

Thusong Service Centres



neither effort nor strength, we can and shall build a South Africa that truly belongs to

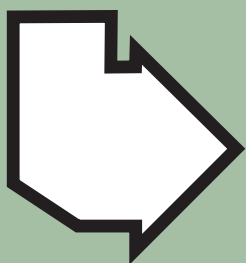
*Acting together, we do have the capacity to realise these objectives. And spurring

THUSONG SERVICE CENTRES

Government Communications

BUSINESS PLAN 2006 – 2014





FOREWORD

Thusong Service Centres formerly known as Multi-Purpose Community Centres are one-stop centres providing integrated services and information from government, to communities close to where they live as part of a comprehensive strategy to better their lives. The centres are established as hubs of development communication based on Batho Pele values and principles, which put people first.

A heightened commitment to integrated service delivery and access underpins the 2006 – 2014 business plan of Thusong Service Centres and forms part of the drive by government to develop a comprehensive access strategy for citizens, allowing improved engagement with government.

The business plan outlines the way forward for continued sustainability and improvement of existing centres, as well as the extension of this service network to each of South Africa's 283 municipalities by 2014. Thusong Service Centres' service model provides a framework within which stakeholders can contribute to the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), in alignment with the clear-cut objectives in the contained goals for 2015 agreed on by leaders of 191 countries. It was within this context that the plan to enhance the roll-out of Thusong Service Centres was approved by Cabinet in January 2005.

The key emphasis for the success of the programme is partnerships within government and with other sectors. Presently, South Africa is setting the pace of global commitment to reducing the divide between the developed and developing worlds. Its positive economic and social indicators can only be sustained in partnerships which are fundamental to the effective implementation of Local Economic Development. This business plan provides a strategic framework to take the lead in faster and shared growth, especially at local level.

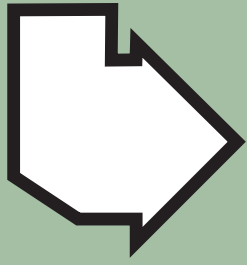
Partnerships will enable efficient, effective, integrated and sustainable service delivery in the implementation of four strategic pillars of the business plan:

- packaging of services which informs the infrastructure model
- institutional and governance system for the co-ordination and management of centres within the three spheres of government
- integrated communication, promotion and marketing of the programme
- resources needed particularly at operations level, including capacity-building.

This business plan serves as a guide to local municipalities, the implementers of the programme, districts and provinces as the co-ordinators at their levels, partners within government and different sectors who are willing to make a change through adding more value to this programme.

We trust this plan will instil a sense of purpose in all leaders and role-players in realising the hope of a society liberated from the oppression of poverty.

Dr Essop Pahad
Minister in The Presidency



EXECUTIVE SUMMARY

Thusong Service Centres, formerly known as Multi-Purpose Community Centres (MPCCs,) are one-stop centres that provide integrated services and information from government to communities close to where they live, as part of a comprehensive strategy to better their lives. The centres are established as hubs of development communication based on Batho Pele values and principles, which put people first.

Following the completion of the first generation of Thusong Service Centres, a strategy which seeks to establish one centre per local municipality by 2014 was developed and approved by Cabinet in February 2005.

This business plan will serve as a guideline to stakeholders of the Thusong Service Centres, especially municipalities, regarding the implementation of the strategy.

It sets the context of the current Thusong Service Centres, explores the key issues and challenges that currently face the programme and draws out issues to be dealt with in the business plan.

Based on this, it sets out a new definition for Thusong Service Centres which broadens and deepens understanding of the current model in a manner that is sensitive to the current issues and challenges. The business plan sets out the value proposition, rationale and strategic framework for the second generation, highlighting the role of key role-players, the benefits to the key stakeholders and value add of the programme. Building on this, the vision, mission, principles, strategic and specific objectives of the second generation model are proposed. It emphasizes the central aim of the programme namely the focus on bringing government services closer to people (and especially the poor and marginalized). On the basis of this, and in the context of the issues and challenges facing the current programme, it sets out a new conceptualization of the MPCC programme.

The business plan is structured around four pillars:

Pillar one - Infrastructure and operations model

This pillar emphasises the link between operations and infrastructure and what the minimum requirements for each are, how the regional distribution of the centres need to be understood, the distribution informants – including the NSDP, PGDS and local contextual informants such as demographics and physical terrain. The model proposes the mechanisms around which roll-out distribution should be decided.

Pillar two - Institutional arrangements

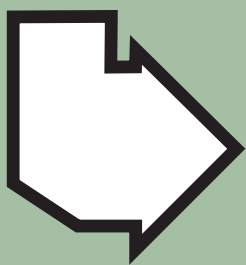
The second pillar deals with aspects such as the governance structures required to manage the roll-out and the roles of key role-players in terms of institutional roles and actions. It includes a roll-out plan and phasing scenario.

Pillar three - Communications and marketing

The third pillar outlines the proposed launch and information distribution mechanisms, the ongoing marketing of the programme and the importance of branding.

Pillar four - Resources

The last pillar looks at the approach to funding and financing the roll-out. It highlights what will be expected of the various roll-players and how funding should be approached to ensure the financial sustainability of the centres. It sets out a costing model and framework for the roll-out. It also looks at possible sources of funding for the programme.



THUSONG SERVICE CENTRES

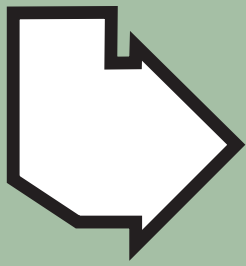
Two other parts include:

Risks: This section highlights the risks to the roll-out – and in particular the risks associated with poor IGR; and

Monitoring and Evaluation: Here the monitoring and evaluation framework is explained. This is both a qualitative and quantitative framework. The six block service (operations) model is used, along with proposals for a possible GIS based model. The use of a grading system and its benefits for monitoring and evaluation are also highlighted.

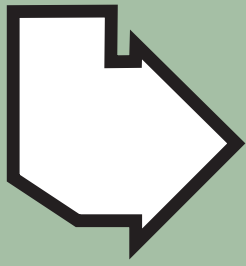
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GLOSSARY

BBBEE	Broad-Based Black Economic Empowerment
CMIP	Consolidated Municipal Infrastructure Programme
CDW	Community Development Worker
DBSA	Development Bank of Southern Africa
DISSC	District Intersectoral Steering Committee
DoC	Department of Communications
DPSA	Department of Public Service and Administration
DM	District Municipality
DMA	District Management Area
GCIS	Government Communication and Information System
GIC	Government Information Centre
GIS	Geographic Information System
GSC	General Services Counter
IDP	Integrated Development Plan
ICT	Information and Communications Technology
IGR	Intergovernmental Relations
IGRF	Intergovernmental Relations Framework
ISRDP	Integrated Sustainable Rural Development Programme
ITP	Integrated Transport Plan
LISSC	Local Intersectoral Steering Committee
LM	Local Municipality
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MPCC	Multi-Purpose Community Centre
NISCC	National Intersectoral Steering Committee
NSDP	National Spatial Development Perspective
NSF	National Skills Fund
NT TAU	National Treasury's Technical Assistance Unit
PCAS	Policy Co-ordination and Advisory Services (in The Presidency)
PGDS	Provincial Growth and Development Strategy
PIDP	Provincial Integrated Development Plan
PISSC	Provincial Intersectoral Steering Committee
PMU	Project Management Unit
RDP	Reconstruction and Development Programme
SDF	Spatial Development Framework
SACN	South African Cities Network
Seda	Small Enterprise Development Agency
SLA	Service Level Agreement
Sita	State Information Technology Agency
SMMEs	Small, medium and micro enterprises
UR	Urban Renewal
USA	Universal Service Agency
USP	Unique Selling Proposition



1.0 INTRODUCTION

1.1 THE THUSONG SERVICE CENTRE PROGRAMME: BACKGROUND

1.1.1 Programme initiation

The Thusong Service Centre programme of government was initiated in 1999 to extend services of government, in an integrated manner, closer to outlying areas where people live. Primarily, the focus was on rural and underserved communities, with the aim of addressing the historical factors limiting citizens to access government services and information.

The first generation targeted one Thusong Service Centre in each district by December 2004. Sixty-five centres were established by December 2004 (and subsequently a further 21 have been set up, bringing the total to 87 by March 2007) with more than 700 services provided in areas that were not previously serviced.

The further roll-out of Thusong Service Centres in each local municipality is a target set for 2014. The business plan concerns itself with the continued efforts towards sustainability of existing centres, as well as providing a basis for the future equitable and efficient roll-out of new centres.

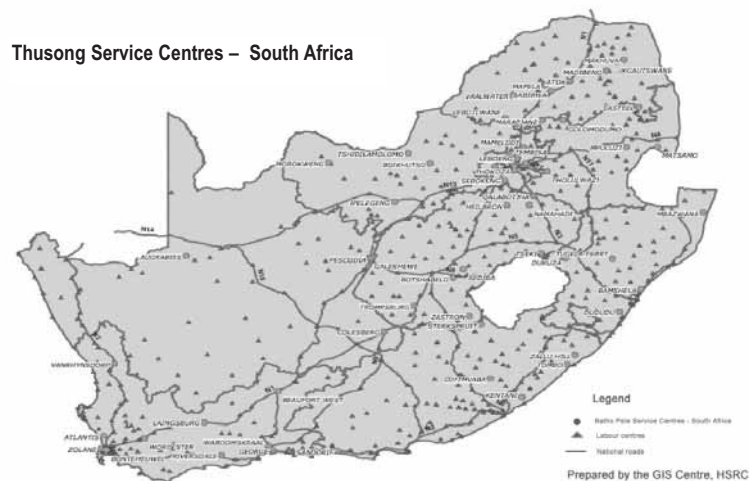


Figure 1: Location of Thusong Service Centres in South Africa

1.1.2 Rationale for the development of Thusong Service Centres

The rationale for Thusong Service Centres is set within the development-communication paradigm. This paradigm reflects a democratic approach to a public communication and information system, as it aims to put the information needs of citizens first in the communication process. Some of the salient features of this approach relate to the expressed need for face-to-face interaction between government and the people. A high premium is placed on the introduction of information and communications technologies (ICTs) to such communities. Using such modern means as the Internet, e-mail and computers, the aim is to promote literacy and access to technology. Political neutrality and acceptance by the communities of the centres are also important.



The primary focus of development communication and information is to empower the poor and disadvantaged. These communities have limited access to information and are the main target of government's socio-economic programmes. Thusong Service Centres are viewed as a means to operationalise the development-communication approach as well as to address information and service imbalances at local level by bringing government closer to the people. In the context of South Africa and the historic marginalisation of poor communities, it is seen as a critical and necessary way of addressing the inequitable spread of service delivery. The Thusong Service Centre programme, will, in this context, result in the following:

- government services such as pensions, social grants, health, education, passports, identity documents (IDs), libraries and the use of computers will be accessed in one integrated place
- people from the community will be able to get information they need through a single, integrated government site
- people will not have to travel long distances to access government services and information
- there will be better communication between government and the people
- communities will be more informed about government programmes
- Thusong Service Centres will be centres for community events and democratic processes.

1.2 THE BUSINESS PLAN

1.2.1 Role

This business plan aims to ensure that momentum and continuity with the current roll-out are maintained, while seeking to make certain that issues are addressed, and that the continued roll-out is based on a sound approach, ensuring the long-term sustainability of the programme. It focuses on outlining the nature of the roll-out to 2014 with regard to all elements of the programme, including services and infrastructure on the ground, as well as the supportive elements necessary to sustain, promote and co-ordinate the roll-out. It uses, as its point of departure, the second-generation strategy approved by the Governance and Administration Cluster Cabinet Committee on 11 January 2005.

1.2.2 Target audience

This summary version of the business plan is targeted at high-level stakeholders and decision-makers. A comprehensive version of the business plan, including guidelines on the roll-out, has been prepared. This targets a wider range of stakeholders including:

- national, provincial and local government – both in terms of strategic planners responsible for implementing the programme as well as line departments, many of which will be service-providers at Thusong Service Centres
- parastatals (such as Telkom and Eskom) who will be critical role-players in the infrastructural development process
- civil society, including community-based organisations (CBOs) and non-governmental organisations (NGOs), which will provide services from Thusong Service Centres and may contribute resources to these centres
- private-sector role-players who are targeted as crucial partners in the process both in terms of possibilities for service provision at Thusong Service Centres and in terms of a broader resource contributor.

1.2.3 Outline of the business plan

The business plan is in the first instance 'reflective'. Section 2.0 sketches a broad overview of the service-delivery context in South Africa and goes on to locate the Thusong Service Centre programme within its policy and legislative context. Subsequently, a brief overview of the roll-out of Thusong Service Centres to this point is provided – identified as first-generation Thusong Service Centres. With regard to this first-generation roll-out, the business plan identifies a number of key issues that have been experienced and need to be addressed in the second-generation roll-out to achieve greater levels of success.

In the second instance, the business plan is 'visionary'. Section 3.0 identifies the vision for the roll-out and the associated mission reflecting how the vision will be achieved. This mission is given context through a series of principles which form the bedrock on which the business plan is built. In addition, strategic and specific objectives provide direction toward achieving the vision.

In the third instance, the business plan is 'tactical'. It identifies a set of FOUR PILLARS which are the strategic building blocks of the programme (Figure 2). These PILLARS relate to the desired service and infrastructure roll-out of Thusong Service Centres; the necessary institutional and governance elements; communication, marketing and promotional aspects to raise awareness of the programme, build support and inform communities about services and Thusong Service Centres; and finally the resources element relating to the finance and human capacity that are required to sustain the programme.

Finally, the business plan is 'practical.' In this regard, it identifies the potential risks that may be encountered during the second-generation roll-out and proposes mitigatory measures. Furthermore, it proposes a monitoring and evaluation system to ensure the performance of the programme. Key short-term actions are also identified to provide the second-generation roll-out with impetus toward building strength in the four pillars of the programme. In addition, detailed aspects that will guide implementation and roll-out in relation to these pillars are included in the annexure.

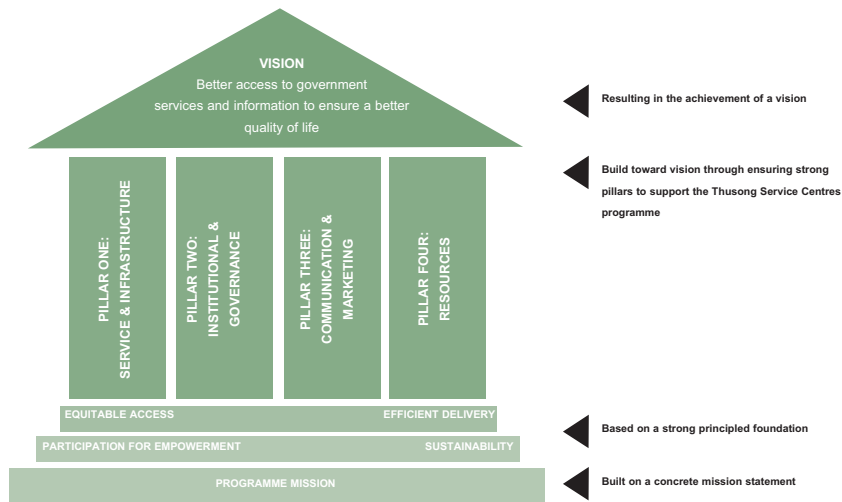
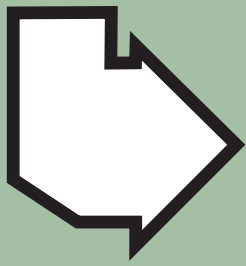


Figure 2: Second-generation business plan visionary and tactical elements



2.0 CONTEXT

2.1 Information and service-delivery context

Much work remains to be done in meeting government's information needs and the service needs of South Africa's citizens. Many people remain marginalised in terms of convenient access to aspects of government service delivery. In some cases, challenges around access relate to a lack of communication and information, while in other cases challenges relate more strongly to physical access issues. This lack of access impacts negatively on citizens' quality of life and developmental prospects. Increasingly, it is being realised that meaningful developmental progress can only be addressed at the local level where needs are more clearly understood and where the interface between government and citizens occurs. The Thusong Service Centres concept is regarded as a powerful tool in enabling this interface and directly impacting on improving citizens' quality of life. This recognition is reflected in the prominence of the concept in various policy statements.

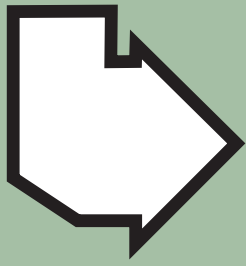
2.2 Mandate: policy and legislative context

A number of policies have shaped government's approach with regard to Thusong Service Centres and the mandate for the programme. These include the following:

- **Comtask Report:** The Communication Task Group Report, published in 1996, included in its recommendations for the overhaul of government's communication system, Recommendation 65 regarding the development of Thusong Service Centres to expand access to information, in line with sections 32(1) (a) and (b) of the Constitution.
- **White Paper on Transforming Public Service Delivery (Thusong), 1997:** Government's approach to service delivery requires that efforts should not only be directed at serving people, but at doing so in the best possible manner.
- **Cabinet Memorandum No. 15 of November 1999:** This memorandum mandated GCIS to provide information to the public to enable them to be active participants in changing their lives for the better. This included facilitating and co-ordinating the establishment of Thusong Service Centres.
- **President's State of the Nation Address (SoNA), May 2004:** The policy statement made by President Mbeki, during his SoNA in May 2004, indicated that over the next 10 years, one Thusong Service Centre would be established in each local municipality.
- **Other regulations:** Other related regulations are important in ensuring that the Thusong Service Centre programme is efficiently and effectively implemented. As we approach the second generation of Thusong Service Centres, it is important to take note of the Public Finance Management Act, 1999; Municipal Finance Management Act, 2003; Municipal System Act, 2000; Municipal Structures Act, 1998, etc.

These legislative and policy documents set out the broad vision of government's efforts to promote two-way unmediated communication and to bring government information and services closer to the people.

- **National Spatial Development Perspective (NSDP) Alignment:** The NSDP was recently developed. It reflects a (spatially oriented) approach to considering choices about government investment and development spending across all spheres of government. As the roll-out of Thusong Service Centres across the country represents a significant capital investment (either in fixed or mobile infrastructure) and



an ongoing operational cost to the State, this perspective (as well as policy which will align to it, including provincial growth and development strategies [PGDSs] and municipal integrated development plans [IDPs]), should be regarded as critical guiding mechanisms.

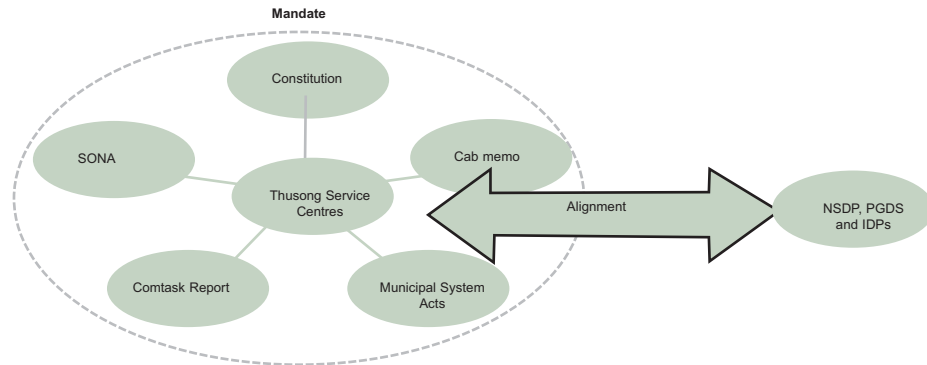


Figure 3: Mandate and alignment issues for second-generation roll-out

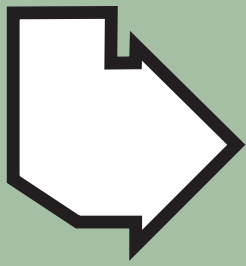
2.3 First-generation Thusong Service Centre context

A number of issues have been identified as being critical aspects to be dealt with in the second-generation roll-out and associated business plan. These issues have emerged from research activities, including site visits, a Thusong Service Centre survey and questionnaire, and the Thusong Service Centre workshop held from 28 to 30 November 2005 in Buffalo City. Issues identified include:

- constraints around the consistency and standard of service provision at the centres
- challenges around the provision of infrastructure where, on occasion, it has been out of line with service-provider and user needs
- challenges around co-ordinating action across spheres of government, which are hampering roll-out and operations at the centres
- the non-payment of rentals by government service-providers, which impacts on the sustainability of the Thusong Service Centre model
- concerns around the effectiveness of the communication and marketing programme reflected by inconsistencies in branding and limited penetration into municipal and external role-players' consciousness
- capacity constraints, particularly at centre manager level
- service-provider capacity (financial and human) to staff Thusong Service Centres.

In response to these challenges, a number of recommendations are made, expanding on those identified by the Public Service Commission (PSC). These range from detailed specific recommendations around the design of centres to broader programme-level recommendations. Salient recommendations include, among other things:

- improving design and infrastructure development to cater for service-provider and user needs in a more meaningful manner
- adopting a flexible approach to the order of infrastructure roll-out, including considering mobile services and locally appropriate operating hours
- institutionalising the programme through legislation or policy



- strengthening institutional arrangements to promote payment of rentals and agreement on service-provider commitments to Thusong Service Centres
- agreeing on service-provider hours and levels of service
- greater consistency in the branding and promotion of Thusong Service Centres
- relocating government service-providers to Thusong Service Centres
- training centre managers and other staff
- exploring innovative means to access funding and improve revenue related to Thusong Service Centres.

2.4 Towards the roll-out of second-generation Thusong Service Centres: a refined approach

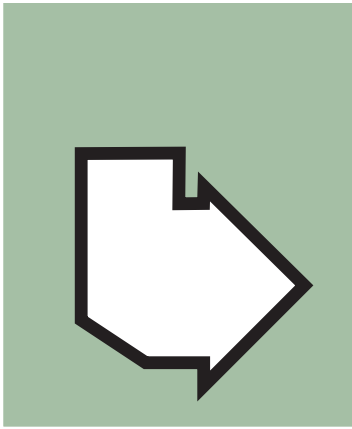
In the context of the issues, recommendations and the need to ensure the long-term sustainability of the planned expanded roll-out of Thusong Service Centres, the business plan identifies the need to shift the trajectory of the programme in a number of areas.

The first area relates to the need for a nuanced approach to the broad service and infrastructure roll-out. There needs to be careful consideration around the manner in which the expanded network of Thusong Service Centres is developed, specifically in the light of (potentially increased) ongoing operational cost implications. Broad-scale investment in new capital investment across the country needs to be tempered by viability considerations around the continued operating costs of this infrastructure. This is not to say that the network of services should not be considerably expanded – the question is around the manner in which this occurs. In this regard, the business plan places greater emphasis on ensuring that the target of Thusong Service Centres in all local municipalities is not mechanically applied through the implementation of 'blueprint infrastructure', but rather adopts a nuanced approach that recognises variations in local context and needs. This nuanced approach is based on the premise that infrastructure is regarded as a means to an end. The provision of services considered at the local level should lead with considerations around infrastructure following.

Furthermore, this approach points to the fact that the provision of services and infrastructure as part of the programme should be guided by the spatial priorities of government as reflected in the NSDP, provincial growth and development strategies (PGDS) and intergrated development plans (IDPs). In summary, the approach needed with regard to the broad service (and hence infrastructure) roll-out could best be described as ambitious but measured and locally specific.

The second area relates to the need for partnerships to ensure sustainability and effective delivery. The second-generation business plan entails a major focus on building partnerships. If an expanded roll-out is envisaged, there is no scope for parochialism. Rather, all of government needs to contribute to achieving success and ensuring alignment between actions around the programme. Furthermore, the hand of partnership needs to be extended beyond government. Information and service provision is not the sole preserve of government and other role-players will need to be drawn in to add value to Thusong Service Centres.

Linked to this, the third area relates to the need to build greater awareness. A shift is required from what is regarded as, to a large extent, an internal government programme to a broader shared programme that targets other role-players with the aim of achieving a greater service-delivery impact and a strengthened resource base.



THUSONG SERVICE CENTRES

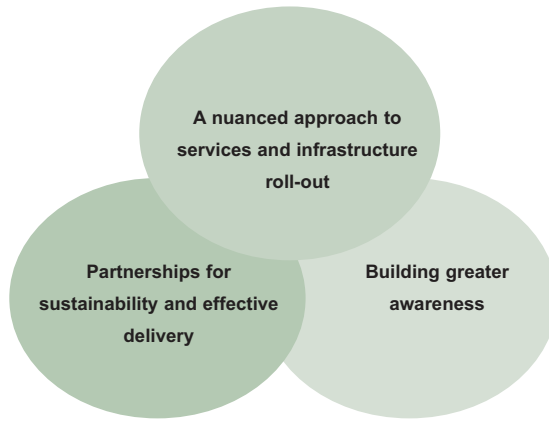
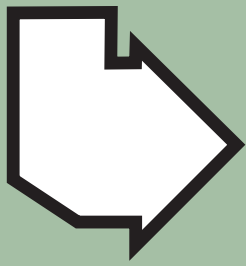


Figure 4: Refined approach for second-generation roll-out

The remainder of the business plan aims at achieving these refinements in the Thusong Service Centres programme. It does so by building strategies which are firmly based on a set of principles that will guide the roll-out to 2014 and beyond.



3.0 VISION, MISSION, PRINCIPLES AND OBJECTIVES

3.1 Vision development

The current vision (or core purpose) guiding the programme as reflected in the initial business plan is: 'To better the quality of life for every South African citizen through integrated service delivery'. One of the intentions of this business plan is to ensure a level of continuity in the programme. The new vision focuses on ensuring this continuity and reinforcing the fact that the core purpose of the programme has not fundamentally shifted. As such, the chosen vision is:

'Access to integrated government information and services to build a better quality of life for all'.

There are subtle changes from the earlier vision. Firstly, by altering the sequencing, the emphasis on access to government information and services as being the focal point is heightened. Secondly, the word 'access' is included. This ensures that the programme is guided by the need to ensure that government information and services are easily accessible to citizens.

In most areas, the proposed vision aligns to the previous core purpose of the programme. Firstly, the relationship is maintained between government information and services, and the tangible improvement to people's quality of life. Secondly, the emphasis on equity is maintained – the focus is on 'all' citizens. Finally, the emphasis on the need for 'integrated' service delivery as a means to build a better quality of life is reinforced.

3.2 Mission

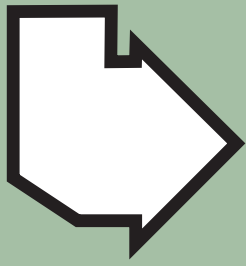
The vision is the 'common ideal' reflecting the direction toward which efforts are focused. Guidance is needed regarding HOW this should be achieved. The mission statement is:

'To roll out the Thusong Service Centre programme so as to ensure equitable and effective access to government information and services by 2014, through working in partnership with local communities, the private sector and civil society; and the co-ordinated and integrated efforts of the three spheres of government'.

3.3 Principles

A number of principles form the bedrock of the programme and inform the vision and mission statement. They ensure that constitutional and legislative directives are given content during the roll-out. They are also developed in the context of the need to operationalise the Thusong principles, which underlie public-sector activity and promote high levels of service delivery to citizens. The principles include:

- equity, which implies the need for redress of past imbalances in to move toward more even access to government information and services
- efficient delivery, focusing on provision of services in the most cost-effective manner (financial efficiency), facilitated by sound institutional arrangements in the spirit of a system of co-operative governance (institutional efficiency)



- sustainability, which has specific relevance as it focuses on the need to move toward Thusong Service Centre cost recovery, reducing the burden of operating costs on the State
- participation for empowerment, which is a core element of the programme as it reinforces the development-communication approach which focuses on developing a two-way relationship between citizens and government, whereby citizens access information and services and engage in government programmes for their own empowerment.

3.4 Objectives of the second-generation programme

The objectives of the programme essentially provide a link between the mission/principles and the strategy component of the business plan reflected by the FOUR PILLARS. They also provide the basis for a monitoring and evaluation system which will ensure that the programme achieves what it sets out to within the given time frame to 2014. They include a set of high-level strategic objectives and detailed specific objectives linking to the FOUR PILLARS.

3.4.1 Strategic objectives

- To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods.
- To promote cost-effective, integrated, 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.

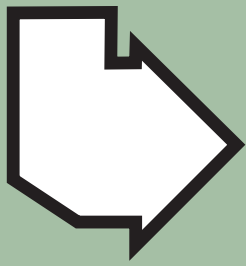
3.4.2 Specific objectives

(a) Service and infrastructural objectives

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

(b) Institutional and governance objectives

- To ensure that the Thusong Service Centre programme is rolled out in a manner that is aligned with public-sector policy (as reflected by the NSDP, PGDSs and IDPs).
- To pursue partnerships with a wide variety of stakeholders to promote the sustainability of the programme.
- To establish mechanisms to ensure that the process of rolling out Thusong Service Centres across the country is aligned with service needs and available resources.

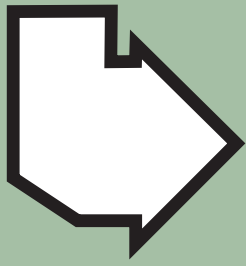


(c) **Communication, marketing and promotion objectives**

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

(d) **Resource objectives**

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



4.0 BUSINESS PLAN PILLAR ONE: THUSONG SERVICE CENTRE SERVICES AND INFRASTRUCTURE

4.1 Thusong Service Centre service offerings

The strength of the Thusong Service Centre concept is the clustering of services which provides improved levels of access and convenience to citizens and efficiencies to service-providers. The range of services that could be provided at Thusong Service Centres is reflected by the Six-Block Services Model (Figure 5) and in Table 5.1.

Each Thusong Service Centre will reflect an individually tailored range of services, however, as a minimum, a number of 'anchor services' are identified which should be present in all Thusong Service Centres. Government services have been identified as the central component of a Thusong Service Centre. In this regard, there are a set of specific government services which are regarded as 'anchor services'.

In the first instance, these anchor services reflect the most basic level of social and administrative services, enabling the empowerment of citizens. They include obtaining access to personal documents such as IDs and obtaining access to grants through applications and/or payouts.

In the second instance, these anchors support the Thusong Service Centre model in improving the communication and information interface between government and citizens. Thus, an additional anchor for all Thusong Service Centres is the on-site provision of communication and information services (for example, information around economic or education services) that can be accessed by the community through the Thusong Service Centre platform, and in most cases would take the form of a general services counter (GSC).

The provision of 'anchor services' alone, however, may not fully realise the objectives of the programme, particularly relating to the empowerment of citizens and the achievement of operational sustainability. To enhance the sustainability of the Thusong Service Centre, it is critical that options of accommodating a variety of 'add-on services' are explored. The 'add-on services' can be grouped into blocks. The combination of all six blocks and associated services would reflect an 'ideal' Thusong Service Centre, but one that would not necessarily be feasible or desirable in all contexts.

Figure 5: Six Block Services Model

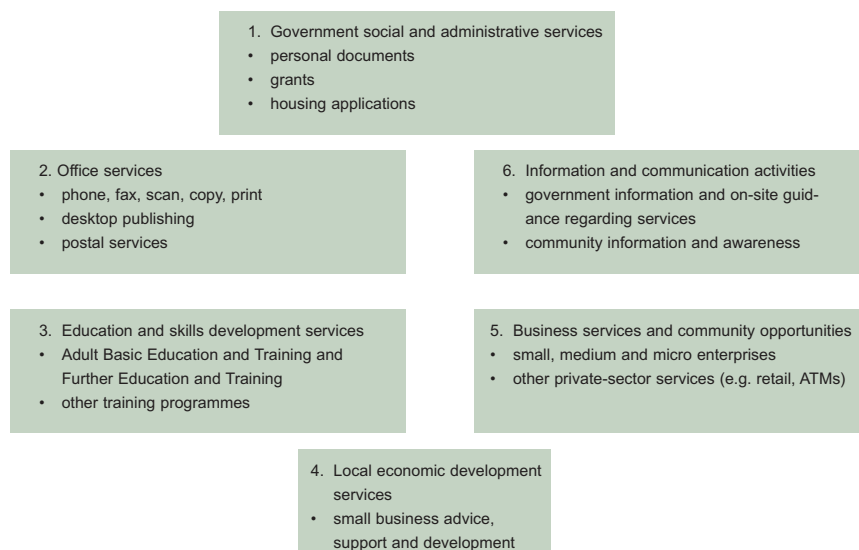




Table 4.1: Six Block Services Model

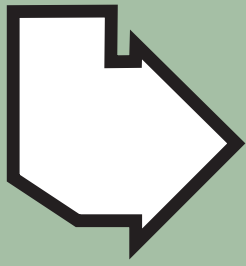
BLOCK 1: GOVERNMENT SOCIAL AND ADMINISTRATIVE SERVICES	
Service	Service-provider(s)
Access to official personal documents	Department of Home Affairs (DHA)
Access to grant applications and/or grants e.g. social security, Unemployment Insurance Fund, disability, pension	Department of Social Development (DSD), Department of Labour (DoL)
Health services Housing applications	National, provincial and municipal functions
BLOCK 2: OFFICE SERVICES	
Service	Service-provider(s)
Phone, fax, scan and copy E-mail and Internet, desktop publishing and printing, postal services	Government agency (e.g. Universal Services Agency [USA]), South African Postal Service (Sapo), private sector
BLOCK 3: EDUCATION AND SKILLS DEVELOPMENT SERVICES	
Service	Service-provider(s)
Adult Basic Education and Training/Further Education and Training	Government (Department of Education [DoE]) and other training institutions
Other training (e.g. computer training programmes)	Service-providers/private sector
BLOCK 4: LOCAL ECONOMIC DEVELOPMENT (LED) SERVICES	
Service	Service-provider(s)
Small business advice, support and development	Municipal LED Unit, Provincial LED support offices, Small Enterprise Development Agency (Seda), NGOs, CBOs
BLOCK 5: BUSINESS OPPORTUNITIES AND SERVICES	
Service	Service-provider(s)
Small medium and micro enterprises (SMMEs) (e.g. retail/trading stalls)	Private sector (SMMEs)
Other private-sector services (e.g. banks/ATMS).	Private sector
BLOCK 6: INFORMATION AND COMMUNICATION ACTIVITIES	
Service	Service-provider(s)
Communication of government information and on-site guidance regarding services	GCIS
Community information	Private sector (e.g. community radio stations) Government (GCIS/local Thusong Service Centre management)

4.2 Thusong Service Centre typology

Due to varying service requirements and contexts, not all Thusong Service Centres should be of the same order. To provide a broad level differentiation between Thusong Service Centres, three types of Thusong Service Centres have been developed, namely hubs, satellites and mobile units. These Thusong Service Centres are differentiated according to the following characteristics:

- the order of services provision (which is determined by the combination of the elements listed below)
- the variety of services offered (linked to the Six Block Services Model)
- the frequency of provision of services
- the associated scale/level of infrastructure and facilities provided.

In the following tables, 'minimum levels of service and infrastructure' are identified, linked to each typology.



THUSONG SERVICE CENTRES

Thusong Service Centre hub minimum service/infrastructure levels

Characteristic	Minimum service/infrastructure level
Order of service provision	<ul style="list-style-type: none"> The centre provides a high order of services by combining a wide variety of services, high frequency of service provision and high order of permanent infrastructure.
Variety of service offerings	<ul style="list-style-type: none"> Provides access to all anchor government services as well as services relating to at least three of the other components of the Six-Block Service Model (one of which should be office services).
Frequency of service provision	<ul style="list-style-type: none"> Access to anchor government services every day during office hours ¹.
Scale/level of infrastructure and facilities (typical options detailed in Annexure 1)	<ul style="list-style-type: none"> Reception area, including GSC and government services gateway. Permanent buildings to accommodate core services (to specification). Gathering/larger multi-purpose space (e.g. hall). ICT infrastructure, enabling permanent connectivity.

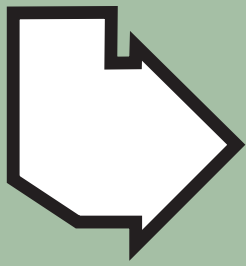
Satellite Thusong Service Centre minimum service/infrastructure levels

Characteristic	Minimum service/infrastructure level
Order of service provision	<ul style="list-style-type: none"> Provides intermediate order of service provision owing to potentially more limited variety of services, less frequent service provision and/or lower level of permanent infrastructure required.
Variety of service offerings	<ul style="list-style-type: none"> Provides access to all anchor government service as well as services relating to at least the Office Services Block.
Frequency of service provision	<ul style="list-style-type: none"> Access to anchor government services in line with demand and service-provider resource capacity (anchor service-providers should have human capacity at the centre for at least one day of every month ²).
Scale/level of infrastructure and facilities (typical options detailed in Annexure 1)	<ul style="list-style-type: none"> Reception area including GSC and government services gateway. ICT infrastructure, enabling permanent connectivity.

Mobile Thusong Service Centre minimum service/infrastructure levels

Characteristic	Minimum service/infrastructure level
Order of service provision	<ul style="list-style-type: none"> Provides intermediate order of service provision owing to potentially more limited variety of services and/or less frequent service provision.
Variety of service offerings	<ul style="list-style-type: none"> Provides access to all anchor government services.
Frequency of service provision	<ul style="list-style-type: none"> Access to anchor government services in line with demand and service-provider resource capacity (anchor service-providers should have human capacity at the Thusong Service Centre for at least one day of every month).
Scale/level of infrastructure and facilities (typical options detailed in Annexure)	<ul style="list-style-type: none"> Mobile rather than fixed infrastructure, though service point(s) may be associated with existing buildings. Reception area including GSC and government services gateway. ICT infrastructure, enabling permanent connectivity.

1. This does not imply that services such as pension payouts occur more frequently, but that access to service-providers and/or information is available during these times.
2. Where the potential for synergies exist between services, the days when complementary service-providers are present should be co-ordinated.
3. Where the potential for synergies exist between services, the days when complementary service-providers are present should be co-ordinated.



4.4 Thusong Service Centre regional infrastructure establishment model

4.4.1 Approach

While it is an aim to have one Thusong Service Centre in every municipality by 2014, the form the Thusong Service Centres should take is not specified; what is important is that there is improved access to services. Different types of delivery in the form of hub, satellite and mobile Thusong Service Centres allow for flexibility in the order, variety and frequency of service provision, as well as in the associated scale/level of infrastructure provided. The aim is to use a combination of these types of Thusong Service Centres in the most effective manner to ensure equitable access to services across a region (such as a district municipality), balanced by considerations around efficiency and operational sustainability of service and infrastructure provision. This will allow a matching of provision of services (variety, frequency) and associated infrastructure with levels of demand (current and future) within the context of available public resources.

4.1.2 Proposed application of the approach – regionally differentiated establishment models

There is no ideal regional infrastructure establishment model. Successful regional roll-out will employ specific models (combinations of types of Thusong Service Centres) that respond to that particular settlement and service-provision context (see Figure 6). This will enable an appropriate and equitable level of service to be provided across space and ensure that human and financial resources can be deployed at appropriate levels, depending on local conditions. No blueprint is provided by the business plan in terms of how these models should be rolled out, however, the full version provides guidelines regarding broad levels of suitability in different settlement contexts.

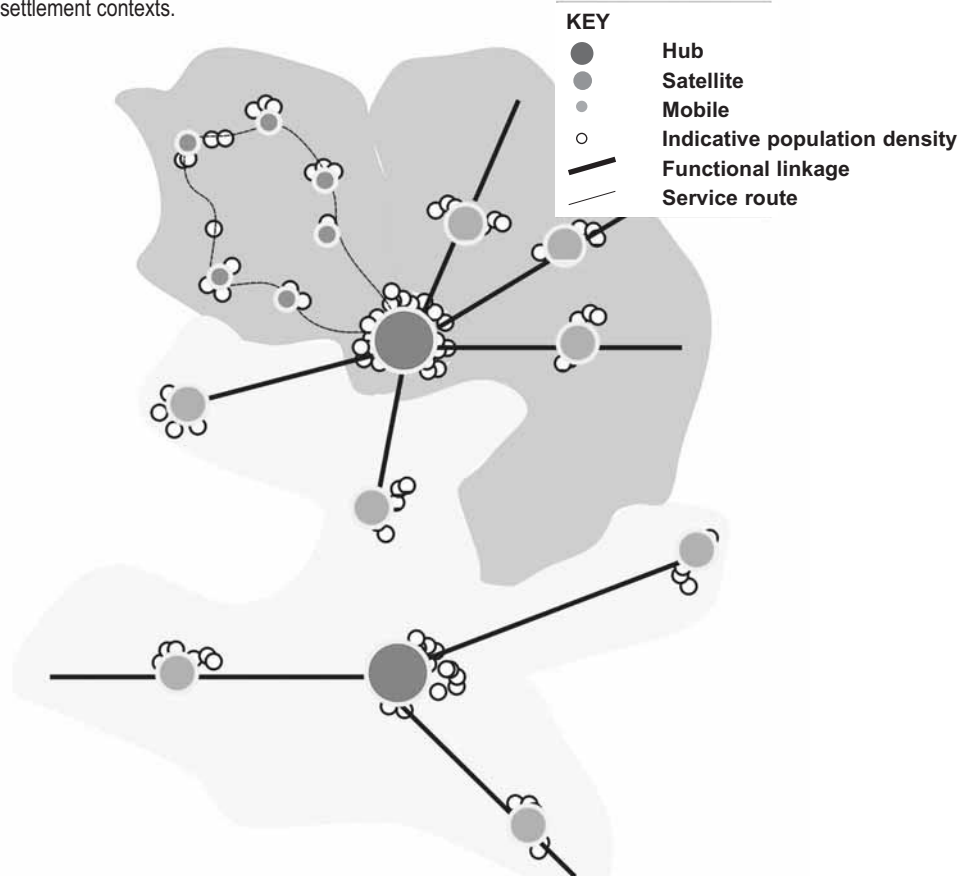
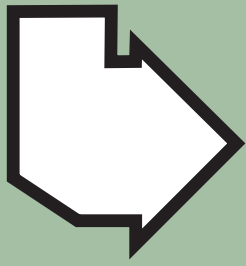


Figure 6: Differentiated Thusong Service Centre typology linked to settlement context



Note: Generation-one of Thusong Service Centres and other existing service-delivery points

The continued roll-out of Thusong Service Centres should be seen as building on the 'generation-one' roll-out. In particular, existing Thusong Service Centres should be identified and located within a regional establishment model. It should be noted that while a number of the first-generation Thusong Service Centres were conceived as hubs, in some cases they would more aptly operate as satellites, potentially linked to a hub.

It should also be noted that clustered service delivery in municipalities will not occur only through Thusong Service Centres. There are many local clusters of activity or nodes offering government services that will continue to function as such. The Thusong Service Centre model does, however, reflect an enhancement of many of these clusters through the focus on improving communication and access to information. The Thusong Service Centre model could thus build on an existing cluster, enhancing it through, for instance, providing connectivity and a GSC.

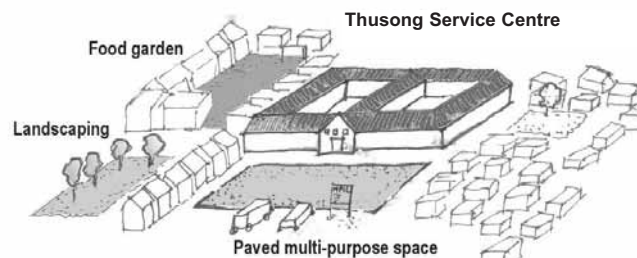
4.5 Thusong Service Centre local infrastructure establishment model

The typology of Thusong Service Centre (hub, satellite and mobile) and related infrastructure can be provided in a range of forms. The level of infrastructure provided will depend on the demand for and level of service provided.

Permanent infrastructure will be developed for hub and satellite centres. This will not necessarily be discrete new physical infrastructure. New physical infrastructure may be involved in the development of a Thusong Service Centre, however, this construction may involve minimal physical improvements to an existing cluster of facilities which was not yet functioning as a Thusong Service Centre. Configuration of permanent infrastructure may vary with forms including:

- All under one roof (Figure 7).

This model reflects a facility that is either one building or an associated set of buildings developed as part of the same 'complex'. The building (infrastructure) may range from a large-scale development with a range of offices, meeting spaces, hall and other facilities (hub) to a modest building which could accommodate satellite services.



Source: adopted PG:WC, 2005

Figure 7: All under one roof

- Cluster approach — closer area (Figure 8)

This infrastructure model reflects a centre where a number of service-providers are housed in separate buildings within a locality of approximately 500 m.

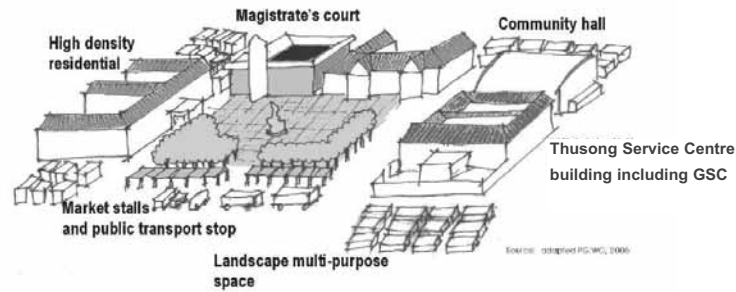
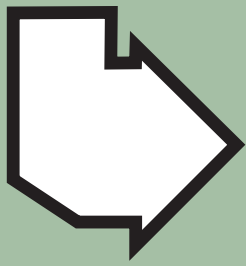


Figure 8: Cluster – close area

A Thusong Service Centre may reflect a hybrid between the all-under-one-roof and the cluster approaches, particularly if new infrastructure builds on pre-existing infrastructure (e.g. clinic, community hall, etc). This pre-existing infrastructure should now be viewed as an integral part of the Thusong Service Centre.

- Cluster approach - wider area (Figure 9)

This model is a variation on the previous model. However, it reflects a slightly more dispersed range of buildings, while the benefits of clustering are still maintained.

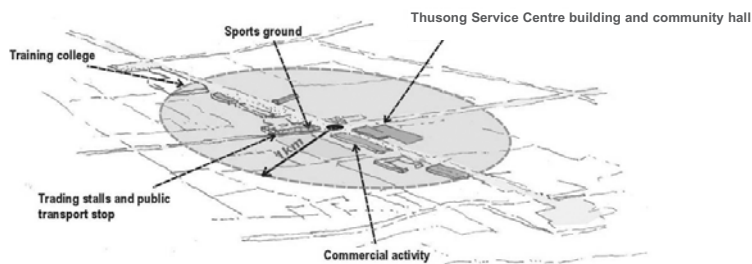


Figure 9: Cluster – wider area

Mobile infrastructure will be utilised in certain cases to provide Thusong Service Centre services (Figure 10). A mobile unit may be based at a hub and travel through various areas in a region, stopping at defined points along its route. These stopping points should be carefully identified and associated with existing community gathering points (such as a market, clinic) or village centres. When the mobile unit stops at these points, the idea of Thusong Service Centres can then be expanded to incorporate any permanent local services or opportunities. The mobile Thusong Service Centre could either reflect an enhancement of existing mobile services (e.g. by 'adding on' mobile information and communication services to DHA mobile units) or reflect new mobile Thusong Service Centres.

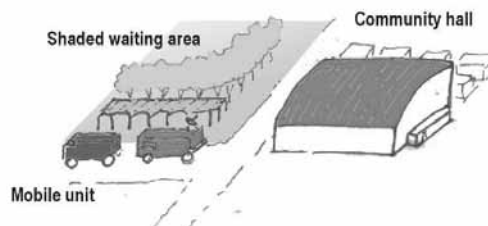
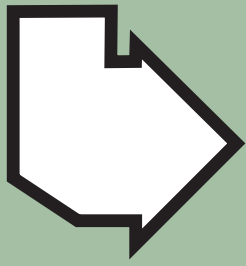


Figure 10: Mobile infrastructure



4.5.2 Local area establishment considerations

Considerations both at the broader regional scale and bottom-up needs analysis would point to the appropriate centre typology in a specific location. Beyond this, a number of factors (related to efficient operation and equitable access) should be considered in deciding on the configuration (e.g. under one roof, cluster approach) and location of the centre, be it a hub, satellite or mobile unit. These include:

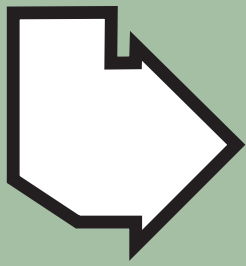
- presence and location of existing infrastructure and accommodation of possibilities for expansion
- proximity to other generators of movement
- accessibility and proximity to public transport interchange or stop (e.g. taxi rank).

The aim would be to reinforce existing areas which reflect an agglomeration of activity or where limited agglomeration has occurred to locate Thusong Service Centre infrastructure in as accessible a place as possible.

4.5.3 Other design considerations

Drawing on the principles established in the business plan, a number of considerations should inform the design of Thusong Service Centre infrastructure, including:

- flexibility in design (design that meets current needs but without significant expense can be adapted to meet changing needs over time)
- responding to service-provider specifications
- sustainable technology and low maintenance 'green' building material
- securing space and reinforcing the public realm
- enabling digital connectivity
- focusing on sensitivity to marginalised citizens (e.g. disabled access)
- legible structure and easy navigation through visible signage
- generous human scale design (e.g. covered waiting areas, public spaces).



Note: an alternative approach to infrastructure provision

While the above models imply the construction, refurbishment or use of public buildings for Thusong Service Centre services, alternative approaches could be considered, particularly where they may reinforce public-sector aims of encouraging private investment in emerging nodes in townships – a focus of urban renewal efforts in many metros. In this regard, of Thusong Service Centres in shopping in centres/malls could reflect possibilities.

These alternative models may reflect a situation where Thusong Service Centre services are delivered from buildings that are not owned, developed or managed by the public sector. Significantly, a public-private partnership (PPP), including the provision of government services through the Thusong Service Centre model, could form a catalyst for private-sector investment in poorer areas. The Thusong Service Centre services (e.g. GSC, home affairs and labour, social services and a municipal pay point) together could form a block, which could provide an anchor tenant in a private sector-led retail development. The benefits to the developer and/or retail centre manager would be:

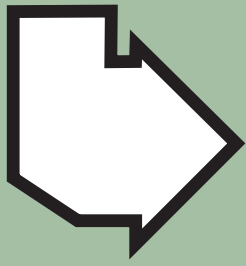
- a secure, long-term anchor tenant
- guaranteed foot movement, improving the viability of the retail centre
- people with 'cash in hand' due to the inclusion of payout points.

Bearing in mind the fact that the public sector could provide this anchor service to the retail centre, the option may also exist to influence the design of the centre. This could be desirable to improve the manner in which the centre relates to the surrounding public environment. One of the critical aspects to consider if this model or variations on it are considered, is that long-term rental agreements are secure. Where rental agreements are uncertain, it is likely that service-providers will be unwilling to commit to the model

4.6 Thusong Service Centre infrastructure: implications for roll-out

Thusong Service Centre infrastructure in an efficient way which promotes equitable access to services by 2014 is a considerable task. While guidance and direction can be provided by this business plan, it is not a top-down process and will not be successful if there is not wide-level commitment. However, the business plan reflects several core realisations with regard to the provision of Thusong Service Centre infrastructure:

- There is a need for an expanded network of Thusong Service Centres, as a significant number of people remain without access to services. However, the rapid and expansive provision of high order new infrastructure across the country as the only basis for accomplishing this is unsustainable, and other solutions are needed.
- Major new capital investment in areas where there is little or no possibility of recovering a necessary significant component of operational costs should be avoided. Alternative forms of service delivery (e.g. scaled down/satellite Thusong Service Centres or mobile services) should be explored in these areas.
- Thusong Service Centre infrastructure development is related to the need for services and should not occur independently of a detailed investigation of needs, service capacities and appropriate regional infrastructure models.



- Despite the aim for the Thusong Service Centre network to expand its coverage, the issue of quality of service provision needs to be ensured – infrastructure is worthless without the effective human resource capacity to provide services.

In line with these realisations and the principles of the programme, the business plan proposes the need for the following initiatives to pilot certain aspects of the services and infrastructure approach. These will be jointly pursued by the spheres of government in the short to medium term, but will be given special priority at national level in terms of facilitating roll-out.

4.6.1 Model of a Thusong Service Centre in a shopping centre

The alternative provision of Thusong Service Centre services as part of a 'shopping centre' (linked to the DPSA/CPSI model) should be piloted. At national level, these pilots should target areas of high need and potential (such as the six metros). The models should be an example of how the principles of the business plan can be realised and focused on, providing high order (hub) services to citizens, and focusing on access to a wide range of opportunities in a convenient location.

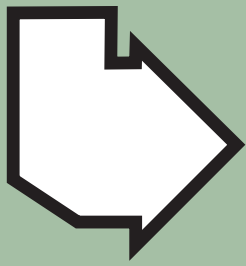
This model should also pilot innovative service-delivery arrangements, financing models and service-related technological solutions, pushing the boundaries of public-sector service provision. As development initiatives, they could also pilot PPP arrangements. This may provide an opportunity to explore means of encouraging retail/mall development in township areas through government acting as an anchor tenant. It may also provide services in a potentially more cost-efficient manner.

4.6.2 Thusong Service Centre alignment – urban renewal programme (URP) and integrated sustainable regional development programme (ISRDP) nodes

A concerted effort will be made to pilot Thusong Service Centre initiatives in support of government's identified URP and ISRDP nodes. This may involve upgrading services and infrastructure, or developing new infrastructure as part of Thusong Service Centre initiatives. Urban mall models could be piloted in identified URP nodes to reinforce this strategic focus.

4.6.3 Thusong Service Centre mobile services

Mobile Thusong Service Centre services are critical to ensuring improved access to government information and services, particularly in outlying/rural areas. The pilot should involve identification of appropriate design and service-delivery solutions to ensure that the mobile model operates in line with the principles of the business plan. This should occur either through supplementing existing services or through facilitating the initiation of new services in collaboration with other spheres of government.



5.0 BUSINESS PLAN PILLAR TWO: INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE

5.1 Components of the programme roll-out

The business plan emphasises that the essential components of the programme need to be equally strong if the vision of the programme is to be achieved:

- services and infrastructure need to be rolled out in an appropriate manner
- institutional and management capacity needs to be built to effectively administer and roll out the programme
- the programme, at the broader level, and Thusong Service Centres at local level, need to be marketed and promoted in a manner that will improve awareness of both the agencies responsible for the roll-out, as well as the clients or end users of the services
- resources need to be made available not only for the Thusong Service Centre infrastructure (and associated feasibility studies), but for market and promotional activity as well as human resource and management capacity-building.

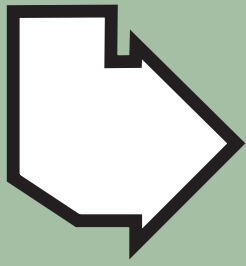
In addition to these PILLARS, there is also a need for effective monitoring and evaluation of the programme to ensure that objectives are met and the vision is achieved. Bearing this in mind, the identification of the institutional structures that will be the cogs that drive these elements is critical to ensure that there is a clear understanding of responsibilities, including governance structures, among stakeholders.

5.2 Institutional structures and governance: roles and role-players

Table 5.1 provides a summary of government role-players and their roles in the Thusong Service Centre programme.

Table 5.1: Government role-players and roles

Department	Roles and responsibilities
a. GCIS	<ul style="list-style-type: none"> - Overall co-ordination and support - Communication and promotional strategy, including branding - Management of GICs - Access to E-Gateway Portal - Report to Governance and Administration Cluster and cabinet committee
b. National Treasury (NT)	<ul style="list-style-type: none"> - Funding options and strategy - Alignment of funding - PPP strategy for Thusong Service Centres - Technical assistance with Thusong Service Centre business planning processes
c. Department of Public Works (DPW)	<ul style="list-style-type: none"> - Infrastructure advice and roll-out - Lease agreements at centre level
d. Department of Provincial and Local Government (dplg)	<ul style="list-style-type: none"> - Municipal Infrastructure Grant (MIG) - Co-ordination at provincial, local and district level - Alignment of ISRDS/URP with Thusong Service Centres
e. Department of Public Service and Administration (dpsa)	<ul style="list-style-type: none"> - E-government strategy through E-Gateway Portal - Legislation re: access strategy, service level agreements (SLAs), working hours, development of service standards, job descriptions, staff and personnel - Thusong co-ordination - Community development workers' (CDWs) alignment strategy with Thusong Service Centres - Monitoring and evaluation of service standards



THUSONG SERVICE CENTRES

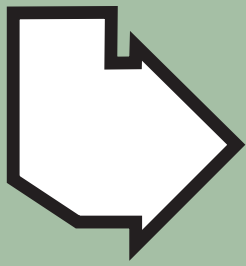
Department	Roles and responsibilities
f. DHA, DSD, DoL and departments of agriculture, of minerals and energy and others	- Roll-out plan alignment (budgets and infrastructure) - Service-delivery plan at provincial and district levels - Resource deployment plan at district level (HR and tools) - Reporting to national co-ordinators
g. Department of Communications (DoC), Sapo, Sentech, National Electronic Media Institute of South Africa [Nemisa], Telkom, etc.)	- ICT strategy - Community radio stations - Public information terminals (PiTs) - Participate in the intersectoral steering committees
h. USAASA	- ICT Strategy - Establishment of telecentres
i. South African Management Development Institute (Samdi)	- Capacity-building strategy
j. State Information Technology Agency (Sita)	- ICT strategy - IT partner for connectivity
k. Provincial government (Premier's offices)	- Co-ordination and governance at provincial level - Development of proper structures and systems - SLA - Alignment with PGDSs - Monitoring, evaluation and support of the programme - Development and implementation of provincial promotional and marketing plans - Co-ordinate establishment and management of PPP at provincial level - Report to national co-ordinators
l. District and local municipalities	- Co-ordination and governance of the implementation at district and municipal levels. - Alignment with 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
m. Department of Trade and Industry (dti), LED co-ordinators	- Provision of economic opportunities projects and programmes in Thusong Service Centres
n. South African Local Government Association (Salga)	- Co-ordination of district and local municipalities

In addition to these government-sector stakeholders, other role-players include:

- **Community organisations:** Community organisations may act as service-providers at Thusong Service Centres, as a support assisting in determining the service needs of communities as well as liaison between government and service-providers.
- **Private sector:** The private sector should fulfil two major roles. Firstly, commitment in terms of service provision at Thusong Service Centres is highly desirable to add to the service offerings at these centres as well as to promote greater financial sustainability. Secondly, the private sector can also contribute to the development of Thusong Service Centres through 'social responsibility' funding programmes or through PPPs. In some cases, the private sector (through appropriate mechanisms) could also take over the management of Thusong Service Centres.

5.3 Co-ordination structures and processes

The sheer number of internal (government), quasi government and private stakeholders is inspirational in the sense that if the combined resources of these stakeholders can continue to be channelled into the programme, there are enormous opportunities for realising the Thusong Service Centre vision. It does, however, also provide an idea of the enormity of the task with regard to co-ordination, particularly when one reflects on the areas of overlap between role-players. In this regard, there are areas where responsibilities are shared both within and across components. This leads to the need to identify a means of co-ordination and alignment to ensure that actions are harmonised and that roll-out is efficient. Essentially this involves firstly, the identification of



institutional role-players or structures able to co-ordinate and align elements of the roll-out and secondly, the identification of processes that could assist in the alignment of role-player activities (Figure 11).

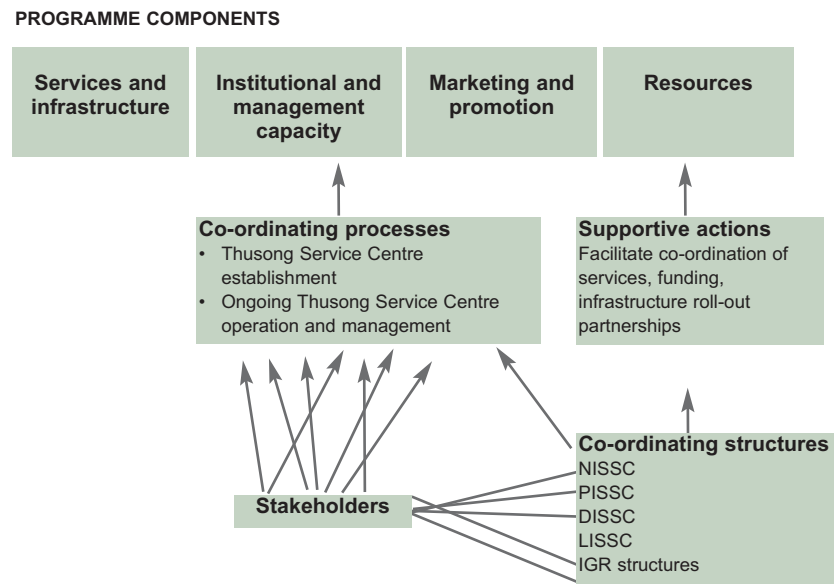


Figure 11: Thusong Service Centre programme – proposed co-ordinating mechanisms

5.3.1 Co-ordinating structures

(a) Programme-specific co-ordinating structures

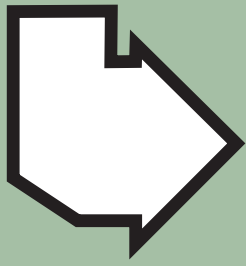
The following structures are in place to assist in co-ordinating the programme:

(i) National Intersectoral Steering Committee (NISSC)

The NISSC, comprising national departments, parastatals, NGOs, business and academia, and Provincial Intersectoral Steering Committee (PISSC) chairpersons co-ordinate and drive the programme at national level. To secure the effective roll-out of second-generation Thusong Service Centres, the NISSC's executive committee will take leadership regarding:

- infrastructure: provision of guidelines regarding the countrywide infrastructural roll-out
- institutional co-ordination: including horizontal (within the national sphere) and vertical alignment (between spheres) to support integrated service delivery
- funding: through the development of funding models and providing guidance regarding funding sources for the programme
- capacity-building and human resources: through supporting training initiatives and other efforts to build capacity to support the programme
- oversight and co-ordination of monitoring and evaluation of the programme as a whole, as well as co-ordinating research efforts.

To ensure that the NISSC becomes a nimble structure capable of strategically guiding implementation and being able to make rapid decisions regarding the programme, it is proposed that the structure be led by an executive committee comprising GCIS, dpsa, dplg, DHA, DoL, DSD, DoC, USA, Samdi, DPW and NT, as well



as the nine provincial PISSC chairpersons. This committee will meet monthly to address technical and strategic operational issues. Decision-making should be facilitated by the presence of senior managers with the appropriate authority delegated through memoranda of understanding (MoUs) signed with the directors-general of relevant departments.

PISSCs comprise provincial departments involved in the delivery of services, as well as stakeholders involved in the roll-out, including representatives of provincial treasury and departments responsible for planning and communication. The PISSC should also make provision for including District Intersectoral Steering Committee (DISSC) representatives, but could mirror the NISSC in forming a nimble executive committee (ideally chaired by a unit within the Office of the Premier) to focus on elements such as:

- funding
- services co-ordination
- strategic alignment of the roll-out with provincial policy
- technical matters (related to provincial business planning)
- co-ordination of monitoring and evaluation at provincial level.

(iii) District intersectoral steering committees

The establishment of second-generation Thusong Service Centres will require the strengthening of DISSC structures as the expanded Thusong Service Centre roll-out will reflect Thusong Service Centre services in all local municipalities. DISSCs should comprise key service-providers at district level, but focus on the inclusion of units responsible for the preparation of the IDP and/or Spatial Development Framework (SDF).

(iv) Local Intersectoral Steering Committee (LISSC)/IDP Forum

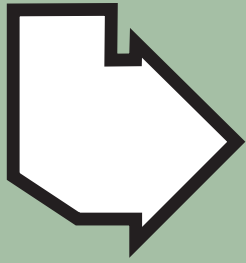
Each local and metropolitan municipality should have an LISSC. In this regard, the IDP Forum could form an ideal structure to drive the programme at this level. The LISSC should have representatives from the municipality and identified service-providers. It is desirable that a dedicated programme manager be responsible for roll-out at municipal level (this could also be a member of staff from the district municipality). The LISSC would be responsible for:

- implementing the programme at local level
- co-ordinating service delivery
- co-ordinating monitoring and evaluation at municipal level and feeding reports to the DISSC.

(v) Thusong Service Centre Management Committee

The Thusong Service Centre Management Committee will drive the establishment and operations of individual centres. The management committee will comprise representatives from the municipality and/or centre management, community structures, traditional authorities and ward representatives. It is possible that it may co-opt members from the LISSC to assist at various points in the establishment/operations of the Thusong Service Centres (e.g. a representative from municipal finance may be involved in assisting with the sound financial operations of an individual centre). Its key roles in Thusong Service Centres will be to:

- facilitate the establishment of the Thusong Service Centres
- address operational issues
- monitor and evaluate at centre level and feedback reports to the LISSC.



(b) Other co-ordinating structures: intergovernmental relations-related structures

Over and above these programme-specific structures, there are a number of fora that could facilitate an efficient role for Thusong Service Centres, specifically in terms of co-ordinating action between the various spheres of government. The Intergovernmental Relations Framework Bill (IGRF) makes provision for the establishment of intergovernmental fora to promote the aims of co-operative government and the implementation of policy, which includes the effective provision of services.

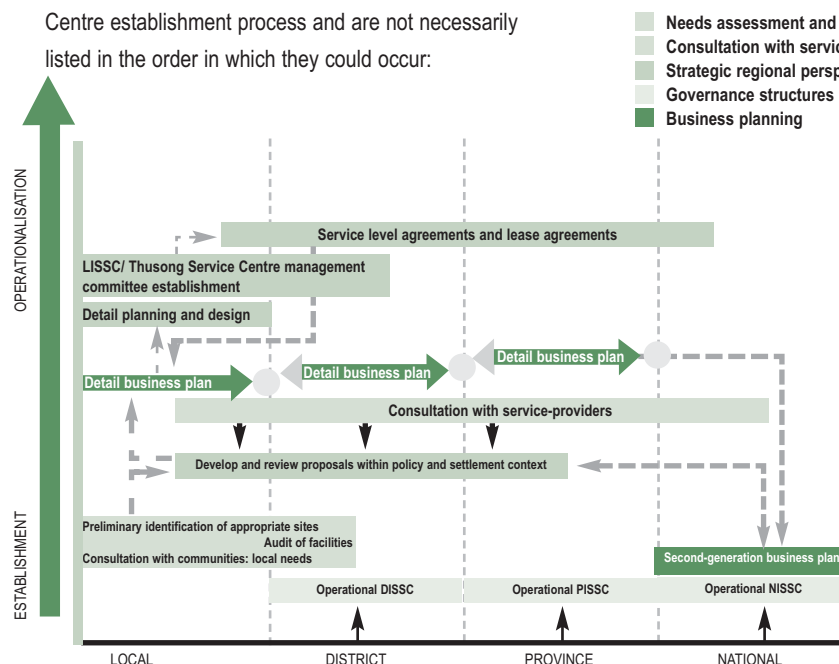
5.3.2 Co-ordinating processes

(a) Thusong Service Centre establishment process

The most significant and important co-ordinating process for the efficient roll-out of Thusong Service Centres is the establishment process. This process reflects how a Thusong Service Centre will come to be in a specific location at a specific point in time. It focuses procedurally on providing for the co-ordination of a range of stakeholder interests, including the alignment of:

- community needs with service provision
- policy objectives with infrastructural development and funding allocation
- infrastructure roll-out at macro level and design at micro level, with service-provider needs and capacity.

The establishment process focuses on a strong ‘consultative approach’ as well as incorporating a broader regional perspective of the roll-out, which is aimed at ensuring alignment with government policies (municipal IDPs and SDFs as well as PGDS/PSDFs). The following procedural elements are part of the Thusong Service Centre establishment process and are not necessarily listed in the order in which they could occur:

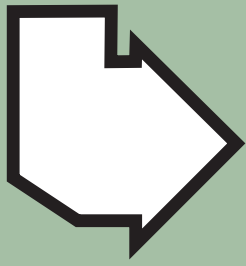


4. In some cases, district municipalities have already used their SDFs to inform a regional roll-out of Thusong Service Centres. (e.g. Nkanglala District Municipality SDF).

Figure 12: Thusong Service Centre programme – proposed establishment process

(i) Bottom-up needs assessment and site identification

This aspect, which has been conducted in a thorough manner for many first-generation Thusong Service Centres, involves:



- a process of consultation at local level to identify service needs
- auditing existing facilities and service provision
- identifying areas of need in terms of access to developmental information and government services
- preliminary identification of appropriate sites
- once reviewed in terms of the regional establishment model, proceeding with detailed local area planning (See Annexure 4) e.g. bulk infrastructural assessment and obtaining land use rights.

This could be undertaken as a joint project by the district and local municipalities. It should be viewed not as a separate exercise but as part of an IDP/SDF (review) process and should be undertaken in parallel to the identification of a regional establishment model.

(ii) Consultation with service-providers

To inform the regional infrastructural roll-out (and linked local level infrastructural model decisions and design), it is necessary to obtain an understanding of the nature and needs of core service-providers. This could involve:

- confirming existing service points
- identifying technical needs (minimum requirements and mode of delivery)
- resources available (ability to commit staff and financial resources to roll-out).

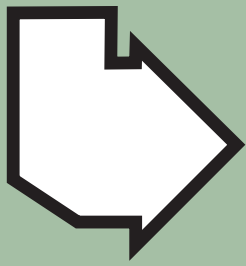
This process would ideally be undertaken and co-ordinated at provincial level in conjunction with district municipalities. It should target core public-sector service-providers (national and provincial), as well as service-providers outside government and the private sector. At local level, municipalities should perform an internal review of service-providers that may provide services as part of the Thusong Service Centre roll-out.

(iii) Develop and review proposals within regional settlement context

While the bottom-up needs assessment will provide local level detail, there is a need for a broader regional perspective on the roll-out. This should occur by means of a series of 'strategy checks' at local (or metropolitan), district municipality and provincial levels. Municipalities should identify the planned Thusong Service Centre(s), including the desired infrastructural model and location within the context of an approved (local) municipal SDF as well as the district SDF. These frameworks should provide 'clues' to the order and location of Thusong Service Centres at the broader municipal level.

In this regard, district municipalities have a key role to play as they represent a key spatial scale in the Thusong Service Centre infrastructural roll-out. They are close enough to the ground to understand local issues, while reflecting wide enough regions to understand broad-level concerns and issues. As such, district municipalities should assist local municipalities in determining an appropriate infrastructural roll-out in their areas. Provinces should also be consulted during this process to ensure that the infrastructural proposals are in line with the provinces' PSDF (and PGDS).

The outcome of this 'strategy check' should be fed into the business plans. This inclusion will ensure that the programme infrastructure roll-out is in line with IDPs/SDFs and PGDSs/PSDFs. When supplemented by the needs assessment and service-provider consultation, local municipalities should be able to draft Thusong Service Centre business plans.



(iv) Business plans

Business plans should be developed across government spheres to drive the implementation of the second generation roll-out.

- Municipal business plans

Local municipalities should compile business plans based on assessments in their areas. These business plans should:

- reflect the appropriate location(s) of (the) Thusong Service Centre(s) to be developed in the municipality
- contain proposals regarding infrastructural models (i.e. type of infrastructure)
- reflect SLAs and commitments from service-providers
- reflect funding/costing as well as sources.

Local business plans should be submitted to the district municipality. District municipalities should review local municipal business plans. This should be viewed as an interactive process and, where necessary, revisions should be proposed specifically to ensure alignment across local municipal boundaries. This should culminate in a co-ordinated district-wide business plan for Thusong Service Centre roll-out which should be submitted to the province.

- Provincial business plans

Based on the district business plans, the PISSC in each province should develop a business plan. The province should review the district business plans, ensuring co-ordination between district municipal areas as well as alignment with the PGDS/PSDF. Revisions could be made in conjunction with municipalities. Once finalised, the provincial business plan should be submitted to the chairperson of the NISSC Executive Committee. The submission of provincial business plans will ensure that detailed funding implications enable the updating of this second-generation business plan.

(v) Formation of appropriate LISSC structures and management committees

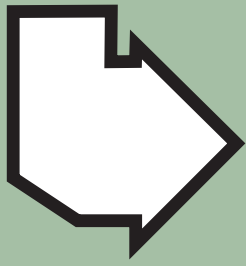
It is critical that a management committee/LISSC is established before a Thusong Service Centre becomes operational. The management committee should ideally be established out of a technical team which would pilot the establishment process from inception to operationalisation.

(vi) Inclusion in municipal IDPs

During the process, potentially once a business plan is drafted and approved, funding aspects should be included in the municipal IDP. The Thusong Service Centre roll-out should also be informed by the strategic components of the IDP, including the municipal SDF. The Thusong Service Centre should also be included as part of the monitoring and evaluation framework of the municipal IDP.

(vii) Detailed planning and design

Detailed planning and design should occur with secured funding for the construction of Thusong Service Centres. This should be done in line with the service-providers' requirements as indicated in the Thusong Service Centre business plan. Obtaining land-use rights, environmental authorisations and the required impact studies (which could occur early in the process) should be dealt with prior to detailed design.



(b) Thusong Service Centre operations

While the establishment process should have laid a sound basis for the operationalisation of the Thusong Service Centre, several checks should occur as part of the 'start-up' process. In this regard, a number of requirements should be in place, including:

- a fully functional management committee
- an appointed centre manager
- a developed promotional plan
- signed SLAs with heads of departments
- signed lease agreements between owners and service-providers
- all minimum service requirements should be met.

Improved co-ordination and alignment achieved as part of the establishment process is a beginning rather than an end. Ongoing alignment and co-ordination in the day-to-day provision of services is critical to achieving the ideal of integrated service delivery implicit in the Thusong Service Centre model. A key factor which will contribute to this is the co-ordination and management abilities and capacity of Thusong Service Centre management staff. Areas where co-ordination will be required include:

- ensuring provisions of SLAs with service-providers are adhered to
- co-ordinating research, monitoring and evaluation at the centres
- mediating the needs of citizens and service-providers and forging networks with and lobbying stakeholders (e.g. private sector) to promote the ongoing development of Thusong Service Centres and to achieve greater levels of service delivery and sustainability.

5.4 Supporting actions

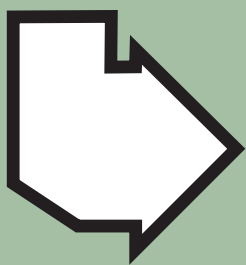
To enable smooth programme roll-out (establishment process) and the ongoing sound management and operation of Thusong Service Centres, a number of supporting and co-ordinating actions are required.

5.4.1 Firming commitments and co-ordinating service provision

At national level, it is critical to ensure a 'strategic level of alignment' among the drivers of the programme, including service-providers within the national sphere. This will entail agreement on the form that the expanded roll-out will take and the broad expectations of service-provider delivery. In this regard:

- The GCIS as part of the NISSC should facilitate strategic level commitment from national service-providers to the roll-out as reflected in the business plan.
- The outcomes should be reflected in MoUs between GCIS and national service-providers (e.g. the DHA) and external role-players (e.g. Telkom). This would reflect service-provider commitment to focusing efforts on delivering services at identified Thusong Service Centres within resource constraints.

While 'detailed levels of co-ordination' related to service-provider operations and rental agreements will, by and large, occur at municipal level, national government, through the NISSC structure, should play a supporting and enabling role. In this regard, the NISSC:



- Should intervene in the case of conflict with national service-providers or where there are issues in terms of meeting service-delivery needs as reflected by municipal business plans. In this regard, GCIS should play a mediating role.
- GCIS, in particular, will provide a resource around structured SLAs that could be employed at local level.

To secure detailed levels of commitment at the level of Thusong Service Centres operations in the context of broader level commitments, the following actions should occur:

- the LISSC/Thusong Service Centre Management Committee, along with the DISSC, should approach service-providers (national, provincial and municipal) as part of the establishment process
- once service-provider resource capacity has been established, commitment should be demonstrated through the signing of SLAs between the Thusong Service Centre Management Committee/LISSC/DISSC⁵ and the relevant service-provider.

5.4.2 Funding: alignment of budgets

To support an efficient establishment process, greater alignment in budgeting processes or cycles between spheres of government should be promoted. This will assist in ensuring that funding from government spheres come on line at the appropriate time in the process of establishing individual centres. With the second-generation business plan identifying municipalities as critical funders of individual Thusong Service Centres (operational and capital), this is even more significant as much of the funding for the programme will rely not on internal municipal funds, but on external funding sources. The NT, as part of the NISSC, should pursue mechanisms to promote greater alignment in budgeting cycles to gain greater efficiency in the funding of Thusong Service Centre infrastructure and operations.

5.4.3 Promoting second-generation strategy: implanting the establishment process

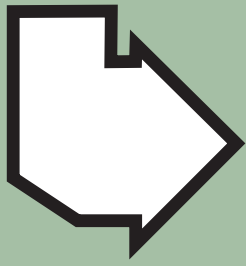
The business plan should be implanted throughout all government spheres. Communication initiatives are required to develop an understanding of key roles and responsibilities. Specifically, critical aspects of the second-generation strategy, including a focus on guiding infrastructural roll-out at regional level and 'new' funding arrangements, are critical for the future success of the programme. The NISSC, through GCIS, should play a leading role in thoroughly communicating the strategy in the provinces. The PISSC will support this process by engaging municipalities, through DISSC and LISSC structures, around the second-generation business plan.

5.4.4 Promoting the adoption of appropriate management models: municipal focus

Part of the establishment process will be to lay the groundwork for the effective management of an operational Thusong Service Centre. This process will involve making choices regarding the appropriate management model for the Thusong Service Centre. While not ruling out other options, the second-generation business plan promotes municipalities being ideally placed to take on the direct management of Thusong Service Centres.

In this model, the municipality will take responsibility for the maintenance of the facility. Dedicated staff should be employed by the municipality to manage the centre, with these positions being filled as the Thusong Service Centre becomes operational.

5. This would depend on which management model has been adopted by the Thusong Service Centre.



To promote the adoption of Thusong Service Centre management by municipalities, a greater awareness of the programme and its benefits among municipalities is needed. This process should be driven by the NISSC and PISSCs.

5.4.5 Forging partnerships

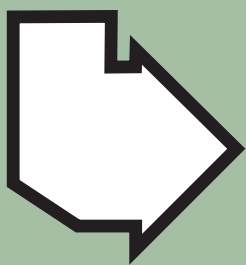
While the Thusong Service Centre initiative is driven by government, it is not purely a government programme. The involvement of a variety of partners is needed to support all aspects of the programme from funding to enhancing the service offerings at Thusong Service Centres.

Centre management committees and even LISSCs or DISSCs may find it difficult to lobby role-players such as Telkom and large corporates. As such, it is proposed that the NISSC and PISSC should, along with political champions from within the different spheres, engage with a variety of non-governmental role-players to rally support for the programme. It is important that this engagement occurs at a high enough level to ensure that firm commitments can be made.

5.4.6 Information and communications technology infrastructure support

Connectivity at the centres is critical and it is crucial that high levels of co-ordination are achieved to facilitate the effective functioning of ICT systems at centre level. The following arrangements will assist in clarifying critical roles in this regard:

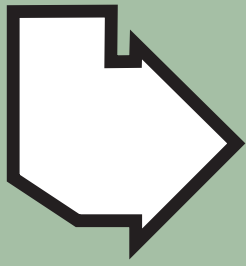
- ICT support in the Thusong Service Centres will be the responsibility of both the USAASA and the department delivering government services to the people. This will be done through outsourced agreements with Sita and/or other service-providers.
- Generally, the ICT infrastructure in a Thusong Service Centre comprises two parts, namely the telecentre and the Gateway GSC equipment that is provided by the USAASA with access to the Internet, and the ICT infrastructure for specific departments, enabling their service delivery. The first is for public consumption with the GSC using an intermediary, and the second is for specific departmental use in the delivery of their services.
- PITs located in Thusong Service Centres are provided, maintained and supported by Sapo.
- With the telecentre and Gateway GSC being rolled out and provided with Internet connectivity by the USAASA, the infrastructure support and maintenance of the Internet connectivity and equipment will be provided by the USAASA through an outsourced agreement with Sita and/or an appropriate service-provider. The USAASA will provide for the cost of the Internet connectivity in the first year. The cost of ongoing infrastructure, connectivity, maintenance and support must be negotiated further with the USAASA.
- Departments delivering services at the Thusong Service Centre and requiring connectivity to the Government Common Core Network (GCCN) must be responsible for providing the necessary links to the GCCN through their Sita service agreements. The connectivity infrastructure equipment and local area network points can be budgeted for as a part of the centre infrastructure costs. The desktop computer equipment and ongoing support and maintenance, must become a part of a service-provider department's normal operation and the appropriate ICT costs must be budgeted for in their ICT budget.
- Sita will provide a connectivity model (for the connectivity infrastructure) to the GCCN for Thusong Service Centres, based on the specific ICT challenges of their locations. This will also have a cost-sharing model for maintenance and support, based on the departmental usage within the Thusong Service Centres.



To provide greater detail, it is critical that an ICT strategy for the Thusong Service Centre roll-out be developed by the relevant role-players.

5.4.7 Other areas requiring greater co-ordination

Several other supporting actions are required to ensure co-ordination in relation to the different programme components. These include the need to ensure greater alignment around the marketing and branding of Thusong Service Centres, and the need to ensure greater co-ordination around human resource capacity-building, including alignment of the Thusong Service Centre and CDW roll-outs. See sections 6.0 and 7.0.



6.0 BUSINESS PLAN PILLAR THREE: COMMUNICATION AND MARKETING

6.1 Thusong Service Centre product: positioning and branding

6.1.1 Unique selling propositions (USPs)

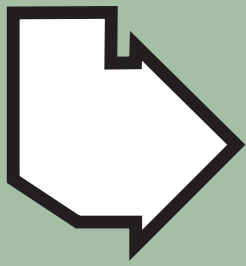
The Thusong Service Centre product provides a particular value proposition to a range of stakeholders. Associated with this value proposition, a number of USPs can be identified. USPs are the elements of the Thusong Service Centre model which give it a comparative advantage or uniqueness, which differentiates itself from other means of service provision. It is critical that the value of Thusong Service Centres is demonstrated not only to citizens (the primary 'clients'), but also to a range of partners whose contribution is needed to realise the objectives of the programme, including:

- service-providers (government, civil society and private sector)
- funding partners
- government strategic planners/policy-makers (national, provincial and municipal).

The programme provides a range of USPs for various role-players. These USPs should be highlighted in marketing messages that are targeted at different 'clients' and 'partners'. The USPs of Thusong Service Centres are summarised in Table 6.1.

Table 6.1: Unique selling propositions

Target	USP
Citizens (primary clients)	<ul style="list-style-type: none"> • Thusong Service Centres provide citizens with access to a range of services in one convenient location or cluster. • Thusong Service Centres enable a two-way relationship between citizens and government whereby communities can access such services and engage in government programmes for their own empowerment. Salient features include: <ul style="list-style-type: none"> • access to superior ICT at Thusong Service Centres, which enables access to opportunities outside of isolated localities (e.g. training, education and distance learning) • face to face communication with government at Thusong Service Centres through the GSC. • Thusong Service Centres provide centres where community events, exhibitions, campaigns and road shows could take place, particularly those linked to government initiatives as well as national holidays as these points are the logical expression of government at local level.
Service-providers	<ul style="list-style-type: none"> • Thusong Service Centres provide platforms for civil society (NGOs and CBOs) to attach their services and programmes so as to work in partnership with government. • Thusong Service Centres provide an opportunity, through the clustering of services and the consequent number of 'feet generated' to provide thresholds for private-sector service or retail enterprises. • Thusong Service Centres can contribute to synergies between service-providers (e.g. sharing superior infrastructure such as function space or infrastructure enabling digital connectivity) and, depending on the model, cost and logistical savings with regard to non-core human resources (e.g. security).
Funding partners	<ul style="list-style-type: none"> • Thusong Service Centres provide an opportunity for funding of a programme which will tangibly impact on many people's lives. Thusong Service Centres will contribute to poverty alleviation particularly through access to grants, but also provide preconditions for economic upliftment through skills development and training. • Thusong Service Centres provide an opportunity to fund a programme that aims toward greater self sustainability.



Target	USP
Government policy alignment	<ul style="list-style-type: none"> • Thusong Service Centres reflect a powerful developmental tool which can: <ul style="list-style-type: none"> • redress past imbalances by ensuring that the most physically and economically marginalised communities are able to access government information and services • support government priorities such as poverty alleviation, LED and education • act as a conduit for realising Batho Pele principles at local community level • create greater awareness regarding the programmes of government and services provided. • the idea of Thusong Service Centres improving people's quality of life • Intergrated service delivery.

6.1.2 Branding

The business plan advocates strengthening commonality in the branding of Thusong Service Centres while allowing for local differentiation in certain respects.

(a) Marketing name

In 2004, Heraldry in the Department of Arts and Culture (DAC) gave a prescription on the use of the South African flag as a logo or emblem of any institution or programme. Heraldry stated that the flag should be used in a very basic manner – flat and two-dimensional – which was not the case with the multi-purpose community centre (MPCC) logo. This use should also be restricted and well-managed.

This factor resuscitated the debate in GCIS regarding the MPCC brand and name, as well as communication issues raised in the 2004 research into Thusong Service Centres. Problems with the identity of Thusong Service Centres identified in this research were supported by further research in 2005 and the MPCC annual workshop of November 2005 which confirmed confusion around the name and brand positioning of centres.

GCIS conducted research in March 2006 to this end. The findings of the research not only covered ideas about a new logo but also revealed that the name MPCC was confusing and did not have a meaning to the beneficiaries, particularly in rural areas.

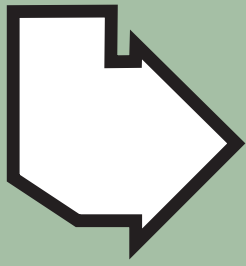
Among many names which were proposed in the 2005 research and MPCC annual workshop in November 2005, which all have more or less the same meaning, 'Thusong Service Centres' was finally approved by cabinet.

(b) By-line and logo

It is recommended that a by-line be introduced with the (Thusong Service Centre) name to improve the degree to which the underlying aim of the programme and that of Thusong Service Centres is conveyed to 'clients' and 'partners'.

It is suggested that it reflect aspects of the following elements which are part of the mission for the second-generation roll-out and which reflect the USPs of Thusong Service Centres:

- the importance of partnerships
- access to a variety of government information and services
- the development-communication approach – reflecting a two-way relationship between government and citizens



- the idea of Thusong Service Centre improving people's quality of life
- integrated service delivery.

The by-line should be short and powerful. Options are listed below but should be reviewed by a copywriter and be decided on in consultation with appropriate structures (e.g. PISSCs):

- government information and services, together, to benefit all
- meeting government to build a better life for all
- your one-stop connection to government information and services
- services and information you can use
- government on your doorstep.

The former logo reflected the national flag. A new logo had to be developed to form part of the common Thusong Service Centre branding effort.

(c) Individual Thusong Service Centre branding

Individual Thusong Service Centre branding should strike a balance between strengthening the common brand and embracing individuality and locally unique features. As such, a number of common branding elements should be a feature of all Thusong Service Centres. This would include, among other things, the marketing name, the by-line and logo, as well as the national coat of arms. These should be reflected on signage and promotional material. Concurrently, there will be a degree of flexibility to enable each Thusong Service Centre to forge its own identity within the common branding framework. As such, a number of other possible branding elements could be reflected by Thusong Service Centres and related promotional material and signage such as sponsor and/or civil-society logos, and provincial and municipal branding.

6.2 Integrated communication and marketing strategy

Thusong Service Centres require an effective communication and marketing strategy to ensure that the Thusong Service Centre USPs and branding are conveyed in an effective manner to the appropriate internal (government) and external (non-government) targets.

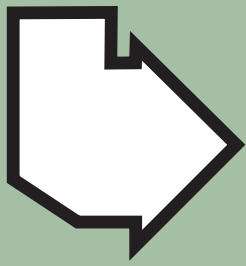
6.2.1 'Internal' aspects

The internal focus on communication, marketing and promotion relates to efforts around promoting the Thusong Service Centre roll-out and programme within government. Key target role-players in these initiatives include:

- high-level (political) drivers
- government service-providers
- strategy developers and managers.

The key areas that need to be addressed 'internally' include:

- generating specific awareness of the second-generation business plan and its implications for government departments responsible for planning and implementing the programme (including preparation of business plans)
- generating specific awareness among government service-providers (national, provincial and local) of the implications of the business plan for human and financial resources



- generating specific awareness among government service-providers of individual Thusong Service Centre initiatives and related opportunities for improving and clustering service access points
- co-ordinating marketing and branding efforts to present a consistent and coherent approach to external role-players
- creating 'internal' pride and ownership by those working in and supporting the centres, making them realise that this is an important and recognised programme (which is valued) that is directly contributing to the improvement of people's lives, government programmes and development in general.

6.2.2 'External' aspects

The external focus on communication, marketing and promotion relates to efforts around promoting the Thusong Service Centre roll-out and programme outside of government. Target role-players in these initiatives could include:

- private sector (which may contribute through funding, resources or as service-providers at Thusong Service Centres)
- parastatals
- civil society (e.g. CBOs and NGOs)
- local communities that may benefit from existing or planned Thusong Service Centre initiatives
- donors and development agencies.

The key areas that need to be addressed 'externally' include:

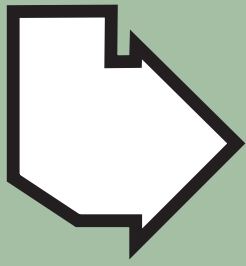
- Building awareness among civil-society organisations, alerting them to the existence of the programme and the fact that they can contribute to it and benefit from it. By acting as centres for community engagement, these centres are logical points for various private-sector and civil-society organisations to base their outreach and other programmes.
- Generating awareness within the private sector, alerting different actors to the fact that they can contribute to the programme and reap benefits from it. Committing resources to Thusong Service Centres could form part of social responsibility programmes. The private sector should also be encouraged to become involved in service provision at Thusong Service Centres (e.g. banking outlets, retail activity, etc.).
- Generating awareness among communities of the programme, alerting them to the fact that these centres exist, the services they can expect and the fact that they are being rolled out.

6.2.3 National approach and roles

At national level, the focus of communication and marketing efforts will be split between a broad co-ordinating and communication role linked to internal aspects, as well as specific supportive actions with regard to external communication and marketing elements.

(a) Internal strategy elements (see Figure 13)

GCIS will need to strengthen engagement with provinces and municipalities around the roll-out. The first element will be the need to engage around the second-generation business plan and its implications for (business) planning and budgeting within other spheres of government. The second aspect is to communicate the implications of the business plan for service-providers (specifically at national level). The final element will be to highlight the achievements of the programme and create internal momentum and pride in the progress made by Thusong Service Centres in service delivery.



The following communication and media approach will be pursued to this end:

- national road shows and izimbizo
- service-provider workshops
- a newsletter
- Thusong Service Centre awards
- a website.

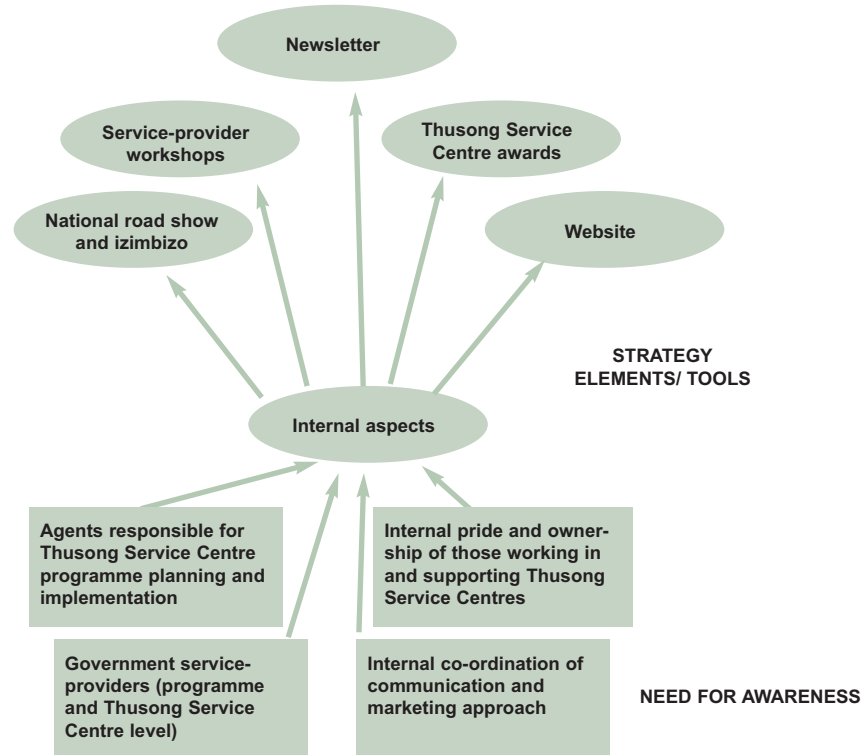


Figure 13: Internal communication and marketing strategy elements

(b) External elements (Figure 14)

GCIS will play a key role in driving the external communication, marketing and promotion of Thusong Service Centres. Several elements will be addressed by GCIS:

- generating national awareness of the programme among the general population, including the private sector and civil society
- pursuing and securing partnerships with the private sector, parastatals and civil society to secure contributions to the programme (resources or provision of services at Thusong Service Centres).

The following communication and media approach will be pursued to this end:

- broad coverage
- national events and campaigns at Thusong Service Centres
- corporate presentations and videos
- a Thusong Service Centre website.

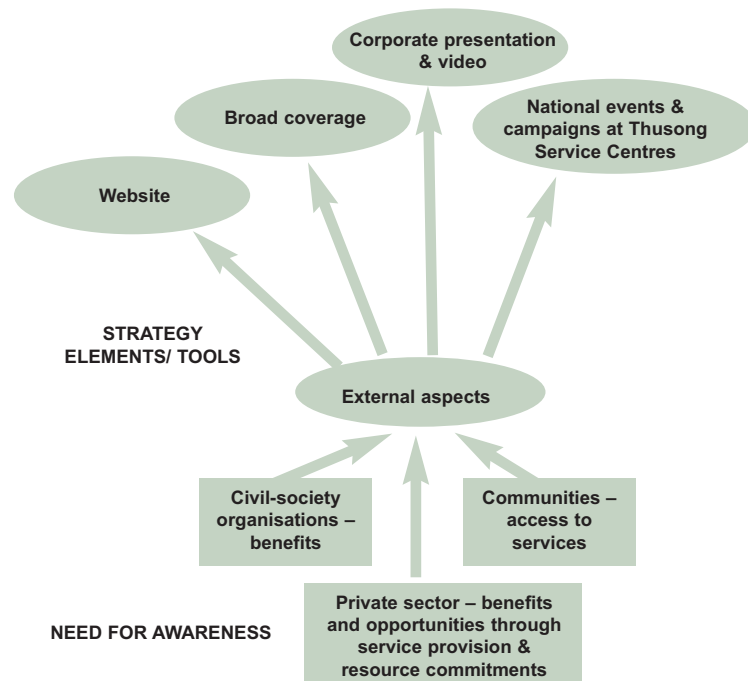
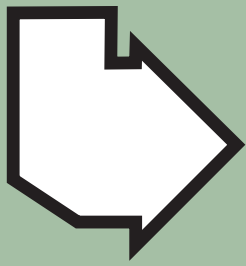


Figure 14: External communication and marketing strategy elements

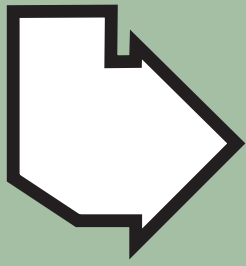
6.2.4 Provincial approach and roles

(a) Internal aspects

The lead departments for the programme within provinces (Premiers' offices) should drive the following internal communication and marketing initiatives (potentially in conjunction with the internal communication department):

- engage with line departments (service-providers) within the province to promote the co-ordination of service provision at Thusong Service Centres and identify human resource commitments required for the Thusong Service Centre roll-out
- engage with municipalities around the development of business planning, the inclusion of Thusong Service Centres as budget items in the IDP and the Thusong Service Centre establishment process (see Section 5.3.2a)
- in conjunction with the NISSC, provide training and guidance on the formulation of municipal Thusong Service Centre business plans.

The most effective communication and marketing mechanisms to accomplish these tasks should be identified by provinces (in conjunction with the PISSCs), e.g. road shows and one-on-one workshops. It should be noted, however, that levels of engagement with municipalities are critical, as this sphere of government will be the primary implementers of the second-generation Thusong Service Centres.



(b) External aspects

Provinces should play a role in the external communication, marketing and promotion of the Thusong Service Centres within the province. Initiatives should be co-ordinated with the national approach and focus on targeting interest groups and partners at provincial level. Efforts could include:

- Pursuing and securing partnerships with the private sector, civil society, specifically within the provincial sphere of influence to secure contributions to the programme (resources or provision of services at the centres)
- Creating general awareness among the provincial population of the Thusong Service Centre initiative. The most effective communication and marketing mechanisms to accomplish these tasks should be identified by provinces (in conjunction with the PISSCs).

6.2.5 Local approach and roles

(a) Internal aspects

At local level, it is recommended that the LISSC and drivers of the programme within the municipal sphere co-ordinate internal aspects of the communication and marketing initiative. The focus at this level should be to ensure that municipal line functions are aware of the programme and make efforts to co-ordinate service provision in Thusong Service Centre locations where needed.

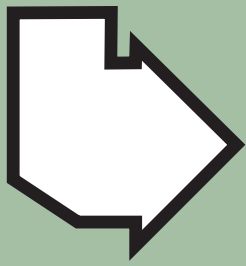
The most effective communication and marketing mechanisms to accomplish these tasks should be identified by municipalities through LISSC structures. Ideally, existing institutional structures should be conduits for communicating implications of the roll-out. (See Section 5.3.1).

(b) External aspects

It is recommended that, at local level, external communication aspects be largely driven from individual centres by the Management Committee (in co-ordination with the LISSC). Internal municipal communication departments may, however, assist in this regard. External communication should focus on building local awareness among the community of the services available at the specific Thusong Service Centres. Communication and marketing tools appropriate to these aims should be developed at local level, but could include:

- open days
- newsletters or pamphlets
- articles in local print media (community newspapers)
- announcements on community radio stations (that could operate from Thusong Service Centres)
- face-to-face communication (through CDWs)
- media briefings by the local municipality.

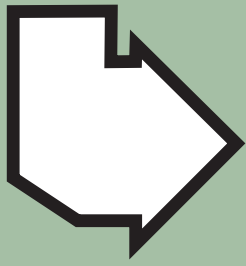
Where there is a need for external buy-in and contributions beyond local role-players, (e.g. funding, service provision from the private sector or parastatals), support should be provided by the PISSC and NISSC.



(c) **Individual Thusong Service Centre launch event**

A launch event is an integral part of the communication and marketing approach at local level. It will be targeted at generating awareness of a particular centre, both internally and externally. It should be co-ordinated at local level by the centre Management Committee in conjunction with the LISSC. Several requirements should be met before individual centres are launched as reflected in Section 5.3.2(b).

While the launch event will be co-ordinated at local level, logistical support should be available through the PISSC and NISSC, particularly with regard to securing the presence of a suitable VIP to launch the centre, logistical support with regard to invitations, and ensuring attendance of relevant role-players at national and provincial levels (e.g. representatives of service-providers). The hosting costs of the launch should be budgeted for by municipalities (or the centre management).



7.0 BUSINESS PLAN PILLAR FOUR: RESOURCES

7.1 Resourcing for individual Thusong Service Centres

To develop and effectively operate individual Thusong Service Centres requires resources. It should be noted that responsibilities for resourcing individual centres will to some extent be linked to the management model adopted for an individual centre. In this regard, the business plan advocates direct management of Thusong Service Centres by municipalities. This would not mean that municipalities would need to provide for all aspects of the capital and operations funding, however they should take a leading role in sourcing funding and ensuring that operational funding requirements are met on a month-to-month basis.

7.1.1 Capital expenditure

The following capital items should be provided for as part of the Thusong Service Centre's establishment (Table 7.1). Generic cost implications are identified although they are influenced by variables, including the type of a centre, whether new buildings are developed for the centre or whether buildings are upgraded and whether extensive investment in bulk services are required (for hubs and satellites).

Table 7.1: Capital budget cost estimates for Thusong Service Centre planning and construction

	Hub (cost estimate)		Satellite (cost estimate)		Mobile (cost estimate)
	High est.	Low est.	High est.	Low est.	Ave est.
Pre-operation costs (consultation, feasibility and design)	R500 000	R250 000	R250 000	R150 000	R150 000
Premises/site ⁶	R300 000	R0	R300 000	R0	
Infrastructure: bulk services and electricity ⁷	R2 million	R250 000	R1 million	R250 000	n/a
Infrastructure: buildings ⁸	R10 million	R4 million	R3 million	R1 million	n/a
Infrastructure: ICT infrastructure, office furniture	R300 000	R300 000	R150 000	R150 000	R150 000
Vehicle(s)/mobile units	n/a	n/a	n/a	n/a	R500 000
	R13 100 000	R4 800 000	R4 700 000	R1 550 000	R600 000

The table reflects high and low estimates for hub and satellite centres. The estimates reflect a differentiation as follows:

- high estimate: greater costs around feasibility and obtaining development rights vs. low estimate: limited feasibility and planning or environmental studies
- high estimate: the need to purchase a site for the centre vs. low estimate: publicly owned land
- high estimate: need for an upgrade in local bulk infrastructure vs. low estimate: limited engineering service work
- high estimate: all new buildings vs. low estimate: use of existing buildings with refurbishment.

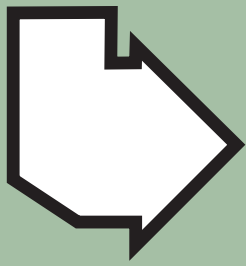
7.1.2 Operations

The following operational items should be provided for on a monthly basis (Table 7.1). Generic cost implications are identified although they are influenced by variables such as staff components. The table identifies an 'ideal' staff component for the models (excluding service-providers), although this may vary depending on

⁶ May not be required if land is publicly owned.

⁷ Only site connections, assuming infrastructure is available.

⁸ May be reduced if existing buildings are used/refurbished.



service requirements. The dpsa should play a role in ensuring that salary structures are co-ordinated nationally.

Table 7.2: Monthly operational budget cost estimates for Thusong Service Centre (minimum)

	Hub	Satellite	Mobile
Salaries (Thusong Service Centre staff) ⁹	<ul style="list-style-type: none"> • Manager (L7 range: R10 857,97 – R12 387,38 p.m). • Comm. and marketing officer (L4 range R6 566,41 – R7404,22 p.m.). • Centre manager secretary/assistant (L4 range R6 566,41 – R7 404,22 p.m.). • Receptionist/GSC officer (L2 range R5 222,65 – R5 669,76 p.m.) • Building caretaker (L1 range R4 808,60 – R5 206,57 p.m.) • Security staff @ R1 000 pp.p.m. (X3) • Cleaning staff @R1 000 pp.p.m. (X3) 	<ul style="list-style-type: none"> • Manager (L5 range R7 519,18 – R8 511,08 p.m.) • Secretary/receptionist/ GSC officer (L2 range R5 222,65 – R5 669,76 p.m.) • Building caretaker (L1 range R4 808,60 – R5 206,57 p.m.) • Security staff @ R1 000 pp.p.m. (X2) • Cleaning staff @R1 000 pp.p.m. (X2) 	<ul style="list-style-type: none"> • GSC officer (L2 range R5 222,65 – R5 669,76 p.m.) • Driver/security staff @ R1 000 pp.p.m. (X2)
Subtotal salaries (Thusong Service Centre staff)	R40 022,04 – R44 072,15	R21 550,43 – R23 387,41	R7 222,65 – R7 669,76
Training	R500 p.m	R500 p.m	R500 p.m
Maintenance ¹⁰	R2 900 p.m	R2 500 p.m	R2 500 p.m
Logistical and administrative ¹¹	<ul style="list-style-type: none"> • Stationery @ R1 000 p.m. • Telephone, fax and network costs @ R2 000 p.m. • Insurance @ R1 200 p.m. • Bank charges @ R500 p.m. • Transport @ R700 p.m. • Rates and municipal charges @ R2000 p.m. • Staff welfare @ R500 p.m. • ICT support @ R4 000 p.m 	<ul style="list-style-type: none"> • Stationery @ R500 p.m. • Telephone, fax and network costs @ R1 500 p.m. • Insurance @ R1 000 p.m. • Bank charges @ R500 p.m. • Transport @ R700 p.m. • Rates and municipal charges @ R1 500 p.m. • Staff welfare @ R500 p.m. • ICT support @ R3 000 p.m. 	<ul style="list-style-type: none"> • Stationery @ R500 p.m. • Telephone, fax and network costs @ R1 500 p.m. • Insurance @ R1 000 p.m. • Transport @ R400 p.m. • ICT support @ R3 000 p.m.
Subtotal logistical and administrative	R11 900 p.m.	R9 200 p.m.	R14 800 p.m.
Marketing and promotions ¹²	R900 p.m.	R900 p.m.	R900 p.m.
Est. total cost p.m.	R56 222,04 – R60 272,15	R34 650,43 – R36 487,41	R25 922,65 – R26 369,76
Est. total cost p.a.	R674 664 – R723 266	R415 805 – R437 849	R311 072 – R316 437

⁹ It should be noted that the staff component is likely to vary and thus the budget amount may vary significantly depending on levels of service provided.

¹⁰ Estimated based on average monthly expenditure obtained from survey report on first-generation Thusong Service Centres, January 2006.

¹¹ Ibid.

¹² Ibid.

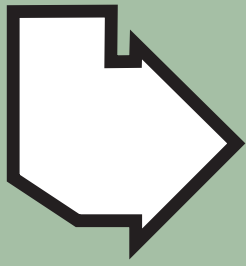
¹³ 15% 'P' component for community facilities.

7.1.3 Resourcing responsibilities and funding sources

Currently, lead departments in the provinces play a major role in the capital and operational funding of Thusong Service Centres. The Thusong Service Centre business plan advocates a transition of the funding responsibilities for Thusong Service Centres to municipalities as the network of service points expands. There is not one dedicated funding stream for Thusong Service Centres. However, there are a variety of sources that need to be exploited.

Capital funding will be derived from:

- The NDP Grant administered by the NT, which is a grant available to municipalities from April 2006. This fund can be accessed for pre-operational aspects (such as feasibility studies) and for infrastructure. This is a conditional grant that will be available for at least the following three financial years.
- The MIG which incorporates a component that can be used for community facilities, one of which would be Thusong Service Centres.



- Departmental funding across spheres that could be utilised for capital investment. A provincial department of health may be seeking to build a new clinic. Funds for this facility could contribute to infrastructure for part of the Thusong Service Centre facility.
- Other funding sources, including donor funding, securing financial or other resource contributions from the private sector and contributions from parastatals or other NGOs should be explored.

Operational funding will be derived from:

- Revenue generated by the Thusong Service Centres. This represents an ideal situation (i.e. where revenue from the centres – e.g. service-provider rentals – could cover all operational costs). It is, however, a reality that this may prove to be inadequate.
- Municipal funds (if they are the managers of the centres) which will be drawn from internal funding and equitable share allocations.
- Provincial funding. In certain cases, particularly in underresourced municipalities, it may be suitable for provinces to contribute directly to assisting municipalities in covering operations costs. This may be required during the initial operations period, when service-providers begin operations at the centres. This should be outlined in business plans and should be regarded as an interim arrangement unless the centre is not managed by the municipality.

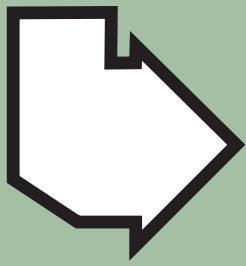
7.1.4 Sustainability strategies

The Thusong Service Centre programme is not an unfunded mandate. While municipalities are viewed as key drivers in the resourcing and development of the centres, the programme is shared between all spheres of government. As such, contributions to reducing costs and increasing available resources will be made by a variety of stakeholders. Thusong Service Centres should thus not be viewed as a burden by municipalities, but as an asset that is the joint responsibility of all in government. At the same time, there is an emphasis on cost recovery in line with the Municipal Finance Management Act, 2003 (Act 56 of 2003). This represents an obligation in terms of ensuring that service provision through Thusong Service Centres reflects a sustainable, cost-efficient model where costs are recovered. To this end, the following 'capital' and 'operational' sustainability strategies will be pursued.

To ensure sustainability with regard to capital investment in Thusong Service Centres, a number of strategies are identified which will be considered during the centre establishment phase:

- focusing on the use of existing resources such as the use of publicly owned land for, and the refurbishment or upgrading of public buildings in Thusong Service Centre development
- securing alternative sources of funding and resource contributions through efforts such as pursuing partnerships with the private sector
- ensuring capital investment results in a design that will reduce the operational burden, including the use of sustainable technologies
- ensuring that the scale of investment and infrastructure is in line with demand
- establishing synergies with other government programmes (e.g. the URP, Expanded Public Works Programme [EPWP] and municipal nodal investment priority areas) as part of the capital investment process as this will promote the spatial and functional convergence of resources and improve the impact of spending.

To ensure sustainability with regard to operational aspects, a number of strategies will be considered during the Thusong Service Centre establishment phase:



- Implementing secure, two-way commitments between centre operators and service-providers (SLAs, including rental agreements).
- Encouraging service-providers to relocate to the centres, alternatively, centres reinforcing existing clusters of service-providers to avoid duplication.
- Strengthening income streams by exploring service-provider partnership opportunities outside government. Additional rental income will assist in contributing to operational costs.
- Strengthening human resources by using existing initiatives such as the CDW roll-out, learnerships (where sector education and training authorities and Samdi will play a role in training) and the infopreneur initiative (pioneered by the CSIR), which will improve the sustainability of ICT investment and services at Thusong Service Centres.
- Exploring innovative/alternative funding sources such as those that target human capacity-building and empowerment (e.g. the National Skills Fund managed by the DoL and the Umsobomvu Youth Fund).
- Exploring options for outsourcing services to promote cost-effectiveness.

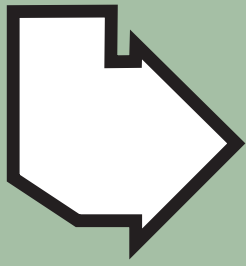
7.2 Resourcing the programme

7.2.1 Broad-level support and costs

To ensure efficiency and broad-level sustainability, resources will need to be dedicated to the overall programme (including co-ordination efforts) in a number of key areas. This component of the business plan focuses on areas where national commitment will need to be made to the programme, and excludes implications for service-providers. Costs at national level are generally linked to GCIS budgets. The focus is on short-term requirements that will be revised on an annual basis and will feed into the Medium Term Expenditure Framework requirements. These requirements are reflected in the table below.

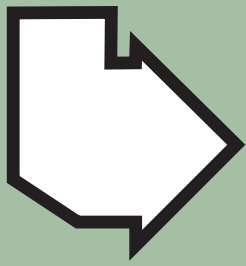
The business plan provides some guidance as to programme-supporting activities at provincial and municipal levels. Specific items drawing on the guidance provided by the business plan should be detailed as part of provincial and municipal Thusong Service Centres business plans. Provincial government should provide for activities undertaken by the PISSC and municipalities should support DISCC and LISSC running and capital costs.

Action	Driver and role-players	Timeframe	Nature of expense	Budget implications
Services and infrastructure				
Initiative: Thusong in a shopping centre	GCIS, dpsa, CPSI, local government	Ongoing	n/a (local government planning and development costs)	Municipally determined
Initiative: UR/ISRDP Node	GCIS, dpsa, local government	Ongoing	n/a (local government planning and development costs)	Municipally determined
Initiative: mobile services	GCIS with dpsa and appropriate government role-players	Ongoing	Capital and operations (service departments and/or municipal)	Service-providers and/or municipally determined
Develop ICT Strategy for roll-out of Thusong Service Centres	DoC with Sita and USAASA	2006/07	To be determined	To be determined



THUSONG SERVICE CENTRES

Action	Driver and role-players	Timeframe	Nature of expense	Budget implications
Institutional and governance				
Review GCIS mandate and identify new mandate and responsibilities for second-generation roll-out	G&A Cluster Cabinet Committee	2006/07	n/a	n/a
Human resource needs analysis and staffing strategy	GCIS	2006/07 (following above)	Service-provider (organisational development)	R300 000
Sign MoUs to strengthen NISSC decision-making ability	GCIS with dpsa	2006/07	n/a	n/a
Sign MoUs with external role-players around service provision	GCIS with dpsa	2006/07	n/a	n/a
Develop standard SLAs and make available to spheres of government and relevant Thusong Service Centre role-players	GCIS with dpsa	2006/07	n/a	n/a
Pursue mechanisms to achieve greater budgetary alignment	NT	2006/07 – ongoing	n/a	n/a
Communication and marketing				
National road shows and izimbizo	GCIS and PISSCs	2006/07	Hosting of izimbizo (9)	R10 000 (X9)
Service-provider workshops	GCIS	2006/07	None	n/a
Newsletter	GCIS	2006/07 – ongoing	Graphic design	R50 000
Thusong Service Centre awards		2006/07 – ongoing	Award	R15 000
Broad coverage		2007/08	Service-provider	*R1 m
National events and campaigns	NISSC	2006/2007 – ongoing	n/a	n/a
Corporate presentations and videos		2006/07		To be determined
Thusong Service Centre website		2006/07		Complete
Resources				
Review and standardise salary structures for Thusong Service Centre staff	dpsa with GCIS	2006/07	n/a	n/a
Run orientation programme for centre managers				
Initiative training programme for Thusong Service Centre managers and/or other centre core staff	GCIS, Samdi (partner with tertiary institution)	2006/07 – ongoing	Possible costs associated with course material, external lectures	R10 000



THUSONG SERVICE CENTRES

Action	Driver and role-players	Timeframe	Nature of expense	Budget implications
Institutional and governance				
Host and organise Thusong Service Centre annual workshop	GCIS with relevant provincial and municipal partners	2006/07 – ongoing	Hosting costs	R150 000
Monitoring and evaluation				
Review future research needs and communicate activities and available resources	GCIS/NISSC Exco and PISSC Excos	2006/07	n/a	n/a
Review and initiate the development of GIS-based monitoring and evaluation tool	GCIS/Human Science Research Council (HSRC)	2006/07 – ongoing	n/a (though service-provider assistance may be required)	n/a (to be determined)
Identify and implement strategy to ensure links between Thusong Service Centre monitoring and evaluation framework and government-wide monitoring and evaluation system	dpsa with GCIS/The Presidency	2006/07 – ongoing	n/a	n/a
Investigate viability of introducing grading system	dpsa with GCIS	2006/07	n/a	n/a
Update cost overview and model with input from provincial business plans	GCIS	2006/07 – though likely to be 2007/08	n/a	n/a

7.3.2 Targets: Thusong Service Centre capital and operations costs and provincial projections

Cumulative costs associated with Thusong service Centre roll-out can be modelled per province and projected for the programme to 2014. This is, however, subject to refinement. Only when provincial business plans are completed in line with the establishment process outlined and 'fed up' to inform the national business plan, can accurate indications be provided regarding funding needs. These will thus be amended and updated in due course. The projection uses the generic capital and operational costing developed for different types of centres (including high and low estimates) as a starting point (tables 7.3 and 7.4).

Table 7.3: Capital budget estimates	Cost
Hub high	R 13 100 000,00
Hub low	R 4 800 000,00
Satellite high	R 4 700 000,00
Satellite low	R 1 550 000,00
Mobile	R 600 000,00

Table 7.4: Operations budget estimates	Cost p.a.
Hub high	R 723 265,80
Hub low	R 674 664,48
Satellite high	R R 437 848,92
Satellite low	R 415 805,16
Mobile high	R 316 437,12
Mobile low	R 311 071,80

Target numbers of Thusong Service Centres per province are identified in line with the national target of one Thusong Service Centre for every local municipality. A target of Thusong Service Centre services in all municipalities is set for 2014, moving beyond the target of one centre in all 46 district municipalities and six metros. An expanded overall target of 300 instead of 283 Thusong Service Centres is thus set, which recognises the likely need for more than one centre in metropolitan municipalities and certain local municipalities. Provincial population numbers are used to provide an indication of need/demand. This informs the identification of preliminary targets for each province. (Table 7.5)

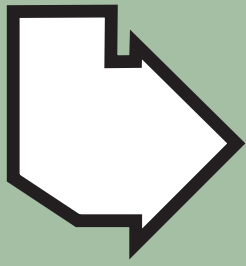


Table 7.5: Preliminary Thusong Service Centre targets per province (to be revised)

Province	Existing centres	Desired total (based on % population)	Target/shortfall
Eastern Cape	6	45	40
Free State	7	19	12
Gauteng	22	58	36
KwaZulu-Natal	9	62	53
Limpopo	13	36	22
Mpumalanga	7	21	14
Northern Cape	6	6	0
North West	5	24	19
Western Cape	13	30	17
Total	88	300	213

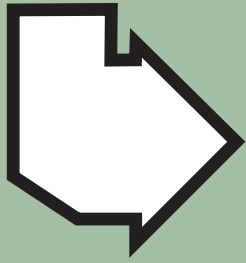
Finally, the Thusong Service Centre target per province is split among the types of centres. The allocation of different types of centres per province is based on a broad reflection on the settlement context. However, this will be adapted once provincial business plans are submitted. The targets and identified types of centres to be developed by 2014 provide the basis for the projected capital and operational (excluding service-providers) cost implications (before inflation) which are reflected below.

Table 7.6: Capital cost projection to 2014/15 (to be revised in provincial business plans)

Province	Hub	Satellite	Mobile	Capital cost high	Capital cost low
Eastern Cape	7	38	10	R 165 200 000,00	R 61 550 000,00
Free State	5	13	0	R 64 800 000,00	R 21 850 000,00
Gauteng	6	18	0	R 228 000 000,00	R 78 550 000,00
KwaZulu-Natal	11	46	11	R 209 300 000,00	R 77 300 000,00
Limpopo	5	12	5	R 96 800 000,00	R 36 100 000,00
Mpumalanga	3	11	3	R 66 600 000,00	R 23 650 000,00
Northern Cape	5	16	15	R 0,00	R 0,00
North West	4	16	4	R 76 400 000,00	R 26 000 000,00
Western Cape	6	11	5	R 126 800 000,00	R 45 500 000,00
Total	52	171	53	R 1 033 900 000,00	R 370 500 000,00

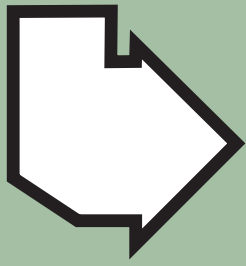
Table 7.7: Operations cost projection to 2014/15 (to be revised in provincial business plans)

Province	Hub	Satellite	Mobile	Capital cost high	Capital cost low
Eastern Cape	7	38	10	R 26 406 379,44	R 25 484 138,04
Free State	5	13	0	R 5 539 603,92	R 5 248 521,24
Gauteng	6	18	0	R 17 760 479,28	R 16 781 001,00
KwaZulu-Natal	11	46	11	R 33 194 953,80	R 32 026 030,68
Limpopo	5	12	5	R 15 170 907,36	R 14 636 324,40
Mpumalanga	3	11	3	R 8 387 538,00	R 8 048 167,44
Northern Cape	5	16	15	R 0,00	R 0,00
North West	4	16	4	R 8 904 205,44	R 8 519 313,36
Western Cape	6	11	5	R 10 616 706,72	R 10 072 469,28
Total	52	171	53	R 125 980 773,96	R 120 815 965,44



8.0 RISKS

Service and infrastructural risks	
Risk factor	Action
Inappropriate level of infrastructure development (centre typology)	Development of guidelines on considerations informing centre infrastructural model and typology
Infrastructure not to service-provider specification	Engagement with service-providers to be reflected in business plan
Lack of integrated service delivery	SLAs to be signed with centre management, reflecting co-ordinated operating times between service-providers
Service-providers do not adhere to commitments at Thusong Service Centre as per SLAs	Mechanisms to be implemented whereby through PISSC and NISSC these issues can be addressed. MoUs to be implemented with key national and provincial service-providers. Monitoring and evaluation measures developed.
Service-providers are not able to provide resources (human/financial) to support expanded network of centres	Thusong Service Centre initiative promotes reinforcing existing service-delivery points (or relocation to Thusong Service Centre). Establishment process for each centre reflects consultation with service-providers around capacity.
ICT infrastructure connectivity challenges	GITOC to develop ICT strategy for Thusong Service Centres
Institutional and governance risks	
Lack of alignment of Thusong Service Centre development with PGDS, IDPs and municipal SDFs	Requirement that provincial and municipal business plans reflect alignment with policy (particularly in accessing grant funding)
Lack of capacity among municipalities to manage Thusong Service Centres	Other management models possible. Guidelines developed to assist municipalities through establishment and operationalisation process.
Challenges around specific levels of commitment from service-provider representatives as part of ISSC structures to the Thusong Service Centre programme	High-level political drivers to champion programme: GCIS to drive efforts to generate support at director-general (DG) and deputy DG levels across national service-providers. Programme generally to be driven from premiers' offices at provincial level to strengthen profile.
Political appropriation of Thusong Service Centres and promotions aspects	ISSCs to ensure that Thusong Service Centres remain a-political institutions
Lack of intergovernmental co-ordination around establishment and operations	Existing/emerging IGR fora/structures to be targeted as institutional space for addressing issues of alignment and co-ordination of action around Thusong Service Centre development between government spheres
Communication and marketing risks	
Lack of buy-in from municipalities and other key partners around second-generation roll-out	GCIS as member of NISSC and PISSCs to drive series of engagements around second-generation Thusong Service Centres
Lack of buy-in from private sector	GCIS to target private sector as part of communication and marketing initiative
Continued divergent promotions and branding aspects at Thusong Service Centres	Communication and marketing strategy sets guidelines for common branding framework, allowing flexibility
Lack of awareness among general population	Communication and marketing strategy to be developed
Resources risks	
Lack of skills among centre management staff	Training programme and workshops to be co-ordinated by GCIS through NISSC with support of PISSCs
Lack of capital funding for Thusong Service Centres	Development of partnerships promoted, GCIS to lead process
Lack of funding for operations at Thusong Service Centres	Supporting actions to promote sustainability identified. Interim measures, including provincial support, in exceptional circumstances
Lack of funding for broad programme-supporting aspects	Included in budgeting requirements



9.0 MONITORING AND EVALUATION

The monitoring and evaluation of the Thusong Service Centre programme is the responsibility of all spheres of government as partners in the roll-out. Several key areas are critical with regard to monitoring and evaluation if the roll-out of centres is to achieve the strategic objectives of the business plan. Firstly, there is a need to measure the impact of the business plan on the roll-out of Thusong Service Centres countrywide. In this regard, the FOUR PILLARS of the business plan are taken as a point of departure. Secondly, there is a need to conduct detailed monitoring and evaluation of the impact of Thusong Service Centres on a local level to assess on whether the centres are operating effectively and delivering the information and services to the extent and in the manner that communities needed.

Care should be taken to ensure that the monitoring and evaluation system developed aligns with the emerging government-wide monitoring and evaluation system.

9.1 Broad programme monitoring and evaluation

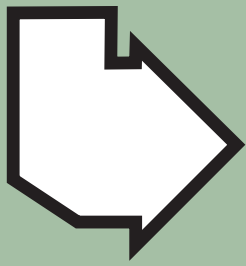
GCIS will be responsible for the overall monitoring and evaluation of the programme, including the co-ordination of research and data collection.

9.1.1 Indicators and data collection

Indicators are broadly linked to the specific objectives of the second-generation business plan and the strategies reflected in each of the FOUR PILLARS. Each indicator has been set to provide specific information regarding the output and outcomes of the programme.

Table 9.1: Thusong Service Centre programme indicators

Indicator	Data-collection tool/ technique	Frequency of collection	Responsibility
Services and infrastructure			
Number of new centres that have been developed and location	ISSC/GCIS internal communication	Continuous updating	GCIS
Number of citizens living within one hour of a centre	GIS monitoring system	Annual	HSRC/GCIS
Type of services offered at each centre in terms of the Six Block Services Model	Individual centre reporting template reflecting in GIS monitoring system	Monthly update	GCIS/centre management and ISSC structures
Frequency of service provision	Individual centre reporting template reflecting in GIS monitoring system	Monthly update	GCIS/centre management
Number of services that have been added to the portfolio of services at existing centres	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Number of service-providers that have left the centres	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Number of people who are serviced by Thusong Service Centres and most significant services	Individual centre reporting	Annual update	GCIS/centre management
Number of centres that have all-day connectivity to ICT networks	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Degree to which centre design: <ul style="list-style-type: none"> • caters for income-generation opportunities • caters for socially marginalised groups • reflects use of sustainable building material and construction methods 	Specific site research	Bi-annual	GCIS/NISSC/PISSCs

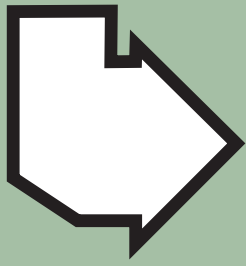


THUSONG SERVICE CENTRES

Indicator	Data-collection tool/ technique	Frequency of collection	Responsibility
Institutional and governance			
Number and type of elements not reflected in individual centre establishment processes as per process proposed by the second-generation business plan	Business plan evaluation and ISSC reporting	Annual (linked to financial year)	GCIS and ISSC structures
Number of functioning LISSCs and DISSCs	ISSC reporting templates	Quarterly	PISSCs/GCIS
The degree to which ISSCs are performing their mandated roles	Specific research	Bi-annual	GCIS/dpsa
Percentage of service-providers with signed SLAs at Thusong Service Centres	Business plan evaluation and ISSC reporting	Annual	GCIS and ISSC structures
Number of centres that spatially correlate with strategies/priorities as reflected in PGDS and IDPs/SDFs	ISSC reporting	Annual	GCIS and ISSC structures
Communication, marketing and promotions			
Number of new Thusong Service Centre national partners (private-sector and other non-governmental stakeholders)	GCIS internal communication	Annual review	GCIS
Number of internal departments with services at the centres	Individual centre reporting template reflected in GIS monitoring system	Monthly update	HSRC/GCIS
Levels of awareness of Thusong Service Centre programme among targets (samples)	Specific market research	Bi-annual	GCIS
Resources			
Number of Thusong Service Centre staff through training programme	ISSC reporting	Annual	PISSCs and GCIS
Number of centres serviced by: • CDWs • learnerships • volunteers	Individual centre reporting	Monthly update	GCIS/centre management and ISSC structures
Capital funding spent on Thusong Service Centre (per province)	Individual centre and ISSC reporting	Annual (linked to financial year)	GCIS/centre management and ISSC structures
Operational funding committed to Thusong Service Centres (per province)	Individual centre and ISSC reporting	Annual	GCIS/centre management and ISSC structures
Number of centres reflecting full cost recovery from service-providers and other revenue sources (sustainability)	Individual centre reporting template	Annual (linked to financial year)	GCIS/centre management and ISSC structures
Number of rental defaults and linked centres	Individual centre reporting template	Monthly update	GCIS/centre management and ISSC structures
Challenges associated with operational sustainability at Thusong Service Centres	Specific research	Bi-annual	GCIS/NT

Various data-collection means in relation to the above indicators are proposed. These will feed into overall programme monitoring and evaluation and include:

- Individual centre reporting on a monthly basis as per developed reporting templates and associated indicators. Reports will be made available to GCIS and ISSC structures.
- ISSC reporting on a quarterly basis. Reports will reflect common indicators to assist in the overall monitoring and evaluation of the programme.
- Business plans.
- Specific research, which will generally occur at national level or through co-ordination with specific provinces.
- GCIS Internal Communication – other programme level data will be available and internally linked to specific GCIS activities.



9.1.2 Supporting tools to assist in evaluation and reporting

To be useful, data needs to be packaged, sorted, processed and presented in a co-ordinated and accessible manner. The business plan proposes the use of a number of tools to ensure that these requirements are met:

- The GIS tool to assist in monitoring and reporting
- Alignment to the government-wide monitoring and evaluation system, including the use of a web-based portal for reporting purposes to ensure access to all decision-makers across all spheres of government, and the development of an electronic monitoring and evaluation tool that will assist those responsible for reporting on progress and ensure a coherent and uniform reporting system.
- Co-ordination of research to avoid duplication of effort and to ensure that synergies are achieved among role-players. Sector departments who wish to conduct research at either a programme or specific centre level should ensure that proposals are tabled at ISSC meetings. These proposals should be shared across the spheres of government through ISSC reporting on a quarterly basis. The outcomes of the research should similarly be shared through the ISSC structures.

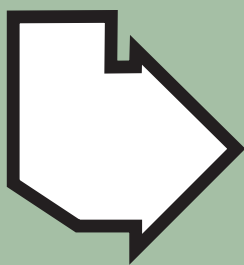
9.1.3 Evaluation framework

Evaluation of the broader roll-out should occur at various times to make adjustments to actions and strategy. To this end, several time-based points of evaluation are proposed as part of the monitoring and evaluation framework.

- 'Immediate' and monthly evaluation: This involves evaluation of available data on a month-to-month or more immediate basis. It would focus on enabling the identification and execution of the short-term actions necessary to remove blockages in delivery (e.g. addressing rental defaults at a specific centre by sector departments).
- Annual evaluation and issues: This involves the annual evaluation of progress with the Thusong Service Centre roll-out. The focus should be on progress made toward the objectives of all four pillars of the business plan and should be linked to the financial year-end. It is proposed that a national progress report be prepared, presented and discussed at the annual national Thusong Service Centre workshop. GCIS and the PISSCs should contribute to the preparation of the report. Apart from highlighting progress, annual evaluation should:
 - Point out deeper structural concerns that may be hampering the roll-out of the programme and identify initiatives to be undertaken to address concerns.
 - Update cost projections reflecting on business plans submitted.
 - Feed directly into the annual review of the short-term action plan (broad-level support and costs) prepared as part of this business plan. The annual report should also be submitted to the African Peer Review Mechanism as part of the process of learning from experience to improve governance.
- Periodic evaluation: This will be conducted in relation to specific components of the roll-out where necessary, and will be co-ordinated by GCIS.
- Major mid-term evaluation and business plan review (2010): This evaluation should involve a comprehensive review of progress on all fronts of the roll-out reflected by the four pillars of the business plan.

9.2 Thusong Service Centre performance monitoring and impact assessment

It is proposed that each centre develops a performance monitoring and impact assessment component as part of its business plan. This should be aligned with the requirements of municipal performance monitoring systems and reporting requirements of the broader programme as outlined in Section 9.1.



9.2.1 Indicators and data collection

The focus should be on collecting information to monitor the progress of the centre in meeting the service needs of the local population. Key indicators are outlined in Table 9.1 – these are required to assist in broad-level programme monitoring and are supplemented by additional indicators focusing on the impact of individual centres and areas for improvement in service delivery (these should be based on achievement of the Batho Pele principles). Data collection should occur through:

- local centre staff-administered surveys
- suggestion boxes
- other engagements such as focus-group meetings with service-providers
- standardised reporting templates.

9.2.2 Evaluation framework

Evaluation of the performance of individual centres should occur at various times:

- 'Immediate' and monthly evaluation: This is aimed at enabling rapid action to rectify issues that may be hampering service delivery or the efficient operation of the Thusong Service Centre. To assist this process, clear lines of reporting should occur to expediently address any issues related to service delivery. In addition, centre management should prepare monthly reports (based on reporting templates) for the LISSC structure.
- Annual evaluation: Annual evaluation at the level of the centre provides an opportunity to reflect on deeper issues that may be hampering operations. An annual report/evaluation of the centre operations, linked to the financial year-end, should be prepared by centre management and/or LISSC structures.

9.3 Thusong Service Centre grading

To provide a tangible reflection of progress in terms of levels of service at Thusong Service Centres, the business plan proposes implementing a grading system for centres. This could be similar to the tourism grading system where establishments are evaluated according to set criteria and assigned a star rating. It is proposed that indicators be developed around the Thusong principles, and that the grading of centres could thus be reflected as a 'Thusong star rating'. It should involve a reflection on service delivery by centre management as well as by service-providers at the centre.

The annual evaluation of Thusong Service Centre performance, levels and quality of service delivery could provide the basis for allocating and reviewing the grading for each centre. A grading system would also assist in ensuring that centres strive to improve and maintain levels of service and could be linked to the local Thusong Service Centre marketing strategy. As part of the grading process, Thusong Service Centres could be nominated for provincial or national Thusong Service Centre awards presented on an annual basis. As part of the investigation into implementing the grading system, institutional capacity and responsibilities as part of implementing the system should be reviewed and the proposal tested through a pilot study, initially in one province.

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