Security measures at the TSCs should be strengthened by approaching the Department of Police to do a physical security evaluation. This evaluation involves an annual follow up audit to establish compliance with prescripts and progress with the implementation of recommendations of the initial evaluation report. Adequate security measures at the TSCs should form part of the Risk Management Strategy of the Thusong Service Centres Programme.

5.4   CONCLUSION

Overall, the assessment study on the Thusong Service Centres Programme has shown that the Programme has made a significant contribution to accelerating service delivery and increasing access to services, especially for the rural communities. Several departments that provide services at the TSCs seem to be exploring alternative ways of extending their services to reach the previously disadvantaged and remote communities. However, there have been challenges in co-ordinating the Programme and ensuring that services at the TSCs are rendered in an integrated manner. A concern in this regard is that there is no single department that ensures standardisation and uniformity of operations at the TSCs and provides operational frameworks in this regard.

The recommendations that were generated on the basis of the assessment, if carefully implemented, will facilitate the achievement of the Programme's objectives of providing quality services in a cost-effective and integrated manner.

Annexure A

Questionnaires Used in the Study

Custodian of Good Governance

THUSONG CENTRES QUESTIONNAIRE: PROVINCIAL MANAGERS OF GCIS

Developed by the Chief Directorate: Service Delivery and Compliance Evaluation

Office of the Public Service Commission June 2009

BACKGROUND

Province: ....

Name of Provincial Manager: ....

Designation: ....

Date of Interview: ....

Interviewer: ....

Number of Thusong Centres in Province: ....

Average number of People served at the Thusong Centres (per month): ....

ACCESSIBILITY

1. Please describe the process of identifying the location of Thusong Centres.

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

2. What are the objectives of the Thusong Centres in the province?

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

3. What impact have the Thusong Centres had on increasing access to government services?

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

4. How is the impact of the Thusong Centres measured?

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

5. What measures are taken to ensure improved access to services? (e.g. getting departments committed, languages used , information about Centres)

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

INTEGRATED SERVICE DELIVERY

6. Thusong Centres were established with the aim of providing government services and information to citizens in an integrated manner. What is your understanding of integration of services?

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....
....

7. Do the Thusong Centres in this Province form part of the Province's integrated development plans?

....
....
....
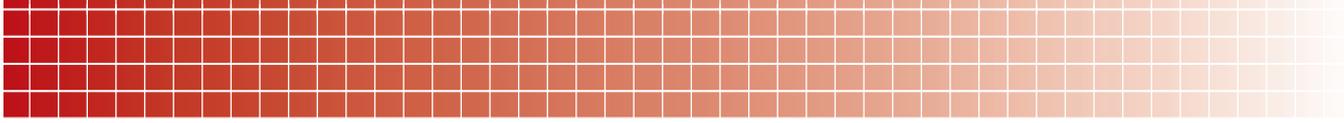
8. How is the integration ensured?

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

9. What is GCIS's role in integration services at Thusong Centres in the Province?

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

10. What is your specific role in integrating services at Thusong Centres in the Province?

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

RESOURCES

11. What is your current budget for managing the Thusong Centres ?

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

12. Please provide me with detailed budgets for each Centre. (documented proof).

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

13. What are Human Resource implications of establishing a Thusong Centre?

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

15. List the resources that are required to make a Thusong Centre effective in rendering integrated service.

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

16. Does your Department provide training to the officials at these Centres?

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

17. Who is responsible for providing and maintenance of the infrastructure at the Thusong Centres?

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

18. What are the main success factors in the establishment of Thusong Centres?

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

19. What are the main constraints experienced in the established and management of the Thusong Centres?

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

20. What could/should be done to improve service delivery at the Thusong Centres?

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

PSC

Custodian of Good Governance
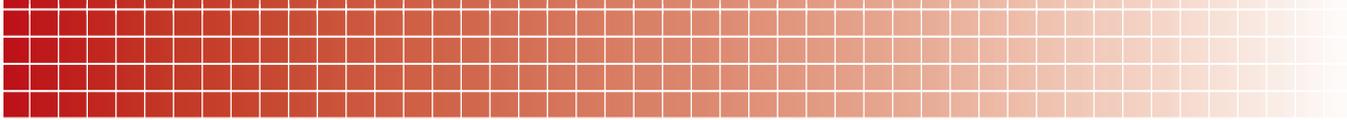
THUSONG CENTRES QUESTIONNAIRE: CENTRE MANAGERS

Office of the Public Service Commission
June 2009

BACKGROUND

Province: ....

Name of Thusong Centre: ....

Name of Centre Manager:...

Tel/Cell No. ....

Date of Interview: ....

Interviewer: ....

Average Number of People served at the Thusong Centre per Month: ....

Employed by: ....

Date of the establishment of the Centre:...

1. List the roles/responsibilities of a Centre Manager (CM).

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

2. To whom is the CM accountable?

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

ACCESSIBILITY

3. Has there been an increase in the number of service users using the Thusong Centre over the past year/since its establishment?

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

4. What would you ascribe the increase to?

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

5. Does the Centre operate outside office hours? YES/NO

If yes, please explain

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

6. Who identifies the services to be rendered at the Centre?

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

7. Have service users been involved in these decisions?

....
....
....
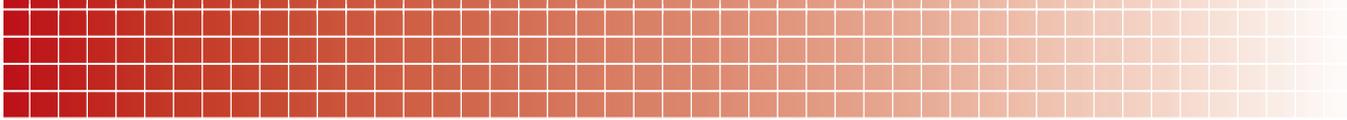
8. Describe the language policy of the Centre.

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

9. Describe the information that is provided to service users at the Centre.

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

10. Describe the mechanisms used to market the Centre to the local communities.

Radio: ....

Newspaper: ....

Pamphlets: ....

CDW workers: ....

Each department's own efforts: ....

GCIS: ....

Other: ....

11. Does the Thusong Centre have a help desk/customer service centre? What are the functions of the desk?

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

12. What are the functions of the help desk?

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

13. To what extent is e-government used as a mechanism to provide information or services?

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

INTEGRATED SERVICE DELIVERY

14. What is meant by integrated service delivery at the Centre? Which departments are involved in the integration of services?

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

15. Describe the management structure of the Thusong Centre.

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

16. How often does the structure meet?

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

17. What is mainly discussed at these meetings? [Provide proof/minutes]

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

18. Describe the system put in place to report on the performance of the Centre?

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

19. Describe the role IT plays in the delivery of integrated services at the Centre?

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

20. Describe the current state of integrated service delivery at the Centre. Describe the main benefits of integrated service delivery at the Centre.

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

21. What is hampering integrated service delivery at the Centre?

....
....
....
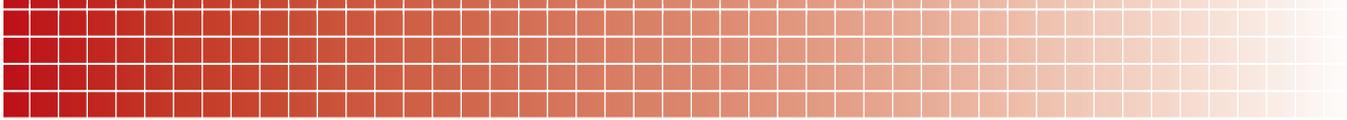
22. What can be done to improve the integration of services?

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

23. Describe the role Community Development Workers (CDWs) play in ensuring integrated service delivery at the Thusong Centre.

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

24. Describe how stakeholders are consulted about their service needs at the Thusong Centre? Are the needs and suggestions of stakeholders incorporated into service improvement and decision making processes of the Centre management? Are service users and other stakeholders provided with feedback information?

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

25. How are the needs and suggestions of stakeholders incorporated into service improvement and decision making processes of the Centre management?

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

26. Please describe how service users and other stakeholders are provided with feedback on the incorporation of their needs and suggestions into service improvement and decision making processes of the Centre.

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

RESOURCES

27. What is the current budget for managing the Thusong Centre? (Please provide documentation indicating the detailed budget structure)

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

28. What has been done to integrate the resource usage at the Centre?

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

29. Who is responsible for providing and maintenance of the infrastructure of the Thusong Centre?

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

30. What are the main success factors in the establishment of the Thusong Centre? Who has benefited most?

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

31. What are the main challenges in the management of the Thusong Centre?

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

32. How would you rate the overall performance of the Centre? Please provide reasons.

Excellent: ....
Good: ....
Adequate: ....
Poor: ....
Very poor: ....

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

33. How can service delivery be improved at the Centre?

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

PROV: ....

D

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THUSONG CENTRES QUESTIONNAIRE: KEY DEPARTMENTAL OFFICIALS OF DEPARTMENTS INVOLVED IN THE CENTRES

Office of the Public Service Commission
June 2009

BACKGROUND

Province/Regional Office: ....

Name of Department: ....

Interviewee: ....

Rank/Designation: ....

Tel/ Cell No.: ....

Number of Thusong Centres the Department is involved in: ....

Average number of people served at all the Thusong Centres in the Province (total):

....

Average number of people served at Thusong Centre: ....

Date of Interview: ....

Interviewer: ....

GENERAL

1. What is the Department's role in the Thusong Centres in this Province?

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

2. What benefits (if any) does your Department's involvement in the Thusong Centres hold?

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

ACCESSIBILITY

3. What measures has the Department put in place at the Thusong Centres to ensure citizens improved access to services?

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

4. In your opinion, are the Thusong Centres adding value towards ensuring access to services, especially for remote communities?

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

INTEGRATED SERVICE DELIVERY

5. Thusong Centres were established with the aim of providing government services and information to citizens in an integrated manner. What is your Department's understanding of integration of services?

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

6. What are the benefits to the public of rendering services at the Thusong Centres in an integrated manner?

    ....
    ....
    ....
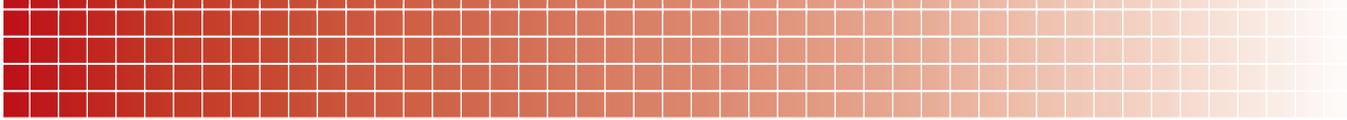
7. What is your Department doing to ensure the integration of services at Thusong Centres in the Province?

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

8. What is currently inhibiting/enabling your Department from rendering services in an integrated manner at Thusong Centres in the Province?

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

9. What can be done to ensure the integration of services at Thusong Centres in the Province?

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

RESOURCE IMPLICATIONS

10. Under which programme does your Department budget for its involvement in the Thusong Centres? Please provide details of this budget.(Copies of documents)

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

11. What are the Human Resource implications of the Department's involvement in the Thusong Centres in the Province?

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

12. List the resources the Department needs to ensure that it is effectively involved in the Thusong Centres in the Province?

(a) .... (b) ....

(c) .... (d) ....

(e) ....

13. What type of training does your Department provide to the officials at these centres?

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

14. Who is responsible for providing and maintenance of the infrastructures at the Thusong Centre?

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

SUCCESSES AND CONSTRAINTS

15. What are the main success factors of the Department's involvement in the Thusong Centres in the Province?

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

16. What are the main constraints experienced at the Thusong Centres in the Province?

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

17. List suggestions on how to improve the involvement of the Department in the service delivery (and the integration thereof) at the Thusong Centres.

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

Custodian of Good Governance

THUSONG CENTRES:
DEPARTMENTAL REPRESENTATIVES AT THE CENTRE

Developed by the Chief Directorate:
Service Delivery and Compliance Evaluation

Office of the Public Service Commission
June 2009

BACKGROUND

Province: ....

Thusong Centre: ....

Interviewee: ....

Department: ....

Rank/Designation: ....

Date of Interview: ....

Interviewer: ....

Period appointed at Centre: ....

ACCESS

1. How does the Department ensure improved access to services at the Thusong Centre?

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

2. What measures had the Department implemented to improve access to services before the establishment of the Centre?

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

3. Which of these measures are still in place?

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

4. How do you ensure that service users' needs are met and that the Department renders quality services at the Centre?

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

5. What is the Department doing to ensure that services are rendered in an integrated manner at the Centre?

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

6. Did the Department provide you with special training before you were deployed to the Centre?

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

7. Do you have procedure manuals for purposes of doing your work at the Centre?

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

8. Have you ever had to stand in for officials from other departments at the Centre?

   ....
   ....
   ....
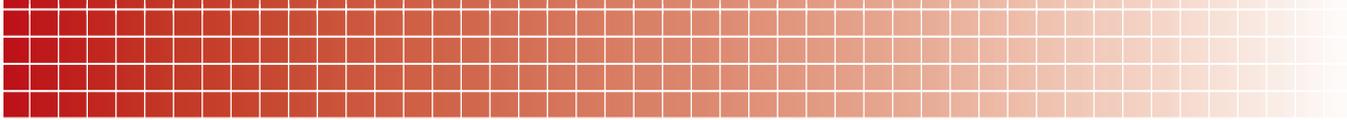
9. Are you sharing some responsibilities at the Centre?

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

10. What are the major constraints that you are experiencing in doing your work at the Centre?

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

11. Any suggestions for the improvement of service delivery at the Centre?

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

USER

PUBLIC SERVICE COMMISSION

PSC

Custodian of Good Governance
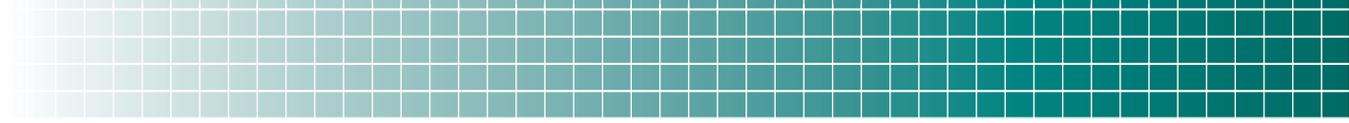
THUSONG CENTRES QUESTIONNAIRE:
SERVICE USERS

Developed by the Chief Directorate:
Service Delivery and Compliance Evaluation

Office of the Public Service Commission
June 2009

BACKGROUND

Province: ....

Thusong Centre: ....

Name of Interviewee: ....

Age of Interviewee: ....

Local Resident: ....

If not, from: ....

Employed: ....

Unemployed: ....

Date of Interview: ....

Interviewer: ....

AWARENESS / ACCESS

1. Are you satisfied with the Thusong Centre's location? If not, where would you prefer it to be?

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

2. How far did you have to travel to reach the Centre?/How long did it take you to travel to the Centre?

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

3. What form of transport did you use to reach the Centre? How much did you have to pay to reach the Centre?

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

4. Were you/your community consulted about the locality and services to be provided at the Thusong Centre?

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

5. Which services can you receive at the Thusong Centre?

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

6. How did you learn about the available services/Thusong Centre?

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

7. How many times during the past year have you accessed government services at the Thusong Centre?

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

8. What methods have you mainly used to communicate with the Centre?

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

9. Could you access all the government services you needed at the Thusong Centre?

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

10. Which services, not currently provided at the Centre, would you prefer to be rendered at the Centre?

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

11. Does the Thusong Centre provide enough information about the services available at the Centre and the ways of accessing the services (service delivery channels available)?

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

12. Describe how the establishment of the Centre improved your access to government services.

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

13. Were you served in the language of your choice?

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

SATISFACTION

14. Rate the state of competency of the staff at the Thusong Centre?

Excellent ....
Good ....
Average ....
Below average ....
Poor ....

15. Rate the knowledge of the staff at the Thusong Centre?

Excellent ....
Good ....
Average ....
Below average ....
Poor ....
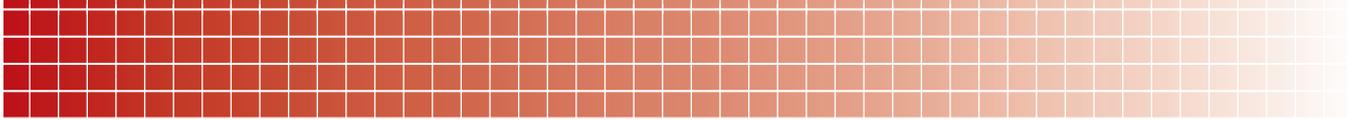
16. Rate the responsiveness of the staff at the Thusong Centre?

Excellent ....
Good ....
Average ....
Below average ....
Poor ....

17. Are you satisfied with the current Office Hours of the Centre? If not, what hours would you prefer?

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

18. Based on your most recent interaction, how would you rate the performance of the Thusong Centre?

Excellent ....
Good ....
Average ....
Below average ....
Poor ....

Please give detail

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

19. Describe your level of satisfaction with the quality of services at the Thusong Centre.

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

20. Have you received the necessary feedback on your applications/transactions?

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

21. If the services were not to your satisfaction was there a complaints box available or was the centre manager available to listen to your complaints?

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

22. If you have experienced problems at the Thusong Centre, what was the nature of the problems?

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

23. Do you have any suggestions for improving the performance of the Thusong Centre?

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

24. What, in your opinion, is the biggest contribution of the Thusong Centre in the lives of the people from this community?/In what way has the Centre changed your life?

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

Custodian of Good Governance
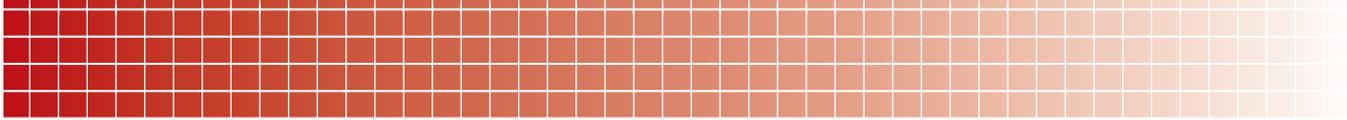
THUSONG CENTRES:
IN LOCO INSPECTION

Developed by the Chief Directorate:
Service Delivery and Compliance Evaluation

Office of the Public Service Commission
June 2009

BACKGROUND

Province: ....

Thusong Centre: ....

Date of Interview: ....

Interviewer: ....

Number of Government Services Available at the Centre: ....

(please tick the applicable blocks)

ACCESSIBILITY OF SERVICES

1.   Office hours:
(a)

Normal 8h day	Limited hours/ days per week	Open during lunch/ tea times	Open after hours/ weekends
1	2	3	4

(b) Office hours displayed?

Yes	No
1	2

2.   Location of Centre:

Close to entrance of community	In the centre of the community	Close to businesses, shops	Close to other government offices, e.g. clinics
1	2	3	4

3.   What information is provided at the Centre?

Information about service hours	Information about services offered	Information about service requirements	Information about other government services
1	2	3	4

4.   Which languages are mainly used for communicating with service users?

Language	Tick off
English	
Zulu	
Xhosa	
Sotho	
Setswana	
Tsonga	
Venda	
Afrikaans	
Ndebele	
Swati	

5. Do officials assist service users needing assistance?

At individual counters	At a central help desk	None
1	2	3

INTEGRATEDNESS OF SERVICES

Level of integration	Yes	No
6. Processes of different role players are integrated		
7. Systems of different role players are integrated		
8. Resources are shared		
9. Officials at Centre are skilled to handle other functions apart from their own		

INFRASTRUCTURE CONDITION

10. Remark about the condition of the facility

Centre well organised and neat	Centre not neat and organised	Facility well maintained	Facility not well maintained	Facility suitable to accommodate Centre	Facility not suitable to accommodate Centre
1	2	3	4	5	6

11. Any problems that could be observed at the Centre?

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

12. Any suggestions for improvement of the Centre.

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

Annexure B

Departmental Services Provided at the Thusong Service Centres Included in the Study

DEPARTMENTAL SERVICES PROVIDED AT THE THUSONG SERVICE CENTRES INCLUDED IN THE STUDY[36]

NATIONAL DEPARTMENTS

Home Affairs

Identity Documents
Travel documents/Passports
Citizenship
Births
Adoption
Marriage
Death
Amendments/Ratification of docs

South African Police Service

Case dockets/reporting of cases
Domestic violence complaints
Affidavits
Certifying of documents
Issuing & application of protection orders

Justice and Constitutional Development

Maintenance
Domestic violence
Civil and criminal cases
Bail applications

Labour

Labour related matters
Investigation of labour complaints
Inspection of companies
Employee registration
Training/learnerships
UIF
Injury on duty complaints

Water Affairs

Water services
Information on sanitation
Boreholes
Gatevalve replacements

Land Affairs

Land applications

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[36] This is a comprehensive list of departments that are operating in TSCs. It is important to note that not all the departments listed are operating in all TSCs.
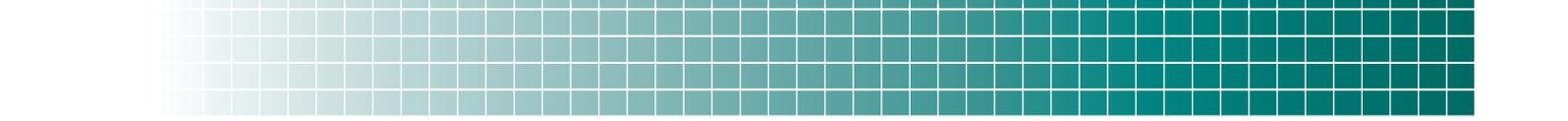
Correctional Services

Supervision of offenders
Community correction supervision

Government Communication and Information Systems

Provide information on government and how services can be accessed

South African Social Security Agent (SASSA)

Application and payment of social grants, child support, disability, dependency grants and pensions

PROVINCIAL DEPARTMENTS

Social Development

Social Welfare Services
Food Parcels
Community work/development
Child care/protection
Alcohol and substance abuse
Victim empowerment
Marital counseling
Child custody
Deal with programme to address youth, children, the aged, women & people with disabilities
Early childhood development

Health

Community health
Preventative health/immunisation
Child welfare clinic
Family planning
Voluntary counseling
HIV Testing
ARV treatment
Chronic diseases
Diabetics, Hypertension, Tuberculosis
Health education

Education

Educator and learner support material
Upgrade workshops for educators
Complaints and queries
ABET education
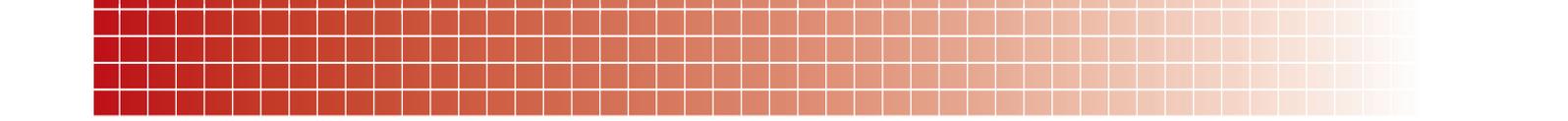
Agriculture

Permits for transportation of livestock
Demarcation of land
Site and project advice to farmers

Sports, Recreation, Arts and Culture

Train people in sewing and bead work
Art exhibition
Maintenance of sports facilities

Housing

Housing applications and other related issues
Issuing of title deeds

Local Government and Traditional Affairs

Traditional Affairs

Economic development

Business licensing
Liquor and fuel applications

Environment and Tourism

Coastal patrol in rural areas
Fishing permits

SERVICES PROVIDED BY THE MUNICIPALITY

Community services

Library services including internet access
Information provision
Proof of residence

Financial services

Payments for municipal services
Credit control for municipal debts

General municipal services

Building management
Cleaning services
Attend to electricity queries
Reporting of problems with water, sewerage, roads, waste and parks related matters
Liaise with ward councilors, ward committees and community development workers
Hire and maintenance of sports facilities

Annexure C

Collaboration Framework Agreement Between SASSA and DHA

Collaboration Framework Agreement Between SASSA and DHA

1. Background

On the 3rd June 2008 the South African Social Security Agency (SASSA) and the Department of Home Affairs (DHA) held a meeting within the context of the Integrated Community Registration Outreach Programme (ICROP). This is a programme aiming at registering social grants beneficiaries residing in far-flung rural areas in collaboration with wide ranging stakeholders.

As a Ministerial flagship under Minister Zola Skweyiya for community outreach, ICROP moves in tandem with DHA similar programmes like ID UR-Self as launched by the DHA Deputy Minister, Mr. Malusi Gigaba. The meeting therefore provided a platform for SASSA and DHA to concretely enhance their collaborative endeavours in reaching-out to communities in an integrated fashion.

2. Problem Statement

In the past SASSA and DHA have collaborated both in registering social grant beneficiaries and registering clients for enabling documents (IDs and Birth Certificates). This collaboration nevertheless was not coordinated. In many instances both organizations did not share and exchange their community outreach programmes, resulting in communities not getting quality and comprehensive government services.

At provincial/regional level, no efforts have been made for two organizations to manage these uncoordinated relations taking place at lower offices. As such there was no strategic leadership provided to ensure that communities benefit through integrated service delivery approach.

3. Purpose of the Collaboration Agreement

The purpose of this Collaboration Agreement is therefore to provide a management tool to better manage all collaborative efforts between SASSA and DHA. It is also to provide strategic leadership and direction to lower offices of SASSA and DHA in implementing all community outreach programmes; including ICROP and ID UR-Self.

4. Collaboration Model

The objective of the model is to outline structural relations required to implement the Collaboration Agreement. The model identifies three SASSA-Home Affairs structures working in sine quo non for smooth collaboration efforts. The Provincial/Regional Office is responsible for collaboration conceptualization, project managing the collaboration and reporting progress to respective head offices.

The Regional/District Offices are responsible for planning the deployment of Mobile Units/Trucks. They are also responsible for monitoring how mobile units are working and consolidating statistics produced. Furthermore, Regional/District Offices are charged with the responsibility of evaluating performance of these mobile units and consistently provide feedback to the project management team.

The District/Local Offices are responsible for the actual implementation of this collaboration agreement. They are expected to develop and implement join community outreach programmes. More importantly, District/Local Offices must allocate and share resources in the spirit of one government-integrated service. Lastly these offices must report regularly to the Project Planning, Monitoring and Evaluation Teams.

5. Conclusions

This Collaboration Framework Agreement is a voluntary and mutual management tool informed by the desire to render comprehensive services to far-flung communities. It gives concrete expression to the very fundamental principle of the Reconstruction and Development Programme that '[t]he RDP brings together strategies to harness all our resources in a coherent and purposeful effort that can be sustained into the future'. It is therefore critical that SASSA and DHA must work together in the interest of communities that cannot readily access government services.

This Collaboration Agreement comes into effect from the below date of signature by the two parties:

SIGNED AT MMABATHO ON THIS THE _____ DAY OF _____ 2008

FOR SASSA

FOR DHA

_____   _____
                AS WITNESS
NAME:

_____   _____
                AS WITNESS
NAME:

CAPACITY:

CAPACITY:

home affairs
Department:
Home Affairs
REPUBLIC OF SOUTH AFRICA

sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY

Annexure D

Job Description:
Thusong Service Centre Manager

JOB DESCRIPTION:
THUSONG SERVICE CENTRE MANAGER:
VREDENDAL NORTH

(Approved by JEWG on 9 December 2002)

SECTION A: JOB TITLE AND INFORMATION SECTION

A.1 POST IDENTIFICATION	
Municipality	Matzikama A 45
Post Title	Centre co-ordinator (Vredendal North)
Number of Posts	
Job Grade	
Date Grade Authorised	
Post identification No	
Name of Incumbent and Service Number	Davis M : 309

A.2 LOCATION OF POST	
The departments or service units and subdivisions within which the post or posts are located. Use the terminology used in your municipality.)	
Department	Administration
Division or Section	Legal Services and Land Usage
Branch or Sub-Section	Multi-Purpose Community Centres

A.3 SURROUNDING POSTS	
Immediate Superior	
Job Title	Post Identification No
1. Deputy Director Administration: Legal Services and Land Usage	
Immediate Subordinates	
Job Title(s)	Post Identification No(s)
None	

SECTION B: JOB PURPOSE, DUTIES AND RESPONSIBILITIES OF THE POST

B.1	JOB PURPOSE

To serve as Centre Manager of the Multi-Purpose Community Centre (MPCC) at Vredendal North and take overall responsibility for the running of an efficient, well-utilised and financial viable centre which meets the needs of the community and inspires a sense of ownership in the community.

To identify the needs of the community for services, programmes and activities to be provided at the MPCC, co-ordinate the allotment / hiring out of available space in the MPCC to service providers, co-ordinate, organise, promote, monitor and evaluate the services / programs / activities provided at the MPCC and to handle enquiries and complaints regarding it. To perform tasks associated with the functioning of the Management Committee of the MPCC and perform managerial tasks including planning, organising, co-ordinating and report giving tasks regarding the functioning of the MPCC. To co-ordinate the duties, functions and activities of all community development workers (CDW's) and perform other general activities / tasks associated with the administration of the MPCC and other general administrative functions.

B.2	DUTIES OF THE POST	
NO.	DUTIES/ TASKS (What, How and Why)	FREQUENCY
1.	*Identifying the needs of the community regarding services, programmes and activities that must be provided at the Multi-Purpose Community Centre (MPCC), by*	
	Organising / attending meetings with the community and facilitating work group sessions to identify their needs and to prioritise it.	Annually
	Drawing up questionnaires for the community to identify their needs (on the computer in his/her office using office software), distribute it and receive completed questionnaires back.	Annually
	Conducting interviews with members of the community to identify their needs.	Daily
	Meeting / liaising with non-government organisations (NGO's) and community based organisations (CBO's) regarding their needs for abovementioned services, programmes and activities.	When necessary
	Meeting / liaising with the Management Committee of the MPCC, the Local Intersectorial Steering Committee (LISSC), Councillors, the Municipal Manager, the Director of Administration or his/her immediate superior regarding abovementioned needs and priorities.	When necessary
	Receiving needs for services that must be provided at the MPCC and its priorities identified during the process of compiling the integrated development plan (IDP) of the municipality from the IDP Manager.	Annually
	In order to ensure that the needs and priorities of the community are addressed when services, programmes or activities are provided at the MPCC.	
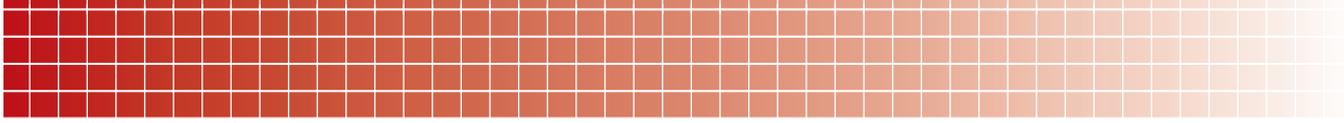
2.	Co-ordinate the allotment / hiring out of available space in the MPCC to government institutions and other service providers, by	
	Identifying the available space in the MPCC for the allotment / hiring out thereof cost effectively to government institutions / service providers.	When necessary
	Preparing advertisements regarding the allotment / hiring out of available space in the MPCC to government institutions / service providers on the computer in his/her office using office software.	
	Printing the advertisements on the computer / printer in his/her office and fax it to his/her immediate superior for the final checking / approval thereof and do corrections if necessary.	
	E-mailing or faxing the advertisement to a local newspaper, receive facsimiles of the advertisement back from them, check it for final correctness, sign the approved advertisement and fax it to them for the placement thereof in their newspaper.	
	Receiving applications of government institutions / service providers to obtain / hire space at the MPCC where they can provide their services.	
	Identifying government institutions / service providers who can obtain / hire space at the MPCC to provide necessary services.	
	Submitting the applications / identified institutions or providers to the Management Committee of the MPCC and do recommendations regarding the allotment / hiring out of abovementioned space according the needs of the community.	
	Providing the recommendations of the Management Committee of the MPCC regarding the allotment / hiring out of abovementioned space to his/her immediate superior to obtain the necessary approval thereof from the Director Administration or the Municipal Manager.	
	Receiving the final decision and a concept allotment / lease agreement with the government institutions / service providers from his/her immediate superior regarding the allotment / hiring out of abovementioned space.	
	Liaising with the relevant government institutions / service providers to get abovementioned agreement signed and sent it to his/her immediate superior to organise the signing thereof by the Municipal Manager.	
	Giving attention to the requirements of the government institutions / service providers regarding their space, infrastructure (telephones and information and communication technology) and a clean working environment according to abovementioned agreement.	
	In order to ensure that the space at the MPCC is used and managed cost effectively to the advantage of the community and their needs.	

3.	*Co-ordinate, organise and promote the services of government institutions / service providers and other ad hoc services / programs / activities provided for the community at the MPCC, by*	
	Meeting / liaising with government institutions / service providers who provide services at the MPCC about their programmes, time schedules, problems, etc.	Monthly
	Supporting the government institutions / service providers with the identification, development and implementation of special programmes and/or campaigns regarding their services.	When necessary
	Co-ordinating the events, activities, projects and campaigns of government institutions / service providers held at the MPCC.	Daily
	Supporting and promoting the provision of services by government institutions / service providers in the district.	Daily
	Building / establishing and maintaining good relationships and partnerships with abovementioned government institutions / service providers.	Daily
	Liaising with other government institutions, service or training providers, NGO's, CBO's, the LISSC, etc. regarding the provision of other *ad hoc* services / programs / activities / community events at the MPCC according to identified needs.	When necessary
	Drawing up funding suggestions and business plans for the providing of abovementioned services / programs / activities / community events and submit it to his/her immediate superior to obtain approval therefore.	When necessary
	Organising other *ad hoc* services / capacity building programs (e.g. financial planning and youth programs) / activities / community events at the MPCC according to identified needs (using mainly local resources).	When necessary
	Appointing volunteers in collaboration with his/her immediate superior to help with the provision of abovementioned services / programs / activities / community events.	When necessary
	Organising and attending meetings of focus groups such as women, youth, pensioners, and people with disabilities and present developmental and capacity building programmes for them.	When necessary
	Helping welfare and health organisations to organise educational programs and campaigns (e.g. TB and HIV / AIDS programs and campaigns) at the MPCC.	When necessary
	Developing a marketing plan to advertise and promote the services, programmes and activities provided at the MPCC, including a branding or signage for the MPCC for marketing purposes.	Annually
	Marketing the activities and services provided at the MPCC at community meetings, at meetings with NGO's / CBO's, during special launches and/or with the aid of advertisements, notices, pamphlets, etc. according the marketing plan.	Daily
	Putting notices / information about the services, programmes and activities provided at the MPCC on the notice boards of the MPCC, the library and the municipality.	Daily
	Encouraging the community to attend educational opportunities (e.g. ABET classes, TB and HIV / AIDS workshops, etc.) at the MPCC.	Daily
	In order to ensure that the services / programs / activities provided at the MPCC are well organised and promoted.	

4.	Monitor and evaluate the services of government institutions / service providers and other ad hoc services / programs / activities provided for the community at the MPCC, by	
	Preparing service level agreements with government institutions / service providers who provide services at the MPCC on the computer in his/her office using office software (in co-operation with his/her immediate superior) and organise the signing thereof.	When necessary
	Monitoring the services provided by abovementioned government institutions / service providers and make sure that it is in line with the service level agreements and *Batho Pele* values.	Daily
	Drawing up questionnaires for the community to identify the effectiveness of services / programs / activities provided at the MPCC (on the computer in his/her office using office software), distribute it and receive completed questionnaires back.	Six-monthly
	Assessing and evaluating the value of service provision on spot with customers and the community through focus groups such as women, youth, pensioners, people with disabilities, etc.	Daily
	Evaluating self the quality, effectiveness and impact of the services / programs / activities provided at the MPCC and make recommendations for improvements or decide about any actions regarding it.	Monthly
	Making available a suggestion box for the community at the MPCC, analyse any suggestions made regarding the services / programs / activities provided at the MPCC and use it for improvements if necessary.	Daily
	Controlling that the government institutions / service providers pay their rent and municipal accounts regarding water and electricity, if applicable.	Monthly
	In order to ensure that the services / programs / activities provided at the MPCC are effectively and in line with service level agreements.	
5.	Handles enquiries and complaints regarding services rendered at the MPCC or services rendered by the municipality, by	
	Answering the telephone or receiving members of the public / any other persons at his/her office to handle specific enquiries and/or complaints regarding services rendered.	Daily
	Identifying the detail of the enquiries and/or complaints from the personnel / other persons.	
	Providing information or explanations to the members of the public / any other persons regarding services rendered or find out the desired information and provide it to them.	
	Referring members of the public / any other persons to the relevant official at head office or his/her immediate superior if their enquiries and complaints cannot be answered adequately.	
	Referring enquiries and complaints regarding political issues to ward councillors.	
	In order to ensure that abovementioned enquiries and complaints of members of the public / any other persons are efficiently attended to.	

6.	Perform activities / tasks associated with the functioning of the Management Committee of the MPCC according its constitution, by	
	Keeping up a list of all the members of the Management Committee of the MPCC and contact details on the computer in his/her office using office software programs.	Daily
	Organising an available office at the MPCC for the meetings of the Management Committee of the MPCC and arranging the preparation thereof (the layout of furniture, water and glasses on tables, etc).	Monthly
	Attending the meetings of the Management Committee of the MPCC, giving necessary inputs / reports on the meetings and keeping minutes of the meetings.	Monthly
	Preparing and typing notices, agendas and minutes of abovementioned meetings on the computer in his/her office using office software programs and organises the distribution thereof to the members of the Management Committee of the MPCC.	Monthly
	Giving attention to the resolutions of the meetings in cooperation with his/her immediate superior.	Monthly
	In order to ensure the effective functioning of the Management Committee of the MPCC according its constitution.	
7.	Performs managerial tasks including planning, organising, co-ordinating and report giving functions / tasks regarding the functioning of the MPCC, by	
	Attending strategic planning meetings of his/her immediate superior regarding strategies and better policies, work procedures and methods for the functioning of the MPCC.	When necessary
	Monitor and do research about existing policies, work procedures and methods at the MPCC, the optimal utilisation.	When necessary
	Liaise telephonically with his/ her immediate superior about requests suggestions and problems regarding the MPCC.	When necessary
	Determine any needs regarding furniture, equipment, etc. for inclusion in the operational and capital budget and submit it to his/ her immediate supervisor.	Annually
	Giving needs regarding the maintenance of the MPCC building or equipment to his/ her immediate superior.	When necessary
	Maintaining order and discipline at the MPCC and being responsible for the general neatness and security at the MPCC.	Daily
	Organising the implementation of new policies, work procedures and methods to improve the functioning of the MPCC as instructed by his/ her immediate superior.	When necessary
	Receiving correspondence (received by the municipality), memorandums, council resolutions and other work assignments regarding the functioning of the MPCC from his/ her immediate superior.	When necessary
	Handling the completion of council resolutions, correspondence, memorandums and other work assignments according to standard procedures or as instructed by his/ her immediate superior	Daily

		Preparing / typing letters regarding council resolutions and correspondence (on the computer in his/her office using office software programs) and organise the distribution and the filing of copies thereof, if necessary.	Daily
		Writing / Drawing up reports for the council regarding the functioning of the MPCC on instruction of his/her immediate superior and submit it to his/her immediate superior for submission to council.	When necessary
		Attending the meetings of his/her immediate superior with the heads of branches of his/her division to discuss questions and problems and to report on the functioning of the MPCC and the progress regarding the completion of council resolutions, the answering of correspondence and other work assignments.	Monthly
		Doing surveys and compiling reports regarding special surveys / assignments requested by his/her immediate superior and submitting it to his/her immediate superior.	When necessary
		Drawing up a report regarding statistics about the functioning of the MPCC / the services provided at the MPCC and submit it to his/her immediate superior (for submission to the Mayoral Committee) and to the Management Committee of the MPCC.	Monthly
		Acting as link between the MPCC service providers and the local and provincial intersector steering committee's (LISSC, PISSC) and representing the MPCC / municipality on the LISSC and PISSC.	Daily / When necessary
		Collecting reports from the service providers at the MPCC and provide information about the services rendered, the impact thereof on the community and monitoring and evaluating reports (M&E reports) to the LISSC and PISSC.	Monthly
		In order to ensure the effective functioning of the MPCC and that general administrative activities / tasks at the MPCC are handled according to the correct procedures and laid down instructions	
8.		*Co-ordinate the duties, functions and activities of all the community development workers (CDW's) as Municipal Supervisor, by*	
		Receiving weekly work plans from the CDW's and checks and discuss it with them.	Weekly
		Meeting with the CDW's and discuss work programmes, case studies, referrals, etc. with them and to evaluate and monitor their work programmes.	Monthly
		Undertaking field visits to the different regions where the CDW's work to evaluate and monitor their work programmes and to give guidance and advice regarding their duties.	Quarterly
		Identify training and other needs of the CDW's to perform their duties and provide or organise it.	When necessary
		Receiving relevant information / reports regarding service delivery backlogs and other community problems from the CDW's and liasing with the relevant stakeholders to co-ordinate appropriate actions and/or inter governmental programs.	Fortnightly, Monthly
		Attending meetings of the CDW Regional Co-ordinator or relevant personnel at the provincial office and/or report to them (inform them) about all CDW issues that needs their attention.	Monthly

		Approving on the relevant form that CDW's can work overtime when it is necessary and keeping record thereof on the computer in his/her office using office software programs.	Daily
		Recommending leave for the CDW's on their leave application forms and sends it to the CDW Regional Co-ordinator for approval.	Daily
		Deciding to give time off for the CDW's during normal work hours for urgent personal business.	Daily
		Handling the enquiries and problems of the CDW's or refer it to the CDW Regional Co-ordinator or relevant personnel at the provincial office if it cannot be handled adequately.	Daily
		In order to ensure proper supervision, functioning and productivity of the CDW's.	
9.	**Perform other general activities / tasks associated with the administration of the MPCC, by**		
		Receiving visitors (members of the public, customers, officials of other institutions, personnel, councillors, etc) at the MPCC in his/her office.	Daily
		Ordering supplies of stationery, tea, coffee, sugar, milk, detergents, other cleaning agents, toilet rolls, deodorants, etc. for the MPCC in accordance with laid down procedures from Department Administration in Vredendal.	Monthly
		Completing / Compiling statistical information reports / enquiries regarding the functioning of the MPCC received from National and Provincial departments, etc., submit it to them and send necessary copies to the record office for the filing thereof.	When necessary
		Making photocopies and sending facsimiles for the public and the service providers on request and at payment of the relevant fees.	When necessary
		Liasing with the relevant providers regarding the functioning and maintenance of the information and communication technology (ICT) infrastructure of the MPCC.	When necessary
		Keeping record of and control all assets and equipment of the MPCC.	Daily
		In order to ensure the effective functioning of the MPCC and that general administrative activities / tasks at the MPCC are handled according to the correct procedures and laid down instructions.	
10.	**Performs other general administrative functions, by**		
		Receiving incoming e-mails at his/her computer regarding matters concerning the functioning of the MPCC and send it to the record office to be included with other incoming mail in the post system of the municipality, if necessary.	Daily
		Typing and sending e-mail replies and other outgoing e-mails, printing copies of the replies and other outgoing e-mails and file it.	Daily
		Keeping an easy accessible record of the telephone, facsimile or e-mail contact details of persons, organisations, etc who are regularly contacted in connection with the MPCC.	Daily
		Drawing up an attendance register on the computer using office software programs, putting copies in his/her office for municipal personnel of the MPCC to sign and provide it to the Secretary of the Director Administration.	Daily/ Monthly
		Filing and maintaining documentation and records of information regarding his/her duties orderly to be easily accessible for any enquiries.	Daily
		Attending personnel meetings of Department Administration.	Monthly

	Attending training opportunities, workshops and other meetings on instruction of his/her immediate superior.	When necessary
	Controlling the making of private phone calls from his/her phone.	Daily
	Exercising the control over the use and maintenance of office equipment in his/her office and ensure that all electronic equipment used (e.g. computer, lights, air conditioner/heater) are switched off overnight.	Daily
	Ensuring that security at his/her office is maintained; this includes the closing of windows and the locking of the office during lunch breaks and overnight.	Daily
	In order to ensure orderly administration at the MPCC, presence at necessary meetings and training and the proper and save control over the office and equipment.	

B.2	AUTHORITY OF THE POST
	This outlines the authority the jobholder has to make decisions or to take independent action without reference to a superior. Limits of authority may also be included (e.g. not permitted to...)
1.	Discretion to organising and attend meetings with the community, other organisations, government institutions and service providers in Vredendal.
2.	The final checking and approval of advertisements regarding the allotment / hiring out of available space in the MPCC.
3.	Identifying government institutions / service providers who can obtain / hire space at the MPCC to provide necessary services.
4.	Liaising with government institutions, service or training providers, NGO's, CBO's, the LISSC, the PISSC, etc. regarding the provision services at the MPCC.
5.	Marketing the activities and services provided at the MPCC.
6.	Discretion to maintaining order and discipline at the MPCC.
7.	Approve that CDW's can work overtime on the relevant authorisation form.
8.	Recommending leave for the CDW's on their leave application forms.
9.	Deciding to give time off for the CDW's during normal work hours for urgent personal businesses.

SECTION C: JOB SPECIFICATION

Skills relevant to a job include education or experience, specialised training, personal characteristics or abilities.

C.I ESSENTIAL REQUIREMENTS OF THE POST State the minimum educational qualifications and experience that are required to perform the job competently.	
Qualification	Diploma in Community Development, Development Management or equivalent - NQF Level 5 Computer literacy - conversant with office software programs Bilingual – Afrikaans and English or Xhosa Valid Code B drivers licence
Other requirements	Good human relations and communication skills Good organisational skills and creative abilities Good leadership qualities and management skills Able to handle conflict with tact and diplomacy Must be able to function under pressure and manage stress
Reasons for essential requirements	To perform duties effectively
Experience	2 year relevant experience

C.2 PREFERRED REQUIREMENTS OF THE POST	
Qualification	None
Reasons for preferred qualification	None
Experience	None

C.3 PHYSICAL REQUIREMENTS OF THE POST (Only where directly relevant to the performance of the job.)	
I.	None

C.4 SPECIAL CONDITIONS ATTACHED TO THE POST (Specify)	
I.	Be willing to work overtime when meetings, programmes and activities must be attended after hours.

SECTION D: APPROVAL OF JOB DESCRIPTION

D.I   CERTIFIED CORRECT

We the undersigned confirm that we have consulted on the content contained in the job description and hereby confirm that we consider that the information contained is a correct reflection of the context of the post and its content.

TITLE	NAME	SERVICE NO	SIGNATURE	DATE
Head of Department	W F Hendricks	222		
Immediate Superior	N I van Stade	146		
IMATU Representative	A Cilliers	K003		
SAMWU Representative	J M Gorden	127		
Incumbent	M Davis	309		

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