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THE EFFECTIVENESS OF THE FETAKGOMO THUSONG SERVICE CENTRE IN PROVIDING GOVERNMENT SERVICES TO THE COMMUNITY OF FETAKGOMO

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Submitted in fulfilment for the degree of Master of Management (Public Management and Development) in the faculty of Commerce, Law and Management at the University of Witwatersrand

SUPERVISOR:

Dr. Emmanuel Innocents Edoun

Declaration

I, Azwinndini Nethathe hereby declare that this research report is my own original work. It is being submitted to the Faculty of Management, University of Witwatersrand in Johannesburg, South Africa. It is being submitted in partial fulfilment of the requirements for the degree of Master of Management (Public Management and Development). I declare that this report has not been submitted before in part, or in full, for any other degree or examination at thus or any other university.

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Abstract

Although South Africa's economy is the largest and most developed in Africa, South Africans still face a challenge of access to government information and services. This is so as most people still reside in areas that are remote and predominately rural. The government introduced the Thusong Service Centre (TSC) programme, also known as one stop Centre's in communities with the aim to improve the quality of people's lives by bringing services closer to the people. The study seeks to explore the potential of Thusong Service Centre's as an initiative of integrated service delivery. It looks at the effectiveness of the Fetakgomo Thusong Service Centre in providing adequate government services to the community of Fetakgomo. Furthermore, the study develops an understanding of Thusong Service Centre's through an investigation of factors that can contribute towards a successful centre. One of the main findings of the research was that even though the Fetakgomo Thusong Service Centre is a good initiative it is still faced with operational challenges such as lack of institutional arrangement for departments rendering services at the centre.

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List of Abbreviations

Batho Pele - Putting People First

CBO - Community Based Organisation

CDW - Community Development Worker

GCIS - Government Communication and Information System

ICT - Information and Communication Technology

IDP - Integrated Development Plan

LISSC - Local Inter-Sectoral Steering Committee

MPCC - Multi Purpose Community Centre

NGO - Non- Governmental Organisation

NISSC - National Inter- Sectoral Steering Committee

PISSC - Provincial Inter- Sectoral Steering Committee

SASSA - South Africa Social Security Agency

USSASA - Universal Service and Access Agency of South Africa

Chapter 1: INTRODUCTION

In 1998 a communication task team from government conducted a research on the state of service delivery in the country. The findings of the study highlighted difficulties and inconveniences ordinary South Africans faced in accessing government services and information (GCIS, 2001). It also highlighted limited communication and the lack of effective systems of communication between citizens and government. Challenges were attributed to a range of factors, for instance, that many people live in areas that are remote, under-serviced and lack basic ICT infrastructure. Furthermore, the lack of central points of communication for people to access information and services made it very cumbersome to access services and information on government services. Therefore in order to address the challenges, the government established Thusong Service Centres (TSC'S) in formerly disadvantaged areas. The TSC's formerly known as Multi-Purpose Community Centres (MPCC) 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 (www.gcis.gov.za). This integration would enable government to be closer to the people and would also help to improve the quality of their lives (www.gcis.gov.za).

The white paper on Transforming Public Service Delivery (Notice 1459 of 1997) also known as the 'Batho Pele' White Paper was released in 1997. Its purpose was to provide a policy framework and a practical implementation strategy for the transformation of the public service. It urges that ''citizens should have equal access to the services to which they are entitled to" (white paper on Transforming Public Service Delivery (Notice 1459 of 1997) (1997:10). Batho Pele advocates for the public service to treat citizens similarly to customers in

a private organisation, whereby the public can hold public servants accountable for service delivery they receive. In other words it calls for a shift away from a beurecratic system and process towards putting the public first (Singh, 2003:4).

TSC's were 'identified as the primary approach for the implementation of development communication and information' as they can offer a wide range of services that communities can use for their own empowerment (GCIS, 2001). Development communication is about providing communities with information they can use to change their lives for the better. It further states that communication should take the form of a two way horizontal flow, rather than vertical, linear communication process in that citizens should be able to reach the government and vice versa (GCIS, 2001).

The primary need for development communication and information is to empower the poor and the disadvantaged (GCIS, 2001). These communities have limited access to information and are the main target of government's socio economic programmes. TSC's 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. Hence the vision of TSC's is 'to build a better quality of life for all' by providing citizens with access to integrated government information and services. The mission is to 'roll out the TSC programme in order to ensure equitable and effective access to government information and services by 2014 (GCIS, 2009).

Background of the Fetakgomo Thusong Service Centre

1.1. Definition and Description of Thusong Service Centres

Peter Benjamin (1997: 3) described TSC's as a structure that enables communities to manage their own development, by providing access to appropriate information, facilities resources, training and services. He further indicated that the provision of services should be done by analysing the needs of the specific community. Thusong Service centres are defined as those centre's that have at least six government departments offering services to people who live close by (GCIS, 2001). Their main aim is to serve the community and provide government services as one-stop, integrated community development centre's that encourage communication participation and offer services that are relevant to people's needs (Rabali, 2005). They aim to empower the poor and disadvantaged through access to information, services and resources from Government and Non-Governmental Organizations (NGOs) (DPSA Service Delivery Review, 2000). Thus they provide a hub of activities and services organized according to the six block model. The model reflects what an ideal TSC should be comprised of.

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 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
Communication Information	Private sector (e.g. community radio stations) Government (GCIS/local Thusong Service Centre management)

Table 1. Six Block Service Model (*Source:* TSC Business Plan 2006-2014, 18)

The Atok Fetakgomo TSC was launched in 2007 by then Premier Sello Moloto as an initiative to prioritise development in the area since it was declared a presidential nodal point. The centre was built as a result of an agreement signed in 2004 by Anglo-Platinum mine and Eskom rural development. Since the municipality lies in a remote and outlying area the main objective of the TSC was to address historical factors which limited citizen's ability to access government information and services.

Furthermore, it was also to address the dissatisfaction of villagers having to travel long distances to access government services. Therefore, the TSC services Five (5) wards comprising of twenty two (22) villages in the area and over 30 000 people. The centre comprises of 11 offices, two ablution blocks, a library, a boardroom and four storerooms. The departments of Home Affairs, Health and Social development, Labour, GCIS, Anglo- Zimele, render services daily except for South African Social Security Agency, which renders services only on Wednesdays.

1.2. Establishment of Thusong Service Centres

In 1996 Deputy President Thabo Mbeki commissioned for the setup of a task group on government communication, in order to examine communication within government and all general communication. A report titled ***Communications 2000: A vision for government communications in South Africa*** was produced. The communication task group (Comtask) report recommended the development of TSC's to expand and improve access to information (GCIS, 2001). This led to Cabinet Memorandum No 15 of 1999 which mandated the GCIS to facilitate and coordinate the establishment of TSC's also called 'First generation' Thusong Service Centres (GCIS, 2001). TSC's have been identified as the primary vehicle for the implementation of development communication and information as they offer a wide range of services to communities. TSC's are identified as those centre's that have at least 6 Government departments offering services (GCIS, 2001). By creating TSC's the government seeks to achieve and integrate principles of Batho Pele which talk about a "people centred" governance and client satisfaction (TSC

Business plan, 2001). The government's vision for TSC's is to provide every citizen with access to information and services within their place of residence and in each South African municipality by 2014.

Moreover, communities have the leverage to decide which services should be rendered as per their needs. According to the Batho Pele, communities should have a channel whereby they are able to speak to government at one locality. This will enable the government to be aware and improve its service delivery methods. The establishment of a centre management committee during the TSC initiation phase is crucial and the appointment of a centre manager is critical to the effective operation and sustainability of TSC's (GCIS, 2001).

1.3. Rationale for the use of Ohmaes' 3c Model

The 3C's model that was developed by Kenichi Ohmae states that in order to be effective and successful, a strategist in an organisation should focus on three key factors which are, The Corporation itself, the Customer and the Competition. When these 3 C's are linked or integrated, an organisation can achieve sustained competitive advantage (Ohmae, 1982: 42). This framework is based on the notion that organisational strategies, should aim to develop strengths that are relative to its competitors in the functional aspect of the organisation that is critical to success. Therefore, a streamlined organisation is achieved when these three critical resources are in balance.

An organisations concern should be the interest of its Customers/clients and in the case of government its citizens. Citizens expect basic services to be provided by the government, hence the primary goal for government should be to provide services to citizens closer to where they reside. The TSC is one of the initiatives that is developed by government in order to provide services under one roof, so that its citizens do not have to travel long distances to access government services. The Corporation/government needs strategies to maximize its success. This therefore, means that in the case of the TSC government should provide only those services that the citizens deem as necessities, such SASSA, Health, Labour etc. With regards to the competition aspect, it is essential for a firm to differentiate its offering from that of its competitors operating in the same market. There were many establishments where communities used to frequently meet in order to obtain services and information i.e. libraries, schools and community service centres. Only by integrating the 3C's can sustained competitive advantage be achieved by the government.

1.4. Problem Statement

With the advent of democracy the current democratic government inherited a fragmented service delivery system whereby people especially those in rural areas find it difficult to access government information and services. It is against this backdrop that the government has adopted a variety of approaches such as TSC's to deal with this problem. The role of GCIS within the TSC's is to coordinate the activities of all government departments and encourage relevant departments to go and provide services at TSC's. However, there have been problems and challenges which communities have expressed such as service providers not coming to work, thus not rendering service. Low numbers of people accessing services at the centre due to some government

department's visible absence from the centre and the geographic location of the centres.

Even though service delivery is regarded as the core output of any government, current levels of service delivery have little impact on reducing the levels of poverty. TSC's were established as a means to promote integrated service delivery by providing different government services under one roof. This integration of services is supposed to assist the community as people do not have to travel to different locations or service points in order to access services. They can simply access them at the TSC's.

1.5. Purpose Statement

The overall purpose of this research is to evaluate the effectiveness of the TSC in achieving its envisioned purpose of integrated services as outlined in its 2006-2014 business plan.

1.6. Research Objectives

The general objective of the study will be to examine the effectiveness of the TSC in providing government services in an integrated manner. The examination of the effectiveness will be done as per the objectives below.

1.6.1. To access the extent of the TSC's as modes of integrated service delivery.

1.6.2. To develop possible methods and recommendations that should be considered in order to make TSC's successful.

1.6.3. To access the management model for coordinating services at the centre

1.7. Research Questions

This study in its research and recommendations seeks to respond to the following questions, regarding the manner in which service provision is being managed at Fetakgomo TSC:

1.7.1. Primary Question

Has the Thusong Service Centre succeeded in bringing integrated government services to the community of Fetakgomo?

1.7.2. Secondary Questions

1.7.2.1 To what extent do the TSC's achieve their objectives in terms of integrated service delivery?

1.7.2.2 What institutional arrangements are provided for by departments in rendering services?

1.7.2.3 What is the management model in place for the coordination of provision of services at the centre?

The purpose of this study is to explore the effectiveness of the TSC's in achieving integrated service delivery. Moreover, the study explored the challenges that government faces when implementing a TSC, such as the role of centre managers not being clearly defined and lack of involvement by relevant stakeholders during the initiation phase.

1.8. Structure of the Dissertation

Chapter One: Introduction

This chapter looks at the establishment and background of the Thusong Service Centre. It explains why it is important and relevant to engage in this research project. It also provides the problem statement, purpose statement, research questions and the significance of the study, as well as an overview of the research.

Chapter two: Literature Review

This chapter presents the literature that was reviewed, and it also covers the key areas that are relevant to the study. Furthermore, it also looks at the trends in various relevant topics in the context of this research.

Chapter three: Research Methodology

This chapter focuses on the research methods that were used in the research report. It includes a discussion on the research approach, research design, data collection, data analysis, sampling methods and the data collection.

Chapter four: Data Analysis

This chapter will report on the data that was collected from the interviews with the respondents as well as the findings from document analysis.

Chapter Five: Conclusion and Recommendations

The final chapter will summarise the research outcomes and will attempt to locate these outcomes to the research questions and conclude the study. The recommendations to the research that attempts to address some of the shortfalls encountered in the study will also be included in this chapter.

1.9. Conclusion

This chapter has therefore explored and explained the background of the Fetakgomo Thusong Service Centre as one stop integrated community development centres. It also gave an indication of the type of government services that are currently being rendered at the centre. Furthermore, it has also discussed how these centres were established, in that they were established in order to bring government services closer to the people. It also argued that this establishment supports the government's vision of providing its citizens with access to information and services within their place of residence. This chapter also provided the problem statement, the purpose statement, the research objectives, and the research questions, the primary and secondary questions of the study.

The next chapter which is the literature review will look at the literature that was reviewed in the study. It will also highlight where the research data was sourced from, i.e. research reports, online journals and publications. In order to depict how a TSC ought to operate, the national roll out of TSC's and the general management of TSC's will be evaluated.

Chapter 2: LITERATURE REVIEW

2.1. Introduction

The chapter surveys literature perused during the research work. According to Hart (1998) the literature review is integral to the success of academic research. A major benefit of a review is that it ensures that the researcher has sources for a topic before proper research commences. Literature review is knowledge accumulated from studies done by other researchers and therefore other people learn from and build on what others have done (Neuman, 2006). It can also be defined as the selection of available documents (both published and unpublished) (Hart, 1998: 13). Furthermore, literature review also provides a framework under which the identified topic is conceptualised and offers a critical analysis of aspects of the literature on the topic. A good review places a researcher in context and demonstrates its relevance by making a connection to a body of knowledge (Neuman, 2006). When writing a literature review, the researcher has to summarise and explain the type of research that has been conducted on the topic, citing sources of the resource information. Moreover, the researcher should also highlight connections between the sources especially where one source was built upon a prior study (Tuinamuana, 2007).

This section presents a review of the literature relevant to the proposed study and provides the theoretical framework to the study. It will explore and explain what a literature review is and also what it entails. Furthermore, the literature have been sourced from a variety of sources, including proposed researches that has been retrieved from internet publications, online journals from library databases and research reports of institutions and students. Research on the efficacy of TSC's is limited and therefore also the existence of literature on this

matter. Therefore online journals and internet publications will be used extensively.

2.2. TSC Roll out developments in the Limpopo Province

In 1996 the Communication Task Group (Comtask) Report recommended that there should be an establishment of MPCC's now called TSC's as a way to improve access to information across the country (Communication Task Group (COMTASK) report, 1996). Government Communication and Information System (GCIS) was mandated to facilitate the establishment of TSC's in every district of the country, as it offers various services that communities can use for their own empowerment (Pahad MPCC Business Plan, 2001:2). Thus the roll out of MPCC's in the country occurred in two phases, the first generation centres or MPCC's and the Second generation. The First generations goal was to launch and operationalise at least one MPCC's per district or metro. This therefore meant that sixty MPCC's were to be operationalised country wide.

Through this initiative, the government hoped that through these centres, communities would have improved access to information and services provided by government, NGOS and business (Public Service Commission Report, 2010:4). In order to fast track this process existing local community halls were targeted to serve as MPCCS because they were already located within communities. By the end of 2005, more than sixty centres were operationalised nationally. The 2005/06 MPCC's Annual report stated that Limpopo managed to operationalise 15 MPCC's as part of the first generation. The objectives for the first generation MPCC's were as follows (2006-2014 Business Plan, 8):

Objective 1: To identify community information and service needs: This is hereby the people residing in the community are engaged with, in order to access what it is they need

Objective 2: To provide access to integrated cost- effective and responsive government information and services, particularly to those rural areas.

Objective 3: To provide government information to the public in a manner in which it can be used by people to improve their lives.

Objective 4: To provide two-way communication between government and people.

Objective 5: To improve community participation in government decision making process.

Objective 6: To enhance co-operation amongst the three spheres of government in terms of service delivery.

Objective 7: To ensure the proper management and control of government resources.

Objective 8: To enhance the provision of government services at community level.

Objective 9: To provide access to, and use of, information and Communication Technologies.

The second generation TSC business plan was approved in 2006 by Cabinet. It formalized the roles, responsibilities and structures of all the role players in the TSC's, and its main objectives were namely (TSC Business Plan, 2000: 9):

Objective 1: To bring government information and services closer to the people in order to promote access to opportunities as a basis for improved livelihoods.

Objective 2: To promote cost effective, integrated, efficient and sustainable service provision to better serve the needs of citizens.

Objective 3: To build sustainable partnerships with government, business and civil society

Objective 4: To create a platform for greater dialogue between citizens and government.

Therefore, efficient roll out of the centres depend on a well-coordinated roll out process, consultation of the community and the provision of the required integrated services at the centres.

2.2.1. Community Awareness

Communities are the starting points for establishing TSC's in the sense that when they lack services they approach their local municipalities and ask for inclusion of certain services in the centres. Hence, it is imperative that communities should be involved and participate in all the stages of the establishment and roll out process of the TSC (Kangala, 2003:28). This involvement and participation can be acquired through what is known as development communication which is audience participation- based approach. It focuses on the participation of those who are in the targeted group. Development communication advocates for citizens to be communicated to through a language which they will understand and through channels which they can easily access i.e. radio (Srinivas, 2003:129).

Therefore, the various channels that can be used for community participation are Public Participation Programme (formerly known as Imbizos), radio, and

pamphlets (printed in the local languages). Awareness can also be made through the (Local Inter Sectoral Steering Committee (LISSC) which is comprised of community groups, traditional leadership structures and government departments (Kangala, 2003:29).

2.3. Relative Deprivation

The social revolution theory suggests that members of oppressed groups mainly respond not to their objective level of material and political deprivation but rather to their level of "relative" deprivation. In other words people compare their outcomes with those experienced by those of a higher social class (Morse and Peele, 1974). Relative Deprivation is defined as the discrepancy between people's value expectations and their value capability (Gurr, 1970: 24).

2.4. General Management of Thusong Service Centres

Management is defined as "working with and through other people to accomplish the objectives of both the organisation and its members" (Montana and Charnov, 2008:03). Planning is the most important activity in the manager's life as it determines the duties and activities to be carried out. According to Selomo (2007) TSC's as public institutions have to be managed in line with generally acceptable management practices as this will ensure effective management. TSC'S management practices are stipulated in its 2006-2014 Business plan (2001, 5). The business plan states that the local municipalities are responsible for the establishment and management of TSC's

including site identification. This is of outmost importance as local municipalities are more in tune with what their people's needs are. Furthermore, this involvement by the local municipalities ensures that they take ownership of the centres as they were involved from the initiation stage. The TSC's are also included in the Districts Integrated Development Plan (IDP) and their forums coordinate the implementation and the roll out plans for the programme.

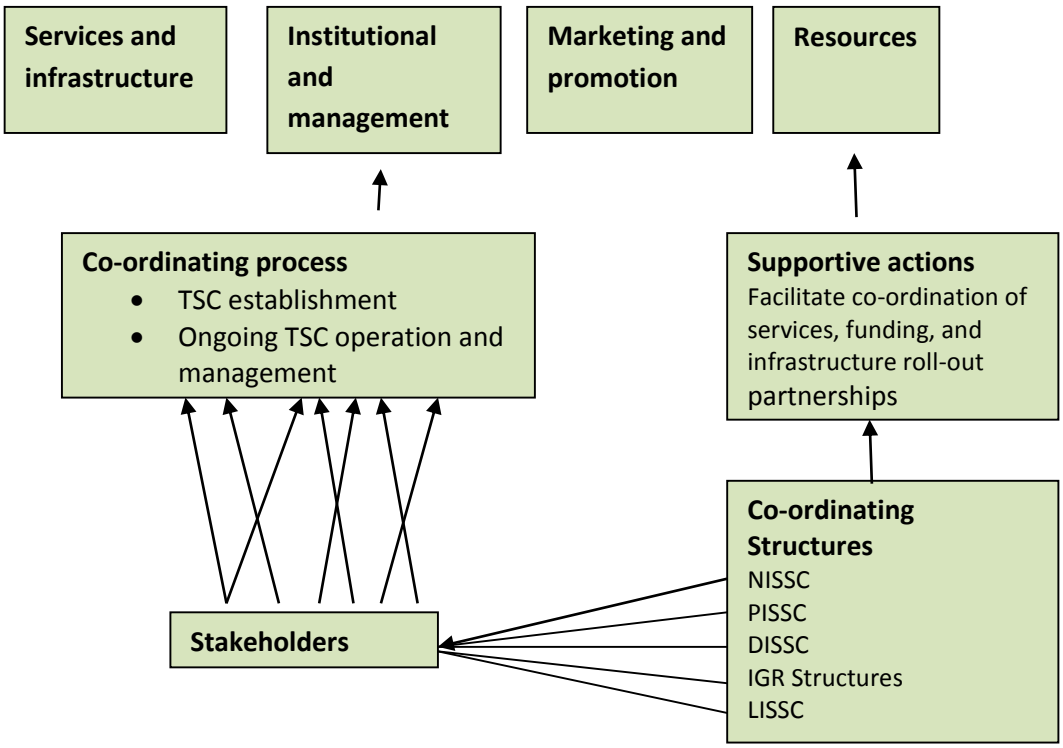


Figure 1. Programme Components (*Source:* TSC Business Plan 2006-2014, 18)

At National level, GCIS leads the National Inter-Sectoral Steering Committee (NISSC) which is an advisory and monitoring committee (2006-2014 Business Plan, 2001). It was formed in 1999 with twenty representatives from National Departments, eight parastatals and three Non-Governmental Organisations

(NGO's). The NISSC is also referred to as the think-tank committee responsible for facilitating inter- sectoral co-operation and sharing of resources (2006-2014 Business Plan, 2001:7). TSC's are also managed through the Provincial Inter-Sectoral Steering Committee (PISSC) which is comprised of provincial departments involved in the delivery of services, as well as stakeholders involved in the roll out (2006-2014 Business Plan, 2001:28). The main role of this committee is to align the roll out of TSC's with the provincial policy.

According to the 2006-2014 business plan once the TSC has been rolled out and officially handed over to the community, management committees should be established for that specific TSC. This committee should be responsible for intervening when necessary in the administration, discipline or arbitration matters of the TSC (Kangala, 2003:29). It should also be responsible for (2006-2014 Business plan: 29):

- Support in updating the profile of the community serviced by the TSC.
- Assist in identifying/ upgrading service information needs.
- Monitoring the running of the TSC by reviewing reports from the centre manager and service providers.
- Supporting the TSC manager to effectively manage the centre.
- Quarterly meetings to review and assess the compliance of the TSC with Batho Pele principles.
- Actively participating in all special events or projects at the TSC.

2.4.1. An Effective Leadership Style within a Thusong Service Centre

Leadership is the ability of a leader to take risks and to mobilise people around his cause. According to Kotter (1990) leadership is concerned with establishing a shared vision and goals with interpersonal relationships by getting the best out of

people. An effective leadership style by the TSC management and manager is of paramount importance in the provision of effective government services within the TSC. According to Senge (1995), the leader has a duty to build an organisation were people are continually expanding their capabilities to shape their future, thus in essence a leader is responsible for teaching. Senge argues that companies should adopt strategies of learning organisations in order to get rid of disabilities in the organisation. Moreover taking the learning organisation into account he argues that the role of a leader in an organisation is that of a designer who is rarely visible yet effective in his lead, and does not want to be the centre of the action as results only stem in the future (Senge, 1995: 341).

The TSC NISSC could adopt the role of a designer and only interfere with the daily management of the centres when it is deemed necessary. Leader as a teacher, this is whereby leaders care about those they lead to the extent that they are concerned about their personal problems and the underlying of such problems. They believe that employee's personal problems can impact on the way they conduct their duties, thus in the long run the organisation stands to benefit as it would have made them feel as though they are part of the organisational family that cares about their general well-being (Senge, 1995). Leader as a steward, this is when leaders make a conscious decision that they want to serve first before they lead. In other words they should be identified in the context that they are there to serve, and through this serving they get to lead 'it subtlest the role of leadership' (Senge, 1995).

Quinn's model of leadership is based on the competing values framework for organisational analysis; it is also a theory that was developed in order to identify the major indicators of an effective organisation and argues that effective leadership requires a balancing and simultaneous mastery of not only one but

most of the quadrants in the competing value model (Quinn, 1988). However, this is in contrast to what Senge advocates, as he advocates that leaders can only adopt one and not all of the values of the different leadership styles.

2.5. TSC In the context of Integrated Service Delivery

According to Sigidi and Seti (2001) integrated service delivery in the context of TSC's refers to a variety of services that can be accessed from one centre. People would thus not have to travel long distances to access services and information, but would actually get the services from TSC's. Szirom et al (2001:3) defines integration as a "catch all term, for activities that include some acknowledgement of mutuality i.e. reciprocity of bi/ multilateral links" (Szirom et al, 2001:3). Therefore, the TSC initiative should be seen in the context of the integrated service delivery concept alongside other initiatives such as Batho Pele and introduction of Community development workers. These initiatives are aimed at ensuring that services are found under one roof.

In 2002 an analysis into the provision of services and information was conducted by the department of public service and administration in the first Limpopo Provincial Strategy on Multi-Purpose Community Centre projects (Limpopo PGDS,2000), and the following information was highlighted in the strategy:

- The separation of government into different units, though necessary for administrative purposes, often means that people do not receive services in the most convenient manner.
- There is lack of government information rendered to the public, there is also no clarity on which institutions to approach when one needs help.

- Most government services are not accessible and people have to travel long distances to access them.

The concept of integrated service delivery will go a long way in addressing the challenges as observed above. Furthermore, there is a need to bring all these initiatives around the concept of TSC, CDW's Telecentres and Batho Pele E-gateway.

2.6. Thusong Service Centres as Information Technology Centres

TSC's are in addition to being government service centres, seen as playing an important role in the provision of access to information and communication services. Information technology assists in opening up new possibilities and frontiers. The South African government is strongly promoting the diffusion of TSC's and telecentres throughout the country (Van Belle and Trusler, 2005: 2). A telecentre is defined as a physical space that provides the public with access to ICTs for educational, personal, social and economic development (Gomez, Hunt and Lamoureaux, 1999:17). Researchers argue that in order for telecentres to be sustainable they have to continuously evolve and provide support for social and economic development (Van Belle and Trusler, 2005:2). It is in this regard that the TSC programme should take serious cognizance of the information technology available, if they want to be efficient and provide the latest information to their communities. Hence, the Universal Service and Access Agency of South Africa (USSASA) has embarked on a project of providing telecentres within TSC's.

In the case of Fetakgomo TSC, there is a telecentres that was established within the centre. Its initial purpose was to provide and offer the community a

place where they could access computer training, typing, photocopying, telephone and internet services. However, even though the TSC is well equipped with ICT cabling and infrastructure the telecentre is currently not functional due to lack of ICT and internet connectivity. It is therefore worth noting that the Limpopo Province is still lacking behind with ICT connectivity as most of the province is still vast and predominantly rural.

2.7. Theoretical framework

There are a number of theories that may be used as frameworks for community development centres. However, few of them deal specifically with Thusong Service Centres as government service delivery hubs. As such, the theoretical framework that has been chosen was specifically formulated to investigate community development centres. However this framework can be used in the study of Thusong Service Centres as well. David Easton's behavioural approach to politics first described this theory in 1965 and proposed that a political system could be seen as a "delimited" meaning that all systems have precise boundaries and there are systems of steps in decision making (Easton, 1965). The general systems framework is said to have been developed by Ludwig von Bertalanffy in 1968 as a framework that can be used to describe a whole range of factors that are involved in community development (von Bertalanffy, 1968).

The systems framework can be used as a diagnostic tool by government in pursuit of service delivery excellence. The systems theory considers public policy as a response of a political system to forces brought to bear on it from the environment which are viewed as inputs. Hanekom et al (1987) notes that the systems theory is characterised by inputs from the external environment such as community needs, and problems serve as the basis for action by the

policy maker. Through intensive debate, compromise and consensus, decisions are taken on what is to be done to alleviate problems to satisfy needs, that is, a policy (output). The results of the adopted policy again serve as a feedback to the system. The Thusong service centres as information hubs within communities can be said to be operating within a system, in which in turn exists within a larger system of the community itself.

Moreover, this model focuses on the response by the political system to the demands and needs of interest groups. Such demands enter the political system as inputs and through the political process an agreement is finally reached on the policy or output to be made. The concept of system implies an identifiable set of institutions and activities that function to transform demands into decisions requiring the support of the whole society (Dye, 2008). With regards to the TSC, the community needs should be taken into account in order to direct the type of service that will be rendered at the centre. The community needs are usually raised in community forums and the government Imbizos which are usually chaired by the political principles. Systems theory portrays public policy as an output of the political system. This model is helpful in portraying policy processes on a general and simplistic level and often identifies major subsystems and processes (de Coning, 1995: 140).

The main advantage of the systems theory is that it stresses the cyclical nature of policy making, as opposed to other theories which see it as a stop-start sequential process (Cloete and Wissink, 2000). It can also be used to understand the social dynamics of a society on a large scale. It is also valuable on the significance of the characteristic of the abilities to transform community demands into public policy. The major weakness that was identified for this theory is that it fails to describe how the actual transformation of inputs into outputs occurs.

2.8. Conclusion

This chapter has therefore given an overview of the literature that was used in order to gain meaningful insight on the concept of TSC's. It highlighted that the literature was sourced from a variety of sources, i.e. proposed researches, reports and online publications. Moreover, the TSC roll out developments in Limpopo and the general management of TSC's were discussed in detail. The research concluded that the concept of integrated government service delivery is a great initiative by the government and that it would be more effective if all the service providers can be held accountable for their provision of services.

The next chapter will give an account of the research methodology used in the research study. The chapter will focus on the research methods implemented. This will include a discussion on the research approach, sampling methods and the data collection techniques.

Chapter 3: RESEARCH METHODOLOGY

3.1. Introduction

This chapter will deal with the approaches employed in the research. The research methodology will give a background into the different research approaches mainly the qualitative and the quantitative research approach. It will further highlight that the qualitative approach was highly favoured and used in this research. The research design, data collection and analysis will also be discussed. Issues of validity and reliability will be considered and a conclusion drawn.

Officials from different government departments who render services as service provider were asked questions on an unscheduled interview. Project Coordinators from the GCIS and the Centre Manager were also interviewed. Therefore, the research followed the interview schedule and the face to face interview methods.

3.2. Research approach and Design

There are two types of research methodology, namely the qualitative and the quantitative. Both research methods are important. Even though they differ in many ways, they are said to complement each other (Neuman, 2011:151). The qualitative approach is the non- numerical examination and interpretation of observations for the purpose of discovering underlying meanings (Mouton, 2001: 646). It is thus mainly used for gathering insight in the form of a one on one basis whereby the researcher poses questions directly to an individual (Mouton, 2001: 49). It is also used to clarify hypothesis, beliefs, attitudes and motivations.

The quantitative approach is the numeric representation and manipulation of observations (Mouton, 2001:646). It is mainly used to establish statistical reliability by utilising detailed questionnaires. It usually involves collecting and conveying data into numerical form so that statistical calculations can be made (Mouton, 2001: 49).

In order to measure the effectiveness of the Fetakgomo TSC the qualitative research approach was utilised. This is so as the qualitative research is used to explore and gain an understanding of the environment and the issues of importance. Furthermore, it was used in order to gain a better understanding of the TSC challenges.

3.3. Target Population and Sampling Size

The population in a study refers to a particular group that the researcher would like to draw conclusions from. Since it is not always possible for all members to be interviewed the researcher should therefore select a sample from amongst the data collected and studied (Mouton, 2001:100). This therefore means that the small group or portion selected from the population is referred to as a sample. Sampling is the process which the researcher uses to select observations (Mouton, 2001: 100).

There are two types of sampling methods namely the non-probability and the probability sampling. The non-probability sampling is mainly used in qualitative research in order to determine the sample size in advance i.e. in cases where there is limited knowledge about the larger population from which the sample is taken from (Neuman, 2011:220). The different types of non-probability techniques are:

Haphazard Sampling: focus here is on convenience. This is so the researcher haphazardly selects cases that are convenient to them. Haphazard sampling results in information that misrepresents the population, hence it is not recommended (Neuman, 2011: 220).

Quota Sampling: This sampling method selects units into the sample based on pre-specified characteristics that will reflect the diversity of the population by utilising haphazard methods (Mouton, 2001: 646).

Purposive or Judgemental Sampling: This is whereby the researcher selects a sample based on his own knowledge of the population and elements (Mouton, 2001: 166).

Snowball Sampling: This method of sampling is mainly used when members of a population are difficult to locate. Thus the researcher acquires cases through referrals from one case (Neuman, 2011: 222).

The research adopted purposive sampling from the non-probability method, as it involved the random sampling selection of a small sample and did not generalise but relied on information from available subjects. This method was also utilised as it allows the researcher to choose people with expertise and are knowledgeable on this matter. The sample consisted of 04 members of the community, TSC centre manager, and 04 departmental officials responsible for service delivery based at the TSC inclusive of the GCIS personnel.

3.4. Data Collection

Data collection was done by sending an interview schedule to the identified service providers within the TSC from the period March 2013 to April 2014. The Community Development Worker (CDW) and the members of the community were interviewed through a questionnaire and there was no place to write their

names, so a great degree of anonymity was achieved. Officials from the department of Agriculture, Home Affairs and SASSA rendering services at the centre were also interviewed. The researcher sought to identify the major challenges and experiences with regards to the effectiveness of the centre. Annexure A has a copy of the questionnaires administered.

3.4.1. Interviews

3.4.1.1. Qualitative Guide

The interview method was mainly used for data collection in order to avoid misinterpretations and omission of data. The interview was conducted in an unstructured manner and it was done through personal face to face interviews. All the interviews were done confidentially and anonymity was achieved through having no space for names in the questionnaires. The essence in the questions covered the following areas:

1. Management model for the provision of services at the centre.
2. Availability of dedicated staff to render services at the centre.
3. Successes and challenges faced at the centre.
4. Availability of budget and other resources in departments to cater for provision of services at the centre.
5. Internal monitoring and evaluation programme by departments rendering services at the centre.

The interviews were conducted with the following:

1. Officials from the departments rendering services.
2. Acting Centre Manager.
3. Community Development Worker (CDW)
4. Members of the community.

5. Project Coordinator from Government Communications and Information System (GCIS).

3.4.1.2. The Questionnaire Items

Specific questions during the interview were drawn from the research questions and presented as follows:

Official

1. How often do they render services at the centre?
2. What services are rendered by individual departments?
3. Is there dedicated staff to render services?
4. Is budget made available for this work in departments?
5. What problems and challenges are they facing in the centre?
6. In their view, what do they think could be done to address these challenges?

Centre Manager

1. What are the focus areas of management at the centre?
2. Where does the management of the centre report to?
3. What are the factors contributing to the numbers of people accessing the centre?
4. What are the management problems and challenges at the centre?

Members of the community

1. How often do you access the centre?

2. Is the centre effective in rendering services?
3. What added services would you like to access at the centre?
4. What can you suggest to improve the functioning of the centre?

3.4.2. Pilot Testing

Pilot testing is used to improve the reliability of the research by doing pre-tests of the questionnaire before it is officially rolled out to the right recipients (Neuman, 2011:191). Pre- testing questionnaires assist the researcher by pointing out areas that might have errors (Mouton, 2001:244). The pilot testing was done by interviewing two clients at the GCIS office. The questionnaire was also reviewed by the GCIS Provincial Director and a service provider at the TSC. This is so for the researcher wanted to test, avoid questions that were worded ambiguously and to also avoid questions that people would have found difficult to answer. It was also done to ensure that all possible answers were incorporated.

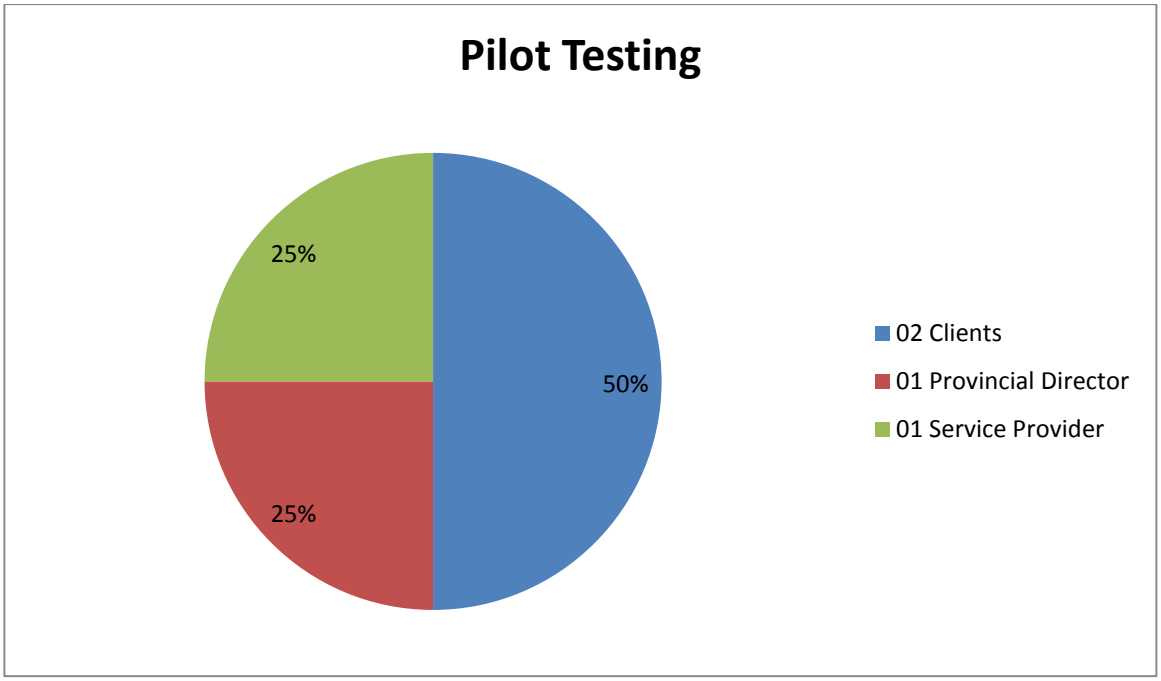


Figure 2: Pilot Testing

3.4.3. Data Analysis

Data gathering was done by analysing the qualitative research methods. Information was analysed and grouped to facilitate discussion on the key findings. The data collected through the interviews was explained and conclusions and recommendations were made. A lot of the questions in the questionnaire were directed at how to improve the current effectiveness of the TSC.

3.4.4. Validity and Reliability

Validity refers to the trustworthiness of the researchers findings. Although it is considered by many as unnecessary, it is important to validate the research findings as failure to do so might result in inaccurate reporting (Struwig and Stead, 2003:18). Validity can also be said to be the extent to which the research findings accurately represent what is really happening in a situation. In qualitative research the researcher can validate information through a method called triangulation. Triangulation refers to the extent to which independent measures confirm or contradict the research findings (Struwig and Stead, 2003:19). Triangulation is mainly used in cases where there are many data sources, then the researcher can employ various methods such as observation, interviews or documents to analyse data (Struwig and Stead, 2003:19).

Reliability is the extent to which information is accurate, consistent and stable (Struwig and Stead, 2003 130). If reliability is inadequate then the validity will be poor as the two complement each other. There are various ways in which

reliability can be measured and these include observations, text analysis and interviews (Struwig and Stead, 2003: 133). The questionnaire was field tested by clients of the GCIS office in order to measure its effectiveness.

3.4.5. Limitation of the Study

The views expressed by the participants may not be a true representation of the general view for each and every community member. The researcher being a former employee of GCIS and currently employed at Office of the Premier Limpopo could have posed as a limit as participants might exaggerate or underplay their problems to impress me.

3.4.6. Elimination of Bias

Bias in research refers to questions or acts that might encourage respondents to answer in a particular way (Mouton, 2001: 237). The researcher steered away from using words such as ‘do you agree’ that might encourage favourable responses from participants. Furthermore the researcher remained objective throughout the research project and did not categorise participants based on their ethnicity nor gender. Stereotypes and assumptions were avoided.

3.4.7. Ethics of the Research

The research ethics provide researchers with a code of moral guidelines on how to conduct research in a morally acceptable way. Ethics guidelines assist researchers to not engage in misconduct such as not maintaining confidentiality or inverting data (Struwig and Stead, 2003:66). The rights and

dignity of all those interviewed were respected and their consent was acquired before they were interviewed. Participants were given full information about the research so that they understand its background. Confidentiality and anonymity were maintained by not having a section for the participants to write their names.

3.5. Conclusion

This chapter has therefore given an account of the research methodology that has been utilised in the research. It embraced the qualitative research approach as this approach involves documenting real events and recording what people say in words. It was also useful in identifying people's experiences and attitude towards the provision of government services at the centre. Moreover, the chapter has also elaborated on the rationale of the research approach and design, the target population and sampling methods, data collection, the administration of the interviews, the pilot testing carried out, data analysis, validity and reliability of the research, limitation of the study, how the elimination of bias was conducted and lastly the ethics of the research.

The following chapter will focus on the findings of the primary and secondary questions, as well as how these findings are interpreted and presented. In other words it will show how data was analysed and it will also depict the key findings from the semi structured interviews that were conducted on the TSC Manager, Service Providers, Community Development Worker and the community members.

Chapter 4: DATA AND ANALYSIS OF THE QUESTIONNAIRE

4.1. Introduction

The previous chapter focused on the research methodology used for this study. This chapter will provide the results of the research that was conducted at the Fetakgomo Thusong service Centre through the semi- structured interviews. It will also give a statement of the findings and analysis of the data that was collected for this research. A total of 10 people were interviewed and all 10 questionnaires were completed. The results of all the 10 questionnaires received back are indicated in this chapter. Different questionnaires were compiled for the various respondents and these questionnaires are indicated as Annexure A. One questionnaire was compiled for the service providers, one for the centre manager and one for the Community Development Worker and community members. In order to retain accuracy of the collected findings, the findings from the questionnaires will be presented in words and where applicable in table formats.

4.2. Demographics of Sekhukhune District

Sekhukhune is one of the five districts of Limpopo Province, and it is located in the south eastern part of the province. It is a cross boarder municipality between the Limpopo and the Mpumalanga Province, and contains 5 local municipalities namely Greater Tubatse, Makhuduthamaga, Elias Motsoaledi, Greater Marble Hall and Fetakgomo Municipality. Even though the area is predominately rural in nature it is well known for its Mining and Agriculture activities (Fetakgomo Municipal IDP 2011/12: 6).



Figure 3: Map of Sekhukhune Area. Source: Google Maps

The Fetakgomo Municipality has a total population of roughly 105 196 people that reside in 87 settlements located in 13 wards and represents a 9, 25% of the Sekhukhune district population. The municipal area covers 1123, 18km², which represents 8, 4% of the Sekhukhune Districts total land area (Fetakgomo Municipal IDP 2011/12: 6). 90% of the population speak Sepedi. Due to the mining and agricultural activities the municipality is rapidly growing. However, they are still experiencing low levels of people with senior education qualifications hence there is a high level of illiteracy.

4.4. Responses from Semi Structured Interviews

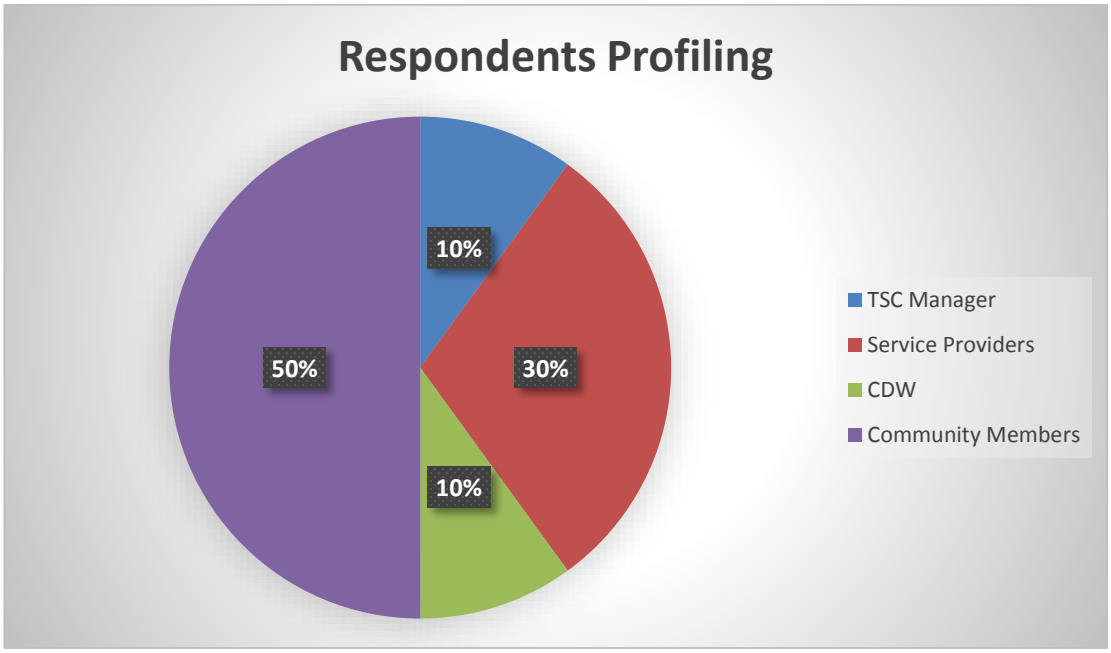


Figure 4: Respondents Profiling

Information gathered from the 10 respondents is provided below:

4.4.1. The Service Provider and TSC Manager Questionnaire

Question 1: Respondents were asked to mention the name of the department they work for.

The five respondents work for the following departments:

- One respondent works for the Department of Home Affairs.

- Two respondents work for the Department of Health and Social Development.
- One Centre Manager (Fetakgomo Local Municipality).
- One respondent works for the Department of Labour.

Question 2: Respondents were asked to mention how long they have been working at the centre:

The longest serving respondent has been working at the centre for 06 Years and 80% of the respondents have been working at the centre for less than two years

Question 3: Respondents were asked to mention how often they render service at the centre.

90% of the service providers render service every day of the week, whilst the Department of Labour only renders service on Wednesdays

Question 4: Respondents were asked to mention what services and information they render at the centre.

Services and Information rendered at the centre is provided within the table below:

NO	NAME OF DEPARTMENT	SERVICES AND INFORMATION RENDERED
1.	Home Affairs	- Notice of Birth - ID Registration - Issuing of ID's and Passports

		- Birth, Marriage and Death Certificates
2.	Fetakgomo Municipality	- Proof of residents - Coordination of the TSC - Marketing and attracting Service providers - Caretaker for the TSC - Information Provider
3.	Department of Social Development	Social Work Services - Childcare Protection - Care and support to families - HIV prevention and counselling - Substance abuse counselling
4.	Department of Labour	- Registration of Unemployment Insurance Fund (UIF) - Payment of UIF benefits - Registration of work seekers - Injury on duty

Table 2: Services & Information rendered

Question 5: Respondents were asked if they have a dedicated staff to render services at the centre.

Ninety percent (90%) of the respondents have dedicated staff. The Department of Labour does not have, hence they provide service at the centre only on Wednesdays.

Question 6: Respondents were asked as to how many people they service within a month.

Respondents provided the researcher with their monthly statistics report indicating the number of clients serviced as indicated below:

NO	NAME OF DEPARTMENT	MONTHLY STATISTICS MARCH -MAY 2013		
		MARCH	APRIL	MAY
1	Home Affairs	51ppl	168ppl	58ppl
2	Fetakgomo Municipality	97ppl	54ppl	157ppl
3	Department of Social Development	185ppl	183ppl	213ppl
4	Department of Labour	172ppl	154ppl	181ppl

Table 3: Monthly statistics

Question 7: Respondents were asked if there is a budget allocated to them by their respective departments for rendering service in the TSC.

All respondents indicated that there is a budget allocated for them.

Question 8: Respondents were asked about the challenges and problems that affect their service rendering levels at the centre. The information is provided within the table below:

NO	NAME OF DEPARTMENT	PROBLEMS AND CHALLENGES
1.	Home Affairs	- There is a lack of a computer. Hence the official documents all applications manually then sends them to his district office. This therefore means that people's requests take time to be attended to.

2.	Fetakgomo Municipality	- The TSC programme is from the National Department (GCIS) however the Centre manager reports to the Municipality often to people who seem not to have an interest in what he does - The line of reporting is fragmented as GCIS and OTP asks for monthly statistics separately - Departments rendering services at the centre have not signed a service Level agreement, hence he is unable to reprimand department who are absent - Departments do not like to provide their monthly statistics as they don't report to the Centre manager but to their respective departments.
3.	Department of Social Development	- Some Social workers are sharing an office, which means there is no client confidentiality - Their management is not hands on as they take time to solve workers concerns - There is a challenge of lack of equipment i.e. 5 people are sharing a computer and there is a need for proper filing cabinets

4.	Department of Labour	- Their challenge was noted to be lack of staff to be located at the centre 5 days a week

Table 4: Problems & Challenges

Question 9: Respondents were asked to recommend mitigation and solutions for the problems and challenges raised.

The respondents indicated that rendering of services can be improved by having proper office equipment such as computers, filing cabinets and additional infrastructure. The Centre manager recommended that if they have service level agreements the centre would run in a more effective way as service providers will not just abscond when they feel like it. The Mayor and the Municipal Manager need to be work shopped on the TSC programme so that it can be filtered down to all workers of the municipality as most of them do not understand it.

4.4.2. The Community Development Worker and Community Members Questionnaire

Question 1. Respondents were asked to mention how often they visit or access the centre.

80% of the respondents indicated that they visit the centre on a monthly basis and 20% said they visit only when the need arises.

Question 2. Respondents were asked to indicate how long they had to travel to get to the centre.

All respondents indicated that they live within a 10km radius of the centre and did not travel from long distances.

Question 3. Respondents were asked to indicate the services that they require at the centre.

80% of the respondents said they were at the centre to access the SASSA services (Collection of grants), 10% indicated that they required social work services from the Department of Health and Social Development and the remaining 10% said they were there to access Home Affairs.

Question 4. Respondents were asked if they thought the centre was effective and meeting their needs.

All respondents indicated that the centre is effective and currently meeting their needs to a certain extent.

Question 5. Respondents were asked to suggest how the centre can be improved.

Respondents indicated that they would very much appreciate it if service providers such as SASSA could render services at the centre on a daily basis. They also indicated that since most services within the centre require a certified copy (by SAPS) of their Identity Documents, there is a need for SAPS to also render their services at the centre. Moreover, it was also indicated that the

cases for foster care (Department of Health and Social Development) take time to be resolved.

4.4. Analysis and Discussion of the Results

4.4.1. Community Participation

One of the business plan objective is that there should be an increase in the dialogue between citizens and the government. It is through this dialogue sessions that government can get to know the real needs and wants from communities. These needs can thus be rendered through TSC's. Community participation can be achieved through community consultation sessions such as public participation and marketing days of the TSC. From the interview sessions it is evident that the NISSC and TSC manager should conduct needs identification every three years in order to see if the services they are rendering are still relevant.

4.4.2. Management model for the provision of services

The management model for TSC's states that since TSC's will be located at a specific village the local municipality is thus responsible for the site identification. It is also responsible for its day to day management. The PISSC which comprises of departments rendering services at the centre should also assist in making sure that the TSC is effective in service rendering. From the interview that was conducted it was noted that the municipality should give support to the TSC manager and have an interest in the work that he does as currently this is not the case.

4.4.3. Availability of dedicated staff

A large number of the department rendering services at the centre have dedicated staff who works on a daily basis. It was noted that the department of labour does not have a dedicated staff based at the centre full time hence they only render services on Wednesday. The longest serving employee at the centre has been there for six (6) years and eighty percent (80%) have been there for less than two (2) years. Therefore, in order for consistency in rendering services it is vital that employees are not constantly changed.

4.4.4. Internal Monitoring and Evaluation programmes

Monitoring can be defined as the regular observation and recording of activities taking place in a project. It is a therefore a systematic process of routinely gathering information on all aspects of the project over a period of time. According to Gorgens and Kusek (2004) “Monitoring is a continuous function that uses the systematic collection of data on specified indicators, to provide management and the main stakeholders of an on-going development intervention with indicators of the extent of progress and achievement of objectives and progress in the use of allocated funds” (Gorgens and Kusek, 2004: 2). Monitoring of departments will allow the TSC manager to identify gaps in the provision of services before matters can become dire.

Continuous monitoring of a programme is very important in that it can provide feedback on the progress made, to decision makers who can use the feedback to improve the effectiveness of their organisations. Evaluation is defined as the periodic assessment of the relevance, performance and impact of a program in relation to the stated goals that were outlined at the initiation phase. It looks

at what one has set out to do, what they have accomplished and how they have accomplished their goals (Shapiro, 2002). Therefore, summative evaluation programmes which will measure the TSC effectiveness on the community, in the form of a feedback questionnaire can be conducted during the TSC marketing days.

4.5. Conclusion

This chapter gave a concise overview of the key findings emanating from the questionnaire analysis. It highlighted all the questions that were asked and presided to give the answers that were given by the respondents. Even though the concept of TSC's is to bring services closer to the people under one roof, the basic delivery of services at the TSC still remains a challenge. Thus the interview has therefore revealed that the idea behind the establishment of a TSC is a good one and this is being achieved to a certain extent. It was indicated that if the reporting lines of the centre manager were clarified and the national and provincial committees of the centre intervene to get service level agreements in place the functioning of the TSC will greatly improve. Therefore leading to the improvement of service rendering at the centre

Chapter 5: CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter will give conclusions and recommendations of the research report. The aim of this chapter is firstly, to summarise what this study has dealt with in the previous chapters. Secondly, recommendations in connection with the identified issues that needed to be addressed when this research was undertaken will be made. If these recommendations are implemented the problems raised in this research will be resolved. This concluding chapter will also highlight what was discussed in the research report. Moreover, this chapter will determine whether the questions that were asked in the problem statement have been answered. Limitations of the study will also be presented.

5.2. Summary of Findings

Even though the basic delivery of services at the TSC is a challenge, the study revealed that the TSC's are still a necessity. Moreover, participants that were interviewed gave an indication that they would like to have essential service providers such as Department of Labour and SASSA to be based at the centre on a full time basis. Furthermore, there is a need for the Local Inter Sectoral Steering committee to do need assessment in order to find out what services the community needs. The TSC manager also indicated that he also has challenges with regards to not having service delivery agreements in place with the service providers. This has led to a number of services not to be rendered at the centre and he has no power to hold anyone accountable.

5.3. Realisation of the Objectives of the Study

The research investigated ***"The effectiveness of the Fetakgomo Thusong Service Centre in providing Government services to the people of Fetakgomo"***. This chapter has to determine if the research questions asked in the introduction chapter were answered and establish whether the TSC is being effective. The first objective of this study was to identify the extent of the TSC as a mode for delivering government services in an integrated manner. To meet this objective an in depth discussion on the roll out and management of TSC's was provided in chapter two.

The second objective was to identify the factors and institutional arrangements needed for improving service delivery by government departments at the centre. It was emphasised in the paper that in order for the TSC to operate effectively departments need to sign service level agreements, so that they can be held accountable for their service provision or its lack of.

Thirdly, the study aimed to discover an effective management model for coordinating services at the centre and the importance of having a TSC in a community. It was stated that TSC's promote integrated service delivery by providing government services under one roof. They also contribute towards knowledgeable communities as people become more informed about government programmes and how to access them.

Therefore this research confirmed that TSC's are good initiatives of bringing government services closer to the people. They have also made a meaningful contribution to accelerating service delivery and increasing access to

government services. However, even though there might be challenges that may hinder a fully-fledged TSC to be in place, it is a sustainable programme.

5.4. Recommendations for Improved Effectiveness

5.4.1. Budget

It is recommended that the responsible departments rendering services at the centre prioritises the availability of an adequate budget, and other resources (office equipment) in the departments in order to cater for the provision of services at the centre. It was highlighted that some departments do not have a separate budget for rendering services at the centre. Hence, the provision of services becomes difficult.

5.4.2. Service Level Agreements

For accountability purposes all Departments rendering services at the centre need to sign a service level agreement with the centre manager. The informal legally binding service level agreement should be clearly defined in the type of service to be rendered, client measures, penalties for non-performance and its frequency thereof.

5.4.3. Dedicated Staff

Departments need to provide dedicated staff that will render services at the centre as per arrangement with the Centre Manager. The rendering of

dedicated staff will mean that the centre manager, will know whom to interact with as currently some departments send different people to render services resulting in confusion. Furthermore, when the centre manager requests service rendered statistics from departments he would know whom to contact directly.

5.4.4. Needs Analysis, Monitoring and Evaluation

There is a need for an internal monitoring and evaluation programme by departments rendering services at the centre. This internal monitoring will enable the department to set targets on the number of clients they would like to service on a particular month. It will also give an indication of the popular services people require thus they can intensify their market reach. There is a need for a needs analysis in order to identify community needs, thus the centre can focus on those essential services that people require.

5.4.5. Channels of Reporting

The Centre Manager's line of reporting is fragmented and needs to be made clear. The centre manager is currently employed by the municipality, but the municipality hardly requests information about the centre from him. It was indicated that Office of the premier Limpopo and GCIS request information from him on a monthly basis.

5.4.6. Marketing Campaigns

There is a need for bi-monthly marketing campaigns to alert the community on services offered at the centre. This recommendation will address the current

decline on the number of people accessing services at the centre, as they will be more informed about service.

5.4.7. Meetings for PISSC and NISSC

The Inter-sectoral steering committee (National, Provincial, District and Local) should meet at least twice a year in order to determine the successes, challenges and carve a way forward. Currently the Provincial Inter-sectoral Steering Committee meets on a monthly basis, while the NISSC and LISSC hardly meet.

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Annexure 1:
Research Interview Schedule/ Questions

Annexure 1: Research Interview Schedule/ Questionnaire for Service Provider

EFFECTIVENESS OF THE FETAKGOMO ATOK THUSONG SERVICE CENTRE QUESTIONNAIRE: SERVICE PROVIDER	
Introduction Good Day. My name is Azwinndini Yvonne-Joy Nethathe. I am a Master of Management (Public and Development Management) student at the University of Witwatersrand. The main purpose of conducting this research is to establish whether the Atok Fetakgomo Thusong Service Centre is achieving its objectives in terms of integrated service delivery (Rendering of different government services under one roof) and to also establish its effectiveness in rendering services. All information you provide will be kept confidential. The results of the research will only be established for academic purposes. Summary of the findings will be provided to you upon request. **Interviewer Note:** Ask whether the participant is willing to answer a few questions regarding the Thusong Service Centre	
PROJECT PROFILE	
Name of the Province	
Name of the Municipality	
Name of the TSC Centre	
Date of the Interview	
SERVICE PROVIDER	
1. BRIEF PROFILE OF THE RESPONDENTS	
1. Which department are you from?	
2. How long have you been working at the centre?	
2. QUALITY OF SERVICE	

3. How often do you render services at the centre?	
4.What services are rendered by your department?	
5. Is there dedicated staff to render these services?	
6. How many people do you render service to in a month?	
7. Is there a budget made available for this work in your department?	
8. What problems and challenges are you facing in the centre?	
9. In your view, what do you think could be done?	
10. How can rendering services be improved?	

THANK YOU FOR YOUR TIME AND ASSISTANCE IN COMPLETING THIS QUESTIONNAIRE

Research Interview Schedule/ Questions for Centre Manager

EFFECTIVENESS OF THE FETAKGOMO ATOK THUSONG SERVICE CENTRE **QUESTIONNAIRE: CENTRE MANAGER**	
Introduction Good Day. My name is Azwinndini Yvonne-Joy Nethathe. I am a Master of Management (Public and Development Management) student at the University of Witwatersrand. The main purpose of conducting this research is to establish whether the Atok Fetakgomo Thusong Service Centre is achieving its objectives in terms of integrated service delivery (Rendering of different government services under one roof) and to also establish its effectiveness in rendering services. All information you provide will be kept confidential. The results of the research will only be established for academic purposes. Summary of the findings will be provided to you upon request. **Interviewer Note:** Ask whether the participant is willing to answer a few questions regarding the Thusong Service Centre	
PROJECT PROFILE	
Name of the Province	
Name of the Municipality	
Name of the TSC Centre	
Date of the Interview	
CENTRE MANAGER	
1. How long have you been managing the centre?	
2. Are you based at the centre full time?	
3. What are your focus areas in the centre?	

4. What are the factors contributing to the number of people accessing the centre?	
5. What are the management problems and challenges at your centre?	
6. How many LISSC meetings have you held in the 2011/12 financial year?	
7. In your view, what do you think could be done?	
8. How can rendering services be improved?	

THANK YOU FOR YOUR TIME AND ASSISTANCE IN COMPLETING THIS QUESTIONNAIRE

Research Interview Schedule/ Questions for CDW and Community Members

EFFECTIVENESS OF THE FETAKGOMO ATOK THUSONG SERVICE CENTRE **QUESTIONNAIRE: CDW AND COMMUNITY MEMBER**	
Introduction Good Day. My name is Azwinndini Yvonne-Joy Nethathe. I am a Master of Management (Public and Development Management) student at the University of Witwatersrand. The main purpose of conducting this research is to establish whether the Atok Fetakgomo Thusong Service Centre is achieving its objectives in terms of integrated service delivery (Rendering of different government services under one roof) and to also establish its effectiveness in rendering services. All information you provide will be kept confidential. The results of the research will only be established for academic purposes. Summary of the findings will be provided to you upon request. **Interviewer Note:** Ask whether the participant is willing to answer a few questions regarding the Thusong Service Centre	
PROJECT PROFILE	
Name of the Province	
Name of the Municipality	
Name of the TSC Centre	
Date of the Interview	
COMMUNITY MEMBER	
1. How often do you access the centre	
2. How long did you have to travel to get to the centre?	
3. What services do you usually require at the centre?	

4. Is the centre effective in rendering services?	
5. What added services would you like to access at the centre?	
6. What can you suggest to improve the functioning of the centre?	

THANK YOU FOR YOUR TIME AND ASSISTANCE IN COMPLETING THIS QUESTIONNAIRE

Annexure 2
Photographs for the TSC









