

MANAGEMENT CHALLENGES OF
THUSONG SERVICE CENTRES IN
GREATER TUBATSE MUNICIPALITY OF
THE LIMPOPO PROVINCE

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Dedication

This work is dedicated to my Parents, Madumane Ngoamohula and Kanyane Mosebjadi Matabane for their devotion and support throughout my academic life.

Declaration

I hereby declare that this dissertation submitted to the University of Limpopo for the degree of Master of Development has not been previously submitted by me for any other degree at this or any other University, that this is my own work in design and execution and that all material contained therein has been duly acknowledged.

RAPHAHLE MAVIS MAGOOA

Date

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ABSTRACT

Thusong Service Centres, which were previously known as Multi Purpose Community Centres, have been established country wide to strengthen community access to both government and civil society partners' information and services. The Thusong Service Centre approach purport to bring basket services to communities under one roof. The service basket includes application of vital documents such as birth and death certificates, primary health care services, business initiatives, information and communication technology, applications of pensions, benefits and grants.

They assert to refocus government services to meeting the basic needs of the people particularly those in rural and other disadvantaged areas. The one stop programme follows the decentralised service delivery model of the government which ensures that people spend fewer resources to access information and services. To the contrary, people still travel distances to access government services and information despite the existence of these facilities. The focus of this study is on management challenges of Thusong Service centres in Greater Tubatse Municipality in Limpopo Province.

The findings indicate amongst others, lack of proper handing over of the facilities from The Department of Public Works to Greater Tubatse Municipality, Lack of Human and Financial resources that the Municipality dedicated to the programme and general poor management and coordination of the programme. Communities are then subjected to infrequent and inconsistent service provision as a result.

1. CHAPTER ONE – INTRODUCTION TO THE STUDY

1.1 BACKGROUND

People around the globe are faced with the problem of eradicating poverty. Approaches to eradicate poverty differ from one country to another as poverty manifests itself in various forms, levels as well as causal factors. Almost all governments have it high on their agendas such that people's lives can be improved.

Many South Africans are also facing poverty of various dimensions, for example the poverty of access to services and information to develop oneself. To address this kind of poverty, the South African government has come up with a number of initiatives including programme of Thusong Service Centres (TSC) which are one stop centres for both government and non government sources and information.

The founder thereof, the then President of the Republic of South Africa Mr. Thabo Mbeki emphasised a need to accelerate delivery of services through exploration of means and innovative mechanism to deliver services effectively and economically to citizens of the country through the establishment of Multi Purpose Community Centres. RSA (1999).

A Thusong Service Centre is by definition, a structure which enables communities in largely rural areas to improve the quality of life through access to appropriate services, information and training facilities as well as community and private sector services. RSA (2006-2014).

These centres aim to bring services and information closer to the people. They rightly provide needs driven services and information in an integrated fashion as they purport to empower the poor and the disadvantaged through access to information, services, resources and technology from both government and non government sources. The belief is that the approach works for communities' own development. Cameron (2009) notes that

creation of Multi Purpose Community Centres are intended to deliver services at all spheres of government from a single location and further to provide access to a basket of services and government information.

The Government's inclination towards the centre approach was mentioned for the first time in a paper delivered at the Information Society and Development (ISAD) conference in 1996 where one of the main proposals was the possibility of establishing Multi Purpose Community Centres which are now referred to as Thusong Service Centres.

Participation of role players and the availability of a scheduled service which is made known to communities may be a worthy reality. There has to be interplay of certain management functions to realise functionality and sustainability of these public facilities. The study aims to investigate management challenges that impede functionality of Thusong Service Centres in Greater Tubatse Municipality of the Limpopo Province.

On the other hand, the investigation needs to develop guidelines for effective Thusong Service Centre management.

1.2. PROBLEM STATEMENT

Thusong Service Centre programme was initiated in 1999 to bring government and non- governmental services and information closer to the people. These services are rendered in an integrated fashion (one stop service) to counter travelling across distances. The aim is to bridge distances and cut costs in pursuance of information and services from government and non government sources. Greater Tubatse Municipality has three Thusong service Centres which are at varying levels of functionality.

However, communities are still faced with challenges pertaining to access of information and services despite the existence of these facilities, which were established ten years ago. Residents in Greater Tubatse Municipality still

travel vast distances in order to access government and non government information and services which necessitate travelling across service points

This has some serious financial implications which lead others to fail in their pursuit of services and information due to lack of means. They are being referred from pillar to post as services are rendered in a fragmented manner. Maritz (2008) elaborates that distances to service points in rural areas are vast and long, roads are often poor and severely affected during rainy seasons and transport services are infrequent.

These factors then aggravate service inaccessibility in rural areas. People often experience feelings of apathy, despondency, disempowerment and lack of trust on the government's ability to deliver services in the light of the advanced reasons.

Some of the documents that locals are unable to access are a prerequisite for certain services that will change people's lives for the better. For example, people need vital documents such as birth and death certificates to make applications for social grants which will change their economic standing for the better.

There are management functions that need to be employed for effective running of community facilities. Failure to employ such functions would lead to unreliable and collapsed service ultimately. Such problems of access to information and services emanating from management challenges of these facilities result in service delivery backlogs, impoverished and disempowered communities. All these aggravate poverty and impact negatively on the quality of life of the people.

1.3. RESEARCH QUESTIONS

The following questions are formulated to investigate management challenges in this study:

1. Who is currently managing Thusong Service Centres in Greater Tubatse Municipality?
2. What functions are being performed by the current management structure of these facilities?
3. What challenges does the current management structure face?
4. What resources are available at community, district and provincial levels for Thusong Service Centres?
5. What management factors are critical in the functioning of a Thusong Service Centre?

1.4. MOTIVATION FOR STUDY

The researcher's curiosity has been sparked by observation emanating from the practical world where Thusong Service Centres in Greater Tubatse Municipality are faced with management challenges that impede on their full functionality and operation.

Babbie & Mouton (2001) notes that people who are more aware of what is going on around them, who are more sensitive to their surroundings are more likely to come up with interesting topics for research as most problems arise from a concrete problem observed in reality. He further goes on to indicate that another researcher might become aware of certain defects in service delivery, but also in the knowledge base underlying the delivery of certain services. The researcher's sense of professional responsibility to contribute to the enhancement of the underlying knowledge base of the profession may then be stimulated.

This fact of drawing research problems from practical experiences either of oneself or of others is also supported by Brynard and Hanekom (1997) who indicate that the impetus for selecting a topic should come from decisions confronting social service

agencies or the information needed to solve practical problems in social welfare and to guide policy, planning or practice decision.

1.5. SIGNIFICANCE

The study would be of benefit to Greater Tubatse Municipality as the rightful owner and Local Inter Sectoral Steering Committee (LISSC) as the management structure of Thusong Service Centres to take consideration of management factors that would enable functionality of these facilities.

Office of the Premier and Government Communication and Information System (GCIS) would benefit as well as they play a supervisory role in the programme. The study would assist in pointing out bottlenecks in management that need to be addressed for effective management of Thusong Service Centre in Greater Tubatse Municipality.

It would also benefit service users mostly as they are the ones who endure the pain of long distance travelling in pursuit for information and services. At times they are subjected to infrequent and irregular Thusong Service Centre service provision that becomes unpredictable and unreliable.

Community confidence on the ability of the Government to deliver quality services will be restored as well as the reduction of feelings of despondency that communities already have. The study would also contribute to knowledge and advance more understanding of the programme itself as little has been researched around this area.

1.6. AIM OF THE STUDY

The study aims to investigate management challenges of these facilities, and to develop management guidelines for effective Thusong Service Centre Programme at Greater Tubatse Municipality of the Limpopo Province.

1.6.1. Objectives

1. To describe management structure of Thusong Service Centres.
2. To assess functionality of management structure of these centres
3. To investigate management challenges of these facilities.
4. To investigate availability of resources for Thusong Service Centres.
5. To develop guidelines for effective management of Thusong Service Centres in Greater Tubatse Municipality.

1.7. DEFINITION OF CONCEPTS.

1.7.1. Thusong Service Centre

Thusong is a Sesotho word meaning a place to get help or assistance. Loosely translated, a Thusong Service Centre refers to a centre where people get assistance hence the reading of its slogan as “One stop centre for services and information”. RSA (2009)

By a formal definition, A Thusong Service Department is a structure which enables communities in largely rural areas to improve their quality of life through access to appropriate government services, information and training facilities as well as community and private sector services. RSA (2006-2014:7).

1.7.2. Community

A community is defined by Rissman (2009) as a social group of any size whose members resides in a specific locality, share a government and often have a common cultural and historical heritage.

1.7.3. Community Centres

Community Centres refer to facilities created to serve health, wellness, recreational and social needs of the people. Rissman(2009)

1.7.4. Community Development

This is defined as the process of helping a community to strengthen itself and develop towards its full potential. Rissman (2009)

1.7.5. Sustainability

“Sustainability is improving the quality of human life while living within capacity of supporting ecosystems” Rissman (2009). It denotes the meeting of the needs of the present without compromising the ability of future generations to meet their own needs.

1.7.6. Management

The utilisation and mobilisation of all of the organisation’s resources for the success and survival of the organization in a changing environment. Swanepoel, Erasmus, Van Wyk and Schenk (2001). It is basically an act or manner of exercising planning, leading, and organising and control functions in an organisation.

1.7.7. Challenges

Soanes (2002) refers to a challenge as a call to someone to take part in a contest, a call to prove something, a demanding task or situation. The dictionary meaning of the word *challenge* refers to the quality of demanding a competitive action, interest or thought.

Challenges are associated with problems. This takes the meaning further to refer to serious difficulties that need attention or thought or dealing with a social difficulty or a matter of right and wrong. The concept of challenges took the latter meaning in the study.

1.8. OUTLINE OF RESEARCH REPORT

Chapter 2- Literature Review covering introduction, background of Thusong Service Centre, Definition and Description of a Thusong Service Centre, Rationale behind Thusong Service Centres, The Benefits of Thusong Service Centre, Management of Thusong Service Centre as well as management functions of planning, leading, organisation and control has also been undertaken to put research questions into perspective. Detailed research questions are also indicated as well as conclusion.

Chapter 3- This chapter deals with the research methodology and approach used in this study. It covers introduction, research design, area of study, population, sampling methods, data collection procedures, data analysis, delimitation of the study, ethical considerations and conclusion are indicated.

Chapter 4- Deals with presentation, Analysis and Interpretation of data. Graphs and tables are used to present and analyse data. Interpretation has also been carried out in relation to research questions.

Chapter 5- Major Conclusions, Recommendations and Implications are presented in this chapter.

2. CHAPTER TWO LITERATURE REVIEW

2.1. Introduction

Thusong Services Centres (TSC) formerly known as Multi Purpose Community Centres (MPCC) have been identified as a 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. According to the first generation Multi Purpose Community Centre Business Plan, these Centres were identified as the primary approach for the implementation of development communication and information.

2.2. Background of Thusong Service Centre

A Communication Task Group Report recommended the development of Multi-Purpose Community Centres now referred to as Thusong Service Centres to expand access to information in 1996. This led to National Cabinet Memorandum no.15 of 1999 which mandated Government Communication and Information System (GCIS) to facilitate and coordinate the establishment of Multi Purpose Community Centres now rebranded as Thusong Service Centre as from March 2007.

A National Inter-Sectoral Steering Committee (NISSC) was established to coordinate the Multi Purpose Community Centre programme at national, Provincial Inter - Sectoral steering committee (PISSC) at provincial and Local Inter-Sectoral Steering Committee (LISSC) at the Local Levels. The original target was to have one Multi Purpose Community Centre per district in 2004. RSA (2001).

In May 2004, the then President of the Republic of South Africa Mr. Thabo Mbeki announced in his State of the Nation Address that by 2014, every Municipality would have a multi-purpose community centre thereby increasing the number to be established to 283.

The second generation Thusong Service Centre plan RSA (2006- 2014) later increased the overall target to 300 recognising the likelihood of more than one centre in metropolitan and certain local municipalities.

In 2006, business plan for Thusong Service Centre 2nd generation was approved by Cabinet. The difference between first and second generation Thusong Service Centres is the widening of scope in providing certain government services such as application of identity documents, birth and death certificates and social grants in addition to the development communication and information.

In Bangladesh, these centres are used to provide information to the marginalised and rural disadvantaged as well as to reduce technological discrimination between urban and rural areas. Islam and Hasan (2009).

Bangladesh views the flow of information from and to rural areas as a precondition for the development of rural areas towards eradication of widespread poverty, information and knowledge. The Bangladesh and Pakistan conception of these centres are similar in the sense that they are viewed as information facilities that offer telecommunication services, computers and public library services.

The approach is similar in the South African context as these centres purport to close knowledge and information gap in communities but the South African conceptualization further bring services (both government and non- governmental services) closer to where people are residing.

Selomo (2007) regards Thusong Service Centre projects in South Africa as a base from which a wide range of services and products can reach communities, especially those in rural areas to ensure that communities do access government programmes for their own benefit and development.

Flederman (2008) summed by saying that Thusong Service centres are one stop centres for services and information set up to empower poor and disadvantaged communities through access to information and resources from government, non - governmental organization, parastatals and business.

2.2.1. Definition and description of a Thusong Service Centre.



A Thusong Service Centre is a structure which enables communities in largely rural areas to improve their quality of life through access to appropriate government services, information and training facilities as well as community and private sector services. GCIS (2006-2014). It simply refers to a centre where people get assistance. Its slogan reads “One stop centre for services and information”. RSA (2009)

Its Multi Purpose nature means that a centre is able to provide different user groups within a community with a wide range of services to different domains from education, training to business, from health to local governance. According to Islam and Hasan (2009) the community element denotes both local community ownership and community access through the centre.

The Researcher concurs that the multiplicity element of these centres is emanating from the service basket that these centres are providing. Some studies have been conducted previously revolving around integrated service delivery concept of the Thusong Service Centres. A study on the accessibility of government services in the integrated sustainable rural development is one of those which was conducted in the 15 integrated sustainable rural development (ISRSD) nodes in South Africa. The study concluded that much still needs to be done by governments in the development of

their access norms and standards and in optimizing the location of government services. RSA (2009). Most accessibility studies assess the ease with which people can access the nearest government service point.

Therefore, the notion of Thusong Service Centres as one stop, integrated community centres is fully supported by the Researcher on the basis that these centres are established through community participation to provide information needs and services so as to empower poor communities through provision of access to government and non government information and resources for development. The Researcher also view them as one stop shops through which communities can access government and non government services, information technology and training.

2.2.2. Rationale behind Thusong Service Centres.

The main rationale for the first-generation Multi Purpose Community Centres (MPCC's) now referred to as Thusong Service Centres (TSC's), appears to have been to use access to information in order to drive development. As mentioned above, an additional emphasis on providing certain government services was introduced in the second-generation business plan.

The plan states that the central aim of the programme is to "bring government services closer to people (and especially the poor and marginalised)." This is elaborated as follows: "The Thusong Service Centre programme was initiated to...extend services of the Government, in an integrated manner, closer to outlying areas where people live. Primarily, the focus was on rural and under-serviced communities."RSA (2006-2014).

Pahad (2007) in his presentation of Government Communication and Information System budget speech for 2007/8 financial year rightly said that "Critical to bringing information closer to where communities live is the expansion of the infrastructure of accesses to information, in particular the roll out of Thusong Service Centres as a new name for Multi-Purpose Community Centres.

Thusong Service Centres aim to empower the poor and the disadvantaged through access to information, services, resources and technology from both Government

and Non Government sources which can be used for communities' own development. The assertion is embodied in Thusong Service Centre 2006-2014 Business Plan, which states that a Thusong Service Centre initiative aims to provide needs driven services and information in an integrated fashion.

The centres purported to save communities from frustrations of being referred from place to place and office to office leading to understandable despondency and a lack of confidence in government to deliver quality services. (Western Cape Work stream report: 2009).

This is exacerbated in rural areas where areas are vast, the cost of travelling to urban areas is high and poses a great strain on the incomes of those who can least afford. The Western Cape Work Stream Report highlights that the Government uses the Thusong Service centre approach to drive development through access to information and services. Thusong Service centres seek to address particular historical, social and economic challenges which characterised freedom of access to information and citizen participation in South Africa.

2.2.3. The Benefits of Thusong Service Centres.

The following are the key results area of the programme:

1. Government services such as pensions, grants, health, education, passports, identity documents, library services and the use of computers are accessed in one integrated place.
2. Community members are able to access information they need through a single integrated government site.
3. Distances between service points are bridged and therefore transport costs are saved.
4. These centres promote better communication between the government and communities
5. They are used also for hosting of community events and democratization processes such as community meetings.

Western Cape Work Stream Report (2009) sums up the benefits by indicating that communities benefit materially from Thusong Service Centre by receiving wide range of services that were previously difficult and expensive to obtain.

Selomo (2007) advance another important service which is delivered in terms of the e-government policy, which is the tele-centre service. Thusong Service Centres are also expected to bridge the digital divide through this service. Much research has been undertaken around this area.

For service users to receive quality services and information at these centres there has to be role players with clearly laid out system for a reliable and optimal operation.

2.2.4. Management of Thusong Service Centres

Thusong Service Centres as public institutions have to be managed in line with generally acceptable management practices .According to Selomo (2007) adherence to these practices ensures effective management of any public programme and activities.

This therefore brings the need for observation and general adherence to management elements as noted by du Toit, Van der Walt, Bayat and Chemnias (1998) like planning, organizing, leading, coordinating and control.

Further to the above mentioned Cloete (1994) noted the need for observation of generic functions of administration and management such as policy making, staffing, financing, procedure, and control and organizing.

Management therefore can be regarded as the organization and coordination of the activities of an enterprise in accordance with certain policies to achieve clearly defined objectives.

Thusong Service Centres are managed at all levels of the Government through National Inter Sectoral Steering Committee (NISSC), Provincial Inter Sectoral Steering Committee and Local Intersectoral Steering Committee.

2.2.4.1. Planning

Planning is one of the most fundamental functions to ensure effectiveness of an institution. It helps to determine what the institution should do and how it should be done. Selomo (2007) asserts that failure of most organizations starts at this area of

management. Du Toit et al (1998) regard planning as a process that focuses on the formulation of future objectives for the organization.

Planning is the management activity that determines the organization's mission and goals. This includes identification of ways to attain the goals as well as the resources needed for the task according to Cronje and Smit (1992). This applies to Thusong Service centres as deployment of human, financial, physical and information resources are inherent for these organizations.

2.2.4.2. Leading

Leading is about inducing others to take action. It refers to giving orders to the human resources of the enterprise and motivating them in such a way that their action is in accordance with the goals and plans formulated. Locke (1991) Leadership therefore involves taking the lead to bridge the gap between formulating plans and reaching objectives, in other words translate plans into reality.

2.2.4.3. Organising

Organizing involves developing a framework or organizational structure to indicate how personnel and materials should be employed to achieve the organization. Once the goals and plans have been determined, management has to allocate the organization's human and physical resources to relevant departments or persons. Duties have to be defined and procedures fixed to attain the objectives.

It is defined by Smit and Cronje (2000) as the process of creating structures of the organization to ensure working together by the people in realizing objectives.

2.2.4.4. Controlling

This is the final step in the management process. It ensures that the organization is on the right track in the attainment of organizational goals. It is also important in realizing better quality and enables management to cope with changing environment. Selomo (2007) made an observation that control of service providers in Thusong Service Centres will go a long way in addressing the management challenges of provision of regular and reliable services to users.

Locke (1991) advises that the aim of control is to check that performance and action conform to plans to attain the predetermined goals. The Researcher agrees with Cronje and Smit (1992) who assert that control enables management to identify and rectify any deviations from the plans and at the same time obliges it continually to revise its goals and objectives.

2.3.Detailed Research Questions

The reviewed literature has expanded insight and understanding on the themes that are under study and the following new research questions came to light:

What are the functional challenges of Thusong Service Centre in the province?

How were Thusong Service Centres transferred to municipalities in the province?

What are the implications of human resources on the functioning of a Thusong Service Centre?

What financial resources are available for Thusong Service Centre in the province?

What are the perceptions of service users on the impact of Thusong Service Centre programme in the province?

2.4. Conclusion

Thusong Service Centres are relatively new and as such much has not been researched about these facilities. Several studies have been conducted on Thusong Service Centres mostly as impact studies on Multi Purpose Community Centre service delivery acceleration, human resources development, government programmes, information dissemination and use of other resources within a Thusong Service Centre. Some studies include personnel and administration practices of the Public Service within a Thusong Service Centre as well as a survey conducted by Public Service Commission on the operations of Thusong Service Centres. The study aimed at assessment of impact of Thusong Service Centres on human resources, customers, finances and resources.

There are studies on Thusong service centres that revolve around interpretive case studies, services offered by Thusong Service Centres as vehicles of shared service delivery approach. Impact studies on Multi Purpose Community Centre on service

delivery acceleration, human resources development, government programmes, information dissemination and use of other resources within a Thusong Service Centre which were previously conducted.

The present researcher has thus realised that knowledge gap still exist on the challenges faced by these centres and decided to research on management challenges of these centres in a given study area. The reviewed literature has been instrumental in pointing out that much need to be explored on functional challenges as well as issues of sustainability and perceptions of service recipients about these centres. The availability of financial resources and the implications of human resources on the functioning of a Thusong Service Centre need to be explored.

It has been deduced that the right to information has become one of the basic needs for people across the globe. Well managed Thusong Service Centres have been proven to be effective mechanisms for ensuring community access to information and services. There are management factors that need to be considered and strengthened to ensure delivery of efficient and effective services to disadvantaged communities.

CHAPTER 3 RESEARCH METHODOLOGY

3.1. Introduction

The focus of this chapter is on the research design, methods of data collection as well as techniques that were employed in the study. It also covers potential ethical issues that are likely to be encountered in the study.

3.2. Research Approach

There are mainly two types of approaches, qualitative and quantitative research approaches. The qualitative approach relies on descriptive and interpretive techniques to analyse a social phenomenon, whereas the quantitative involves variables and measurement to analyse relationship in social phenomenon. Denzil & Lincoln (2008). Mmako (2010) further asserts that despite their differences, the two approaches complement each other. The complementary role could be captured in the sequential usage of the two approaches such that one could use some elements of the quantitative approach to analyse qualitative data.

A qualitative approach is used in this study. The rationale behind this choice is that the study is not grounded on any theory. The study would generate knowledge on management challenges of Thusong Service Centres. The use of qualitative approach is seen by De Vos (2002) as entailing the construction of detailed descriptions of social reality. This translates into the production of data in the respondents' own words.

Mmako (2010) states that research is conducted in natural settings in the qualitative approach as data is collected in the form of focus groups, discussions, interviews, observations , and questionnaires are presented descriptively in numbers and in words to express the viewpoints of participants.

3.3. RESEARCH DESIGN

Mark, Henry and Jules (2000) make mention of descriptive, classification, causal analysis and value enquiry as four modes of enquiry in Research. Mmako (2010) indicates that each mode would lead to different results if adopted in a study. Value

enquiry e.g. could be used to determine the impact of an intervention, policy or programme. Babbie (1995) refers to an enquiry that is intended at analysing and or assessing a social intervention as evaluation enquiry.

This could take place in two forms, formative and summative. According to Mmako (2010) formative evaluation enquiry is aimed at shaping the social intervention as the focus of data collection is to clarify goals and can therefore be regarded as a monitoring tool that could assist programme implementers to identify ways in which the intervention could be improved. Summative evaluation enquiry provides a definite judgement on the programme or policy's merit and is used to decide the fate and future of the intervention. Mark et al (2000). The research design in this study is therefore formative.

Thusong Service Centre Programme is relatively new and little is known about its management challenges. De Vos (2005) points out that in the case where social phenomenon under investigation has been in existence for a short period of time, case study approach could be followed. The case study entails an in depth analysis of the social phenomenon over a period of existence.

The study applied the qualitative method of research, with a purposive non-probability sample, and utilised interview schedule (primary data) and analysis of documents (secondary data) for data collection. The study did not require analysis of concepts or relationship between variables and therefore used the content analysis method.

3.4. Study area



Greater Tubatse Municipality (GTM) is located North of the N4 highway, Middelburg, Belfast and Nelspruit and East of the N1 Highway, Groblersdal and Polokwane. The area of jurisdiction is approximately 4550m² in size and is known as the Middelveld as it is located between the Highveld and Lowveld regions. It comprises 31 wards with one councillor per ward and is administered by a local municipality. The main offices are located in Burgersfort. The area forms part of Sekhukhune District together with Fetakgomo, Marble Hall, Elias Motswaledi and Makhuduthamaga local municipalities. Sekhukhune is also one of the five District Municipalities in Limpopo Province of the Republic of South Africa. GTM forms part of the Sekhukhune district municipalities in Limpopo Province.

Stats SA (Census 2007) puts that the population of Greater Tubatse Municipality (GTM) at 343 468 people, with a total number of 66611 households. This makes GTM the highest populated local municipality within the Greater Sekhukhune District. The population has grown tremendously through immigration, mainly due to mining

activities, and is expected to change further both in terms of population rate and population density.

The booming population explosion presents economic, health and general developmental challenges in the entire municipality. The Municipality has three Thusong Service Centres namely Leboeng, Kgautswane and Kgopaneng which are at varying levels of functionality. The Leboeng and Kgautswane Thusong Service Centres are relatively functioning, whilst Kgopaneng was never operationalised since its official opening in 2000 and is therefore not listed in the Province.

3.5. Population

Grinnell (1986) defines a population as a totality of persons, events, organizational units, case records or other sampling units with which the research problem is concerned. The following were the total respondents in the study:

- Municipal, Office of the Premier and Government Communication and Information System Officials responsible for Thusong Service Centre Programme.
- Management Structure (members of Local Inter-Sectoral Steering Committee) and Service Users.

Bless and Higson-Smith (2005) shares Grinnell's sentiments that a population is a set of elements that the research focuses upon and to which the results obtained by testing the sample can be generalized.

The study focused in depth on Leboeng Thusong Service Centre as a case study upon which the results would be generalised to all Thusong Service Centres in Greater Tubatse Municipality.

3.6. Sampling Methods

The study used non-probability purposive/judgemental sampling method which relies on available subjects. Bless and Higson-Smith (2000) clarify that the purposive /judgemental sampling method is based on the judgement of a researcher regarding the characteristics of a representative sample.

In this study, the Researcher selected 10% of the population of the respondents that she knows are the most knowledgeable and informative for this study. The only category that was sampled as a result of availability was service users.

Denzin and Lincoln (2000) supported the action of the researcher by indicating that qualitative researchers seek out individuals, groups and settings where the specific processes being studied are most likely to occur. The respondents are drawn from municipal, office of the Premier, Government Communication and Information system (GCIS) officials, members of Local Inter Sectoral Steering Committee and service users.

3.7. Data Collection Procedures

Data collection was done in the period of May -June 2010. An interview schedule was employed to a sample purposively selected from Greater Tubatse Management as owners of these facilities, Thusong Service Centre coordinators from South African Police Services, the municipality and Office of the Premier, Members of the Local Inter-sectoral Steering Committee and service users. This enabled the Researcher to understand the world from the perspective of the respondents. Notes and pictures (not of the respondents) were taken and some recordings were done to enhance data collection. Probing was also used to get in-depth knowledge about the topic under study. The researcher regards these data as primary data.

Government documents including policies, Acts and Thusong Service Centre Business Plans were interrogated to provide historical insight and understand the legislative mandate of Thusong Service Centre better. The researcher regards these types of data as secondary.

Research tools were piloted prior to data collection from each category of the respondents. The pilot study assisted in identifying weaknesses on the research tools and enabled the researcher to effect the necessary changes and additions.

The use of data collected by other researchers was minimally used as much of the academic work in the direction of the research as reflected in the literature review is mainly on Information communication technology (ICT). The methodology has as a matter of fact provided the researcher the opportunity to know and see personally

the frustrations posed by management challenges at Leboeng Thusong Service centre through the case study method.

3.8. Ethical Considerations

A covering letter was attached to each questionnaire where the purpose of the study was explicitly outlined. The interviewed respondents were also carried through the purpose of the study and finally participated out of their free will. Confidentiality was ensured through anonymous participation.

3.8. Conclusion

An overview of research methodology was presented in this chapter. An exposition focused on research approach, design, sampling method as well as data collection procedures. Lastly, ethical considerations were also outlined.

CHAPTER 4. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA.

4.1. Introduction

The focus of this chapter is on presenting, analysing and interpreting data which were collected from thirty respondents who are service users, members of the management committee (Local Inter sectoral Coordinating Committee or LISSC) management from Greater Tubatse Municipality, Thusong Service Centre Coordinators from Greater Tubatse Municipality, Office of the Premier and Government Information System and Communication (GCIS).

Charts, tables, graphs and percentages are used to analyse and interpret data in this study.

The structured interview schedule was divided as follows:

- **For service users**, the interview schedule was divided into Section A, which focussed on the respondents' demographic factors, and Section B on level and quality of service delivery and recommendations for effective Thusong Service Centre management.
- **For Coordinators**, the interview schedule was divided into Section A, which focussed on the respondents demographic factors, Section B on Institutional Capacity and Monitoring, Section C on coordination functions and recommendations for effective Thusong Service Centre Management.
- **For Management Committee (LISSC)**, the interview schedule was divided into Section A, which focussed on the respondents' demographic factors, and Section B on Institutional Capacity and Monitoring, Section C on coordination functions and recommendations for effective Thusong Service Centre management.
- **For Greater Tubatse Management**, the interview schedule was divided into Section A which focussed on the respondents' demographic factors, Section B on Institutional Capacity and Section C on programme sustainability and recommendations for effective Thusong Service Centre management.

Despite the utilisation of the structured interview schedule, the researcher slipped into unstructured interviews to get more insight into the responses given as a case study requires in-depth information about phenomena under study. There are recordings and pictures that have been generated during field visits.

4.2. Demographic Factors of all respondents

Table 4.2.1: Gender of the respondents

GENDER	NUMBER	PERCENTAGE
Males	18	60%
Females	12	40%
Total	30	100

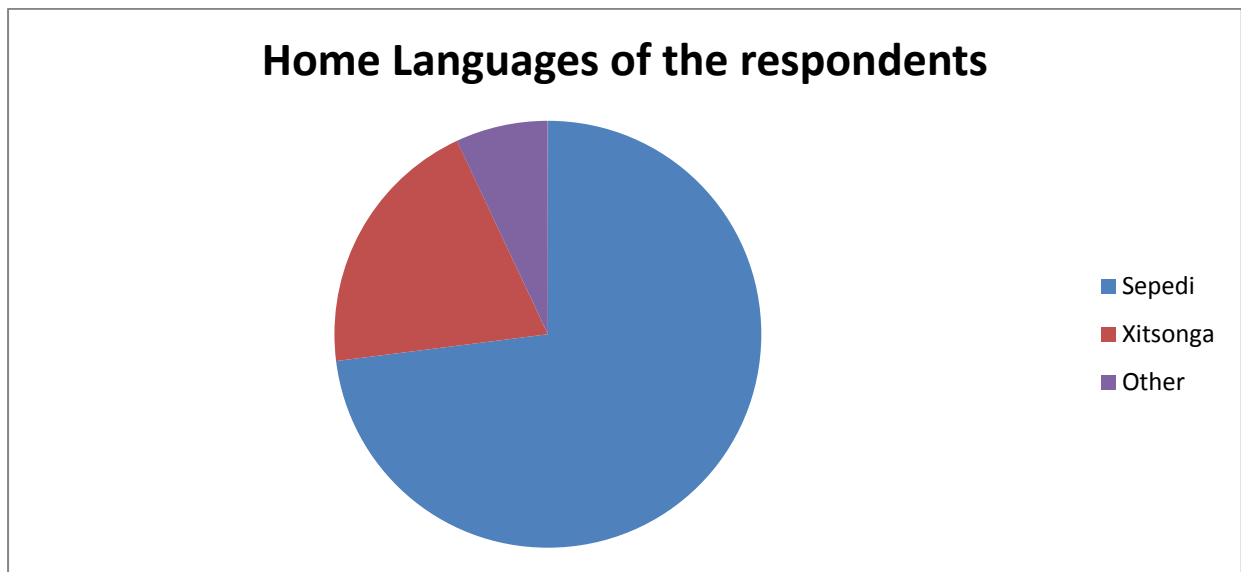
Table 4.2.1. Indicates that the sample consisted of 40% female and 60% male respondents. This indicates that there is more male than female participation in Thusong Service Centre management.

Table 4.2.2. Age of the respondents.

Age Range	NUMBER	PERCENTAGE
20-30 years	2	7%
31- 40 years	16	53%
41- 50 years	10	33%
51-60 years	2	7%
61 years and above.	0	0%
Total	30	100%

Table 4.2.2 shows that 7% of the respondents are in the 20-30 and 51-60 years bracket respectively, whilst there is a 0% in the above 61 years age range. It further shows 53% in the 31-40 years age range and 33% in the 41-50 years category. This implies that Thusong Service Centre managers are mostly in the 31-40 years age category.

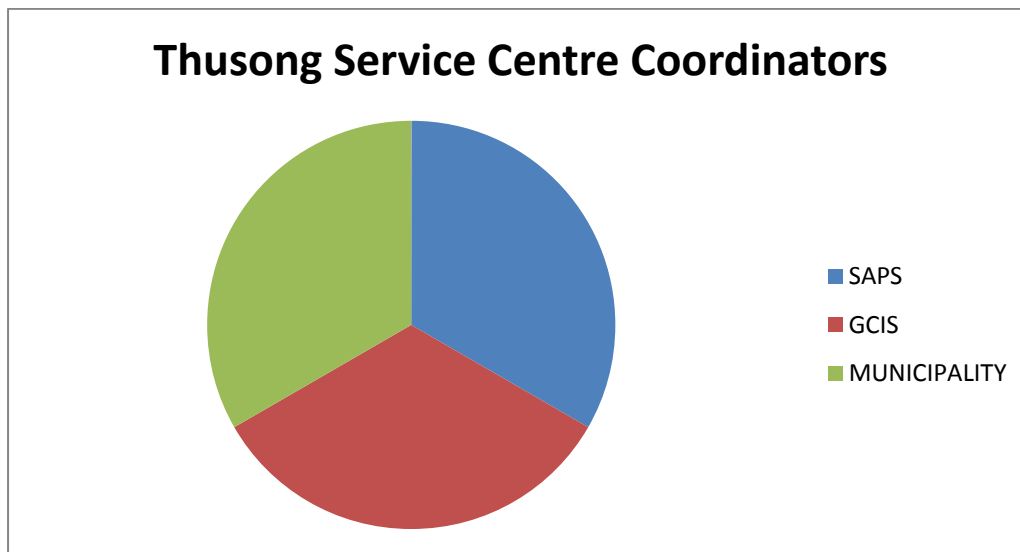
Chart 4.2.3 Home Languages of the respondents



The Chart in 4.2.3 The Pie Chart above shows that the majority of the respondents are Sepedi speakers at 73% followed by Xitsonga speakers at 20% and other languages at 7%. There were no Swazi speaking respondents in this study. The researcher conducted the interviews in Sepedi as all respondents are Sepedi speaking despite their various home languages. The researcher has found out that all respondents were able to express themselves in Sepedi.

Section B-(Thusong Service Centre Coordinators)

4.3. Total Number of Coordinators

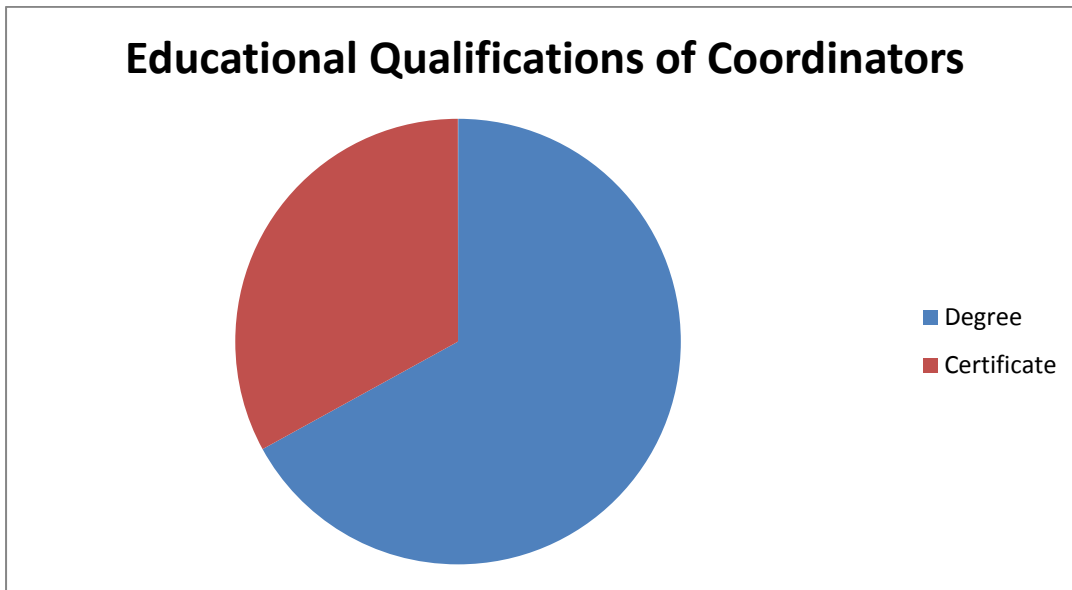


The Chart 4.3 above shows Leboeng Thusong Service Centre with a total number of three coordinators drawn from SAPS, Government Communication and Information System (GCIS) and Greater Tubatse municipality. There are no clear roles as to what kind of coordination is being done by the three coordinators. Out of the three, only one coordinator from the municipality is an appointed coordinator for Thusong Service Centres. The GCIS individual is a deployee attached to Atok- Fetakgomo Thusong Service Centre in the Fetakgomo local municipality of Sekhukhune district. The SAPS Coordinator is a data capturer doing coordination as an added responsibility.

4.4 Educational Qualifications of Coordinators

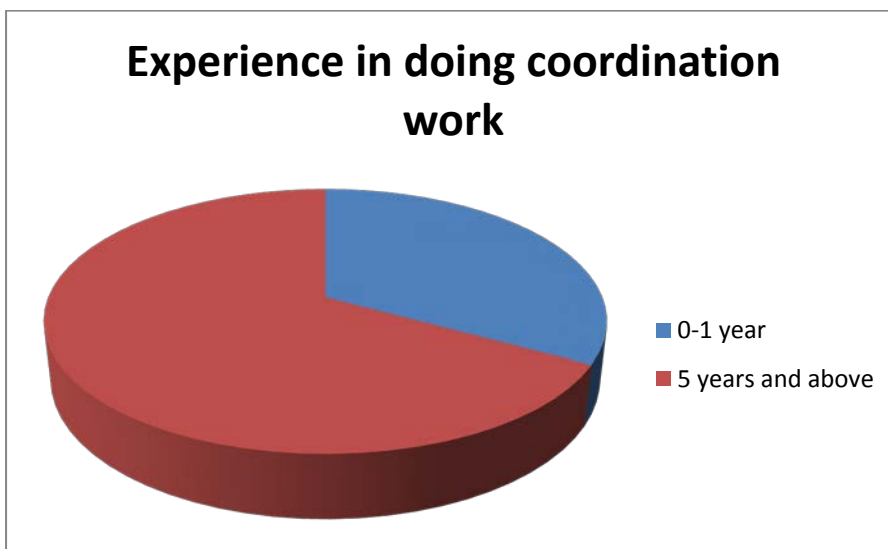
The pie chart in 4.4 below shows that the Leboeng Thusong Centre has 67% of its coordinators with a university degree and 33% with a vocational training certificate. There is none out of the three coordinators who is resident within the complex to do coordination work on a full time basis. Even though the one from the municipality is appointed as a Thusong Service Centre coordinator, he also has other responsibilities attached to his position in the municipality.

4.4. Educational Qualifications of Coordinators



4.5. Experience in doing Coordination Work

The Chart in 4.5. below shows experiences of coordinators in Thusong Service Centre at 67% with five (05) years and above, and 33% between 0 to 1 year respectively. The indication is that the majority of coordinators at 67% are experienced in doing coordination work for Thusong Service Centre.

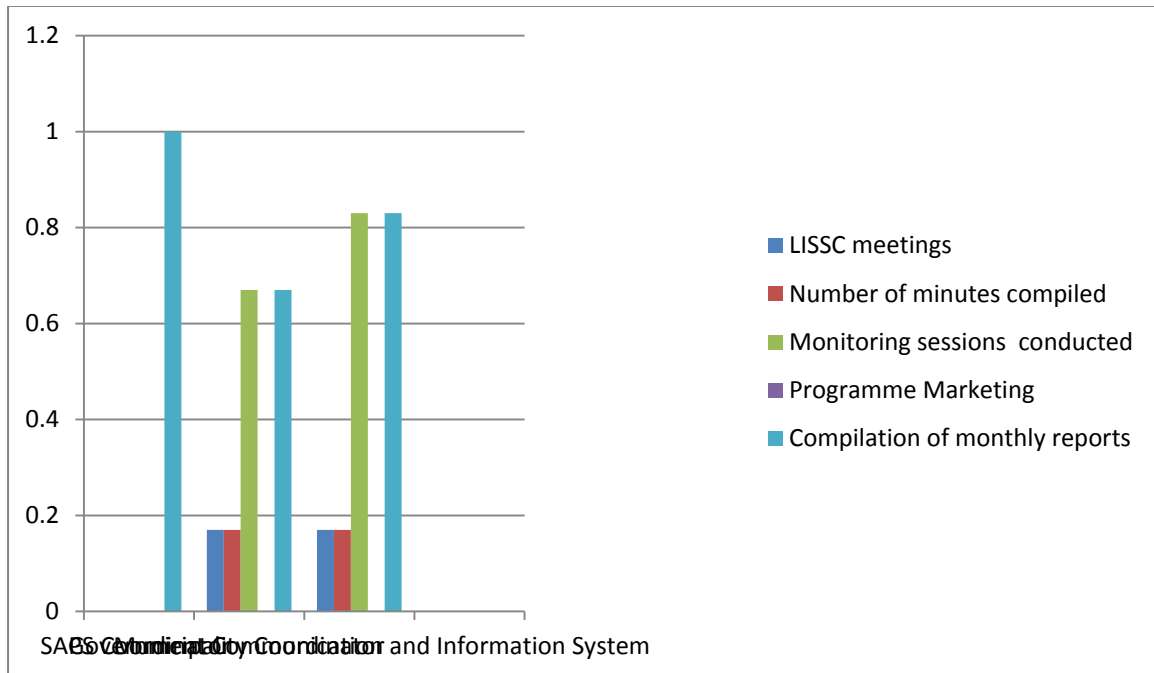


4.6. On job training provider of Thusong Service Coordinators in the past Twelve Months.

On job training Provider in the past twelve months	Number	PERCENTAGE
Greater Tubatse Municipality	0	0%
Office of the Premier	0	0%
Government Communication and Information System	0	0%
Private Studies	1	33.3%
Other	1	33.3%
None	1	33.3%
Total	3	100%

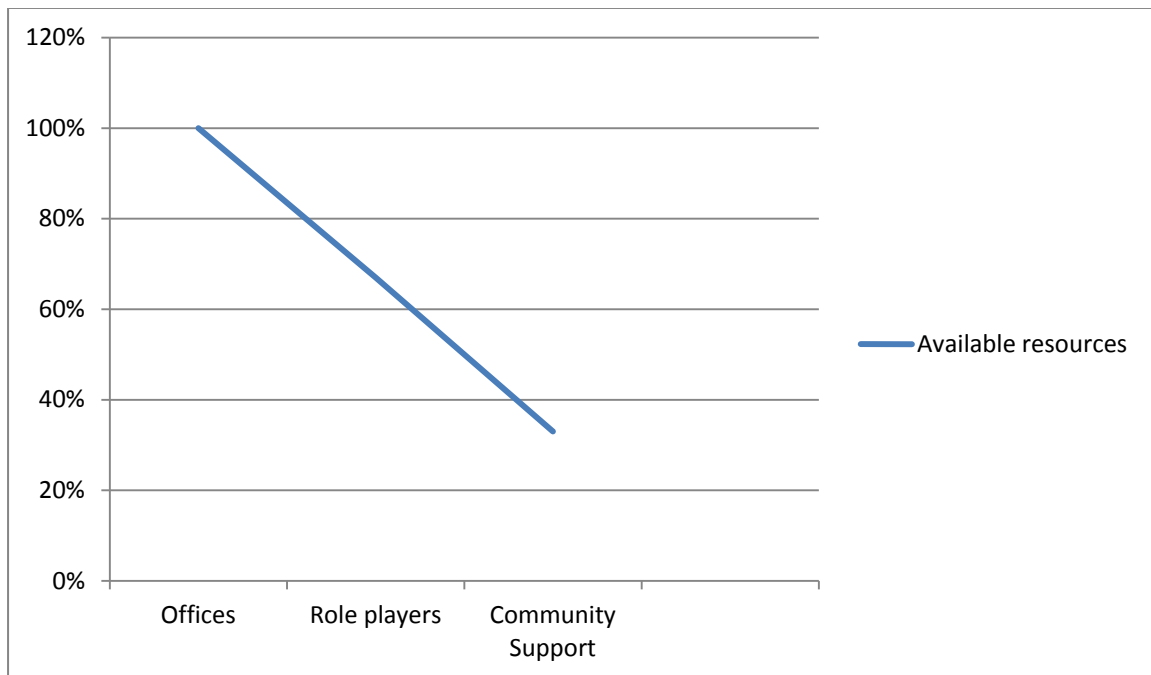
Table 4.6 shows on job training provider for coordinators at 33, 3% for private studies, other training provider and no training at all for the past twelve months . The study indicates that on job training for coordinators is only realised through private studies and other sources other than the government sectors responsible for management, coordination and oversight role.

4.7. Coordination Functions



The Graph 4.7 Shows the convening of management committee (LISSC) meetings at 17% by both the municipality and GCIS coordinators. SAPS registered a 0% for convening LISSC meetings in the past six months. The study further shows that the three coordinators do not have a clear distinction among themselves about who has to convene LISSC meetings. Compilation of minutes indicates 17%, which tallies with the number of LISSC meetings convened. The table shows 0% on programme marketing and 100% compilation of monthly reports by SAPS coordinator. There is no centrality with regard to compilation of monthly reports. Table 4.5 above indicates duplication of activities by coordinators.

Figure 4.8. Resources available for Leboeng Thusong Service Centre.



The Graph in 4.8 above shows 100% for availability of office space, 67% of role player availability and 33% for community support as resources that are already in existence for effective Thusong Service Centre Management.

Table 4.9 Recommendations from Coordinators.

Recommendations	Number of responses	Percentage
1. Revival of the current management structure	1	7.14%
2. Strengthen communication between the municipality and GCIS.	1	7.14%

3. Municipality to make budget available for Thusong Service Centre	3	21.43%
4. Municipality to recommit itself to the management of these centres	2	14.29%
5. Municipality to appoint a centre manager.	3	21.43%
6. Recruitment of more role players.	1	7.14%
7. Monthly LISSC meetings to be convened.	3	21.43%
TOTAL	14	100%

Table 4.9 Shows recommendations from coordinators with 21.43% on appointment of a centre manager, budgeting for the programme by municipality and holding of monthly meetings for the management committee (LISSC) respectively. Over 14% recommend for the municipality to recommit itself towards the full management of the centre, whilst 7.14% recommends for recruitment of more role players, revival of management committee and strengthening communication between the GCIS and Greater Tubatse Municipality.

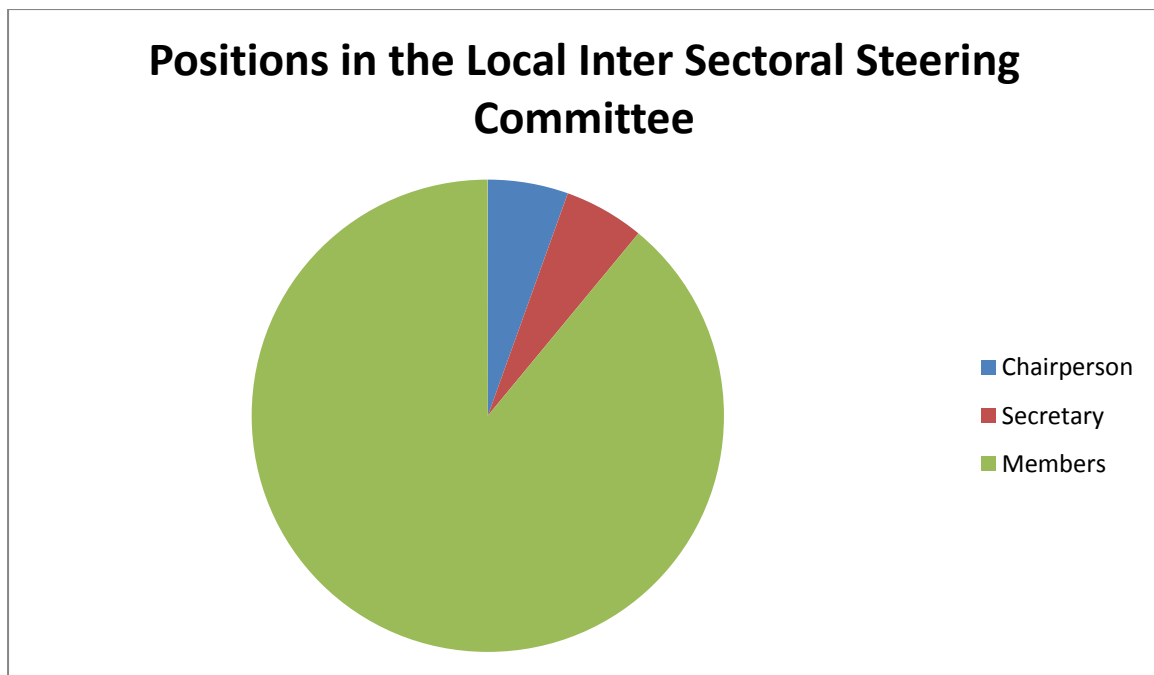
The results show that the respondents (coordinators) will be more comfortable with an appointed Centre Manager. The challenge currently is which coordinator has the responsibility to convene the rest of the members as this interferes with the holding of meetings at the facility.

The current management structure consists of role players who do not have a standing membership in the committee and therefore consistency is not maintained.

5. Responses from Management Committee of Leboeng Thusong Service Centre (Local Inter Sectoral Steering Committee or LISSC).

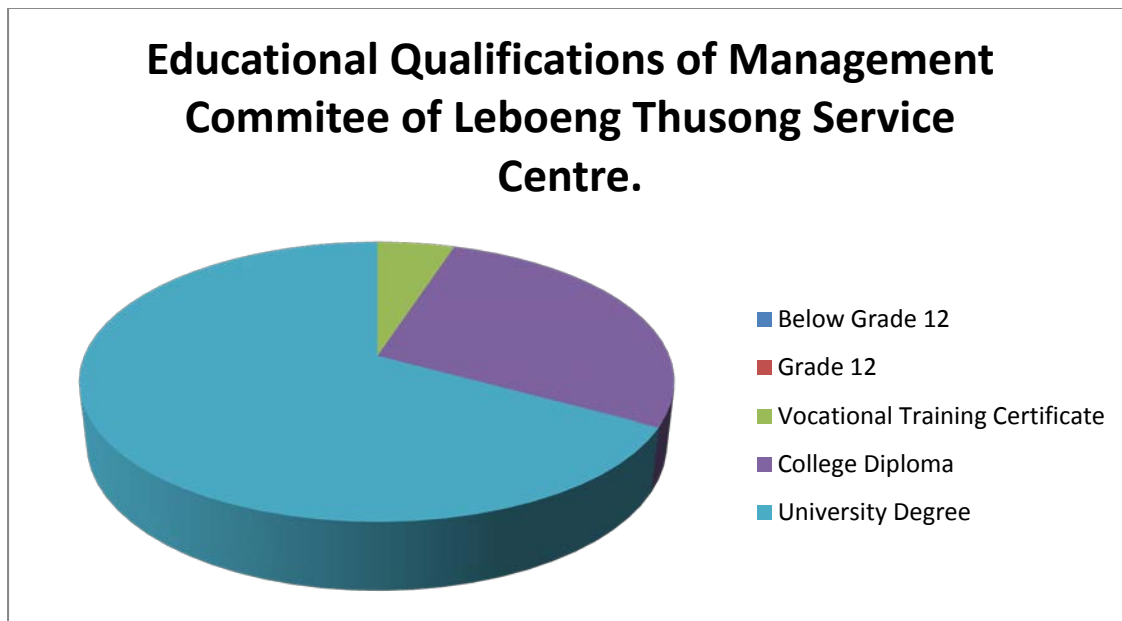
Section B- Management Information and Capacity.

5.1. Position in the Management Committee (LISSC)



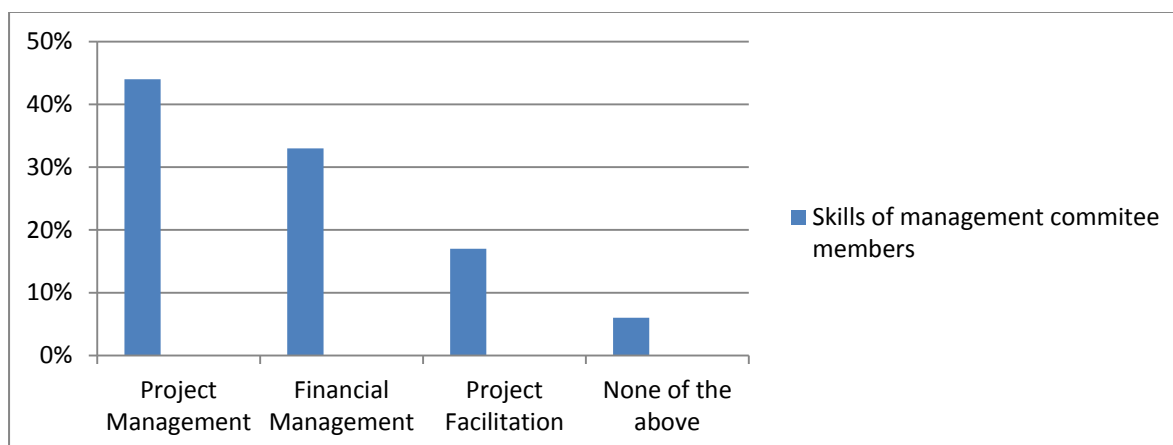
The Chart in 5.1 above shows the management committee as having a chairperson and secretary at 5.5% respectively. Eighty nine percent are members who have not been given portfolios in the committee for example those who would be responsible for the marketing of the programme or infrastructural maintenance. All members of the management committee are role players who render services in the Thusong Service Centre. There is no standing committee members from the role players and this compromises continuity and consistency.

Chart 5.2 Educational Qualifications of Management Committee Members



The Chart in 5.2 above indicates a 0% for members of Leboeng Thusong Service Centre management committee with below grade 12 and grade 12 respectively. The table shows a 5% for members with a vocational training certificate, 28% with college diplomas and 67% with a university degree. The aspect above relates to literacy levels of the members which are inherent in projects of this nature.

Graph.5.3 Skills possessed by management committee members



The Graph in 5.3 above shows 44% of members of the management committee with project management, 33% with financial management and 17% of the management committee members with project facilitation skills. Six percent has registered total lack of all of the above skills.

Table.5.4. Management Courses attended in the past twelve months

Number of management courses attended in the past twelve months	Number of respondents	Percentage
One	1	5,5%
Two	2	11%
Three and more	1	5,5%
None	14	78%
TOTAL	18	100

Table 5.4. Shows attendance of one management course at 5.5%, two management courses at 11%, three and more courses at 5.5% and none attendance of management courses in the past twelve months at 78%. It is however reported that the attended management courses were done through private studies and initiatives from their respective departments.

5.5. Training recommended for effective Thusong Service Centre management.

Recommended Course	No. of responses	Percentage
1. Project Management	08	26.6%
2. Financial Management	06	20%
3. Asset Management	01	3.3%
4. Change Management	01	3.3%
5. IT Training	01	3.3%
6. Leadership	03	10%
7. Human Resource Management	01	3.3%
8. Business Management	01	3.3%
9. Customer Care	03	10%
10. Marketing	04	13.3%
11. Induction of managers	01	3.3%
TOTAL	30	100

6. Management Functions

It has been reported from the interviews that no meeting was held and six meetings were supposed to have been held since January 2010. No marketing has been embarked upon since January 2010. The holding of meetings is necessary for the development of the Centre. Members recommended the use of campaigns and electronic media to market the programme as well as having a scheduled plan of monthly meetings.

7. Greater Tubatse Municipality. (Project Owners)

It was reported that the Centres were transferred from Public Works to the Municipality in 2003/4 financial year and no human or financial resources were made available to the centres except the Coordinator who had to widen his scope of work. Ever since the centres were transferred from Public Works to the municipality, the centres were not budgeted for. The plan is to make an allocation in the 2011/12 financial year.

There is no organogram in place yet until the 2011/12 financial year. According to the municipality, there are three departments that render a service at Leboeng Thusong Service Centre. None of these departments have signed a service level agreement with the Municipality.

The municipality has challenges with the way the centres were handed over to them. There is no revenue that is generated from 52 housing rentals within the complex. It is therefore not possible to render basic services such as refuse removal and general maintenance services.

The researcher has discovered that there are eight sector departments namely, South African Police Services (SAPS), Department of Education, South African Social Security Agency (SASSA), Swaranang Clinic, Environmental Health Services, Social Work Services, Monthly Mobile Home Affairs services and the Department of Labour. There is also Love Life and a local Home Based Care Group.

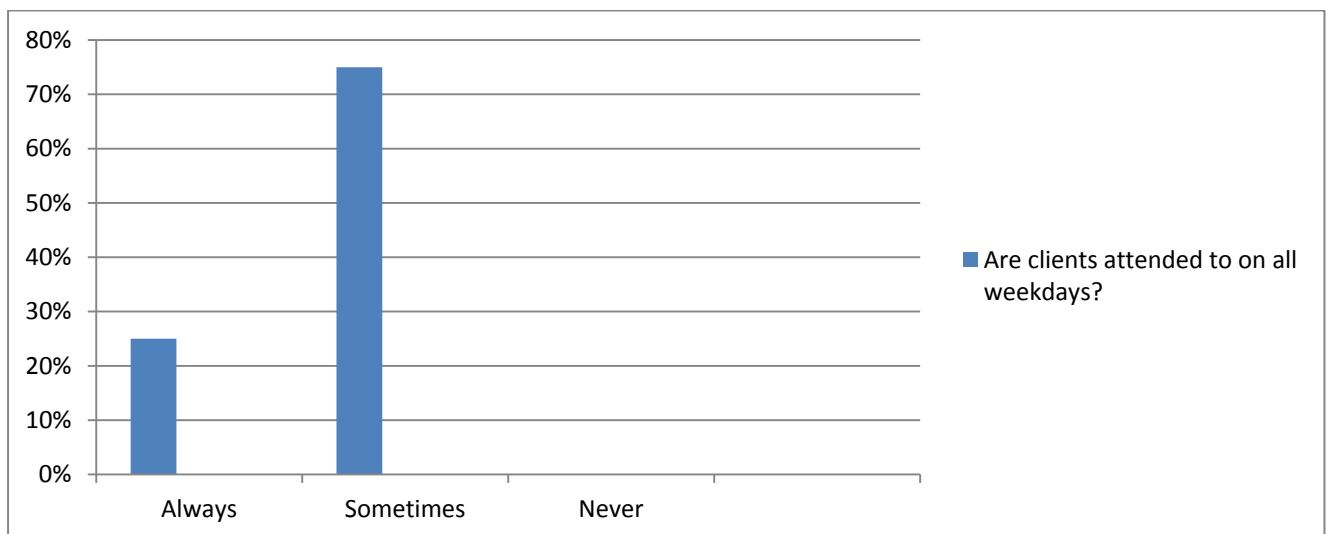
A tele-centre is available within the centre but it is not functional due to lack of a committed person. Due to lack of a centre manager, the officer is selling perishables at a local fruit market and cannot provide the community with a service for which she was hired for.

Computers at the tele-centre need upgrading, but USAASA is unable to assist as they do not receive monthly statistics from the Centre. The Municipality attributes the malfunctioning of Leboeng Thusong Service Centre to lack of a centre manager to do overall centre management duties, programme budgeting and proper stakeholder engagement.

8. ANALYSIS OF RESPONSES FROM SERVICE USERS

8.1. One hundred percent of the service users reported that Leboeng Thusong Service centre opens five weekdays with the exception of South African Police Services that opens from Monday to Sunday. The table below indicates their responses relating to them being attended.

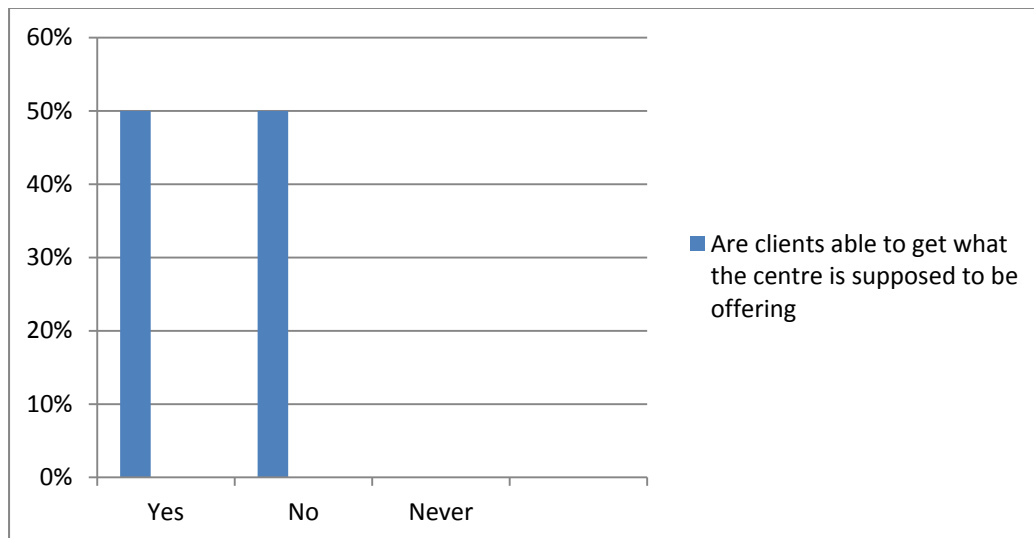
8.1. Are clients attended to on all weekdays?



The Graph in 8.1 above shows that 25% of service users are always attended to during weekdays at the centre whilst 75% reported that they are sometimes attended to. Apart from slow and inadequate service, service users complained of mobile services like home Affairs and Labour who do not always stick to their schedule.

Other services that are infrequent are photocopying, faxing and internet services that were supposed to be offered by the telecentre. Service users recommend the availability of annual schedule of service providers that is strictly adhered to so that people do not expend transport cost for no service.

Graph 8.2. Are clients able to get what the centre is supposed to be offering?



The Graph in 8.2 shows that 50% of service users think that the centre is able to give clients what it is supposed to whilst the other 50% of service users think that the centre is not able to meet clients needs. The provided reasons are that some service providers have stopped coming without giving community a note and that there are basic services such as community banking services, post office and cooperatives that are not available in the centre as yet.

Table 8.3 Service users’ recommendations for the improvement of the service

Recommendation	Number of responses	Percentage
1. Appoint centre manager where people can register their grievances pertaining to service delivery.	5	50%
2. Appoint a committed tele centre officer	1	10%
3. Draw annual schedule of activities and give	2	20%

to Tribal Offices.		
4. Community Banking to be one of the service providers	1	10%
5. Post Office to be in the centre as well	1	10%
TOTAL	10	100

Table 8.3 Shows that 50% of service users recommend for the appointment of the centre manager, 20% recommend for drawing of annual schedule of centre activities. The other 10% recommend the discontinuation of the services of the tele-centre officer so that people can be able to access computer and other administrative services. The remaining 10% recommend for the inclusion of community banking services as well as postal services in the centre.

9. CONCLUSION

The study findings show that many management challenges exist at Leboeng Thusong Service Centre. These management challenges complicate availability, level and quality of services that were supposed to be rendered to communities. Appointment of a centre manager appeared to be the most critical factor to be prioritised for the centre to operate meaningfully.

Kouzes and Posner (2007:43) indicate that “The abundance of challenges is not an issue but it is how we respond to them that matters, through our responses to challenges we all have the potential to seriously worsen or profoundly improve the world in which we live”

CHAPTER 5- CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS

5.1. INTRODUCTION

The Research plan was drawn, data presented, analysed and interpreted in the previous chapters. This chapter gives an overview of the study by way of providing major conclusions and making the necessary recommendations and implications of this study.

5.2. MAJOR CONCLUSIONS

5.2.1. Demographics

The study found that the majority of the respondents were males at 60% as compared to females at 40%. This indicates that the majority of Thusong Service centre managers are males. Fifty three percent of the respondents are aged between 31-40 years which indicates that Thusong service centre managers are relatively youthful. Most of the respondents are Sepedi speaking respondents at 73% which guided the researcher to utilise Sepedi in her interviews. This also points that the majority of the residents use Sepedi as the most dominant language in the area.

5.2.2. Coordination

The research findings show the total number of Thusong Service Centres coordinators at 33,3% each drawn from South African Police Services, Greater Tubatse Municipality and Government Communication and Information Systems. There are no clear roles as to what kind of coordination is being done by the three coordinators.

Out of the three, only one coordinator from the municipality is an appointed coordinator for Thusong Service Centres. The Coordinator from Government Communication and Information System is a deployee attached to Atok- Fetakgomo Thusong Service Centre in the Fetakgomo Local Municipality of the Sekhukhune district. The SAPS Coordinator is a data capturer doing Thusong Service Centre coordination as an added responsibility.

The research findings show that 100% of the coordinator respondents were all males. This show how patriarchal the South African society still is when coming to

management of public institutions. 67% of the coordinators have a university degree with coordination experience at 67%, which is gained over five years of service in Thusong Service Centres.

The challenge is realised with on job training provider for coordinators which is only possible through private studies and other sources other than the government sectors responsible for management, coordination and oversight role.

The findings show that management committee (LISSC) meetings are convened at 17% by both the Municipality and GCIS coordinators and 0% by SAPS coordinator in the past six months. The study shows that meetings are rarely convened and that the three coordinators do not have a clear distinction amongst themselves about who has to convene LISSC meetings.

Compilation of minutes indicates 17% which tallies with the number of LISSC meetings convened. The 0% on programme marketing is a clear indication that there are no efforts to market the programme at all. One hundred percent compilation of monthly reports by SAPS coordinator is indicated, but there is no centrality with regard to compilation of monthly reports. The findings clearly indicate duplication of activities by the three coordinators.

The findings indicated resources that are available for the programme as office space at 100%, 67% role players (service providers) as well as 33% for community support as resources that are already in existence for effective Thusong Service Centre Management.

5.3 Management Committee

The findings show management committee as having a chairperson and secretary at 5.5% respectively. Eighty nine percent are members who have not been given portfolios in the management committee, for example those who would be responsible for the marketing of the programme or infrastructural maintenance.

All members of the management committee are role players who render services in the Thusong Service Centre. There is no standing committee members from the role players and continuity and consistency are compromised. There is also no one from

community structures who serves in the Local Inter-sectoral Steering Committee (LISSC)

Sixty Seven percent of the management committee members who are in the majority have a university degree with 44% of the members in possession of project management skills. None of the members have attended management courses in the past twelve months

5.4. Project Ownership - Greater Tubatse Municipality

The study found that the Thusong Service Centres were transferred from Public Works to the municipality in 2003/4 financial year and no human or financial resources were made available to the centres except the Coordinator who had to widen his scope of work. The centre was never budgeted for ever since and the plan is to make an allocation in the 2011/12 financial year.

There is no Organogram in place yet until 2011/12 financial year. According to the municipality, there are three departments that are rendering a service at Leboeng Thusong Service Centre. None of these departments have signed a service level agreement with the Municipality.

The Municipality has challenges with the way the centres were handed over to them. There is no revenue that is generated from 52 housing rentals within the complex and as such it is not possible to render basic services such as refuse removal and general maintenance services.

The study has discovered that there are eight sector departments namely South African Police Services (SAPS), Department of Education, South African Social Security Agency (SASSA), Swaranang Clinic, Environmental Health Services, Social Work Services, Monthly Mobile Home Affairs services and Department of Labour. There is also Love Life and Home Based Care Group.

A tele-centre manned by United Service Agency (USA) is also within the Centre but is not functional due to lack of a committed person. Due to lack of a centre manager, the officer is selling perishables at a local fruit market and cannot provide the community with a service for which she was hired for. Computers at the tele-centre

need upgrading but Universal State Agency is unable to assist as they do not receive monthly statistics from the Centre.

The municipality attributes the malfunctioning of Leboeng Thusong Service Centre to lack of a centre manager to do overall centre management duties, programme budgeting and proper stakeholder engagement.

5.5.Service Users

100% of the service users indicated that Leboeng Thusong Service centre opens five weekdays with the exception of South African Police Services that opens from Monday to Sunday.

Despite the working days, the majority of the respondents at 75% indicate that they are sometimes attended to. Apart from slow and inadequate service, there are mobile services such as home Affairs and Labour who do not always stick to their schedule. Other services that are inconsistent are photocopying, faxing and internet services that were supposed to be offered by the tele-centre which operates sometimes due lack of personnel management.

Fifty percent of service users indicated that the centre is able to give clients what it is supposed to whilst the other 50% of service users indicated that the centre is not able to meet clients needs. This is due to the fact that some service providers have stopped coming without giving community a note and there are basic services such as community banking and postal services as well as cooperatives that are not available in the centre yet.

The findings of the study broadly show that:

The process of handing over of Thusong Service Centres to Greater Tubatse municipality was never completed and as a result, the Municipality did not include them in their asset register and plan accordingly on them.

There were no resources that were dedicated to these facilities by the municipality. Interplay of human and financial management challenges in the Leboeng Thusong Service Centre of Greater Tubatse Municipality are prevalent

There is lack of a well defined management structure with clear roles to avoid confusion in the running of this programme. Assignment of responsibilities to management committee members would ensure measurability and accountability.

The current management structure consists of role players who are not standing members of the Local Inter Sectoral Steering Committee (LISSC) and therefore continuity and consistency is not possible. There are no training courses for members of Management Structure except on individual initiatives. There is also duplication of services amongst three coordinators that are attached to Leboeng Thusong Service Centre.

Service users are subjected to an infrequent and unreliable service due to lack of overall management functions.

Integration of community structures and sector departments would be of more benefit for the development and sustainability of this programme. Resources at all levels should be utilised and managed for optimum results. It can be concluded that management factors that impede on the functionality of the centre have been investigated and recommendations below would cover factors that need to be considered for effective running of the programme.

5.6. RECOMMENDATIONS FOR EFFECTIVE MANAGEMENT OF THE PROGRAMME

In view of the exposition of the research findings, it is recommended that:

1. The Office of the Premier assist the Municipality on the issue of programme hand over that was never completed.
2. The centre manager be appointed by Greater Tubatse Municipality for overall management of the facility. The move will go a long way in resolving the power struggle between heads of departments operating in the centre.
3. Management structure (LISSC) be revisited such that departments could have standing members for consistency and continuity.
4. Management structure be extended to include members of other structures available in the community.

5. Municipality recommit itself to the overall management of these centres by taking a lead in stakeholder engagements, signing of service level agreements with service providers as well as maintenance of these facilities.
6. A dedicated Municipal budget be made available annually for this programme.
7. Communication between the municipality and its stakeholders in the programme be strengthened.
8. Office of the Premier should assist in the recruitment of more role players such that a comprehensive service package is rendered.
9. Monthly LISSC meetings be convened and minutes be taken, distributed and filed.
10. Members of the Management Committee be subjected to workshops, courses or any capacity building initiatives around this programme.
11. Any new manager operating within the premises of the Thusong Service Centre be orientated or inducted about this programme.
12. The tele-centre be revisited and its personnel be assisted to work as prescribed.
13. That an annual schedule of activities be drawn and be given to Tribal Offices such that people do not incur transport costs to services that are not available.
14. Government Communication and Information System be instrumental in the marketing of this programme.

5.7 IMPLICATIONS OF THE STUDY

The recommendations of the study are practical and can go a long way towards unblocking management challenges of Thusong Service Centres. There is already positive council resolution on Thusong Service Centres that indicate that Thusong Service Centres are being owned and managed by Greater Tubatse Municipality and as such unblocking management challenges would not be much of a problem.

The recommendations have budgetary implications to Greater Tubatse Municipality in terms of staffing and budgetary needs of the facilities and as such can only be implemented in the 2011/12 financial year.

The issue of facilitating completion of hand over of these facilities to the Municipalities can be attained through the involvement of the Office of the Premier and GCIS and full cooperation is anticipated as they are already grappling with the issue of making these facilities fully functional

5.8 LIMITATIONS OF THE STUDY.

The context under which the study took place would apply to all Thusong Service Centres within the parameters of Greater Tubatse Municipality and therefore the findings of this study would not be generalised to other Thusong Service Centres outside the borders of Greater Tubatse Municipality.

5.9 CONCLUSION

Major conclusions, recommendations and implications of this study have been provided in this chapter. Of critical importance are the recommendations upon which areas of further study are deduced.

The following areas need further research:

- (1) A need to explore how Thusong Service Centres were transferred to Municipalities in the province.
- (2) Human resources implications on the functioning of Thusong Service Centres
- (3) An assessment of availability of financial resources to Thusong Service Centres in the province
- (4) An integrated management model of Thusong Service Centres in the province.
- (5) Perceptions of service users on the impact of Thusong Service Centre programme on the quality of life in the province.

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ANNEXURE A

LIST OF TABLES, CHARTS AND GRAPHS

3.1. Sex of the respondents

3.2. Age of the respondents

3.3. Home Language of the respondents

4.1. Total Number of Coordinators

4.2. Educational Qualifications of Coordinators

4.3. Experience in doing Coordination work.

4.4. On job training provider in the past twelve months

4.5. Coordination Functions

4.6. Resources available for Leboeng Thusong Service Centre

4.7. Recommendations from Coordinators

5.1. Position in the management committee

5.2. Educational Qualification of management committee members

5.3. Skills possessed by management committee

5.4. Number of management courses attended in the past twelve months

5.5. Training recommended for effective Thusong Service Centre management

8.2. Are clients attended to on all weekdays?

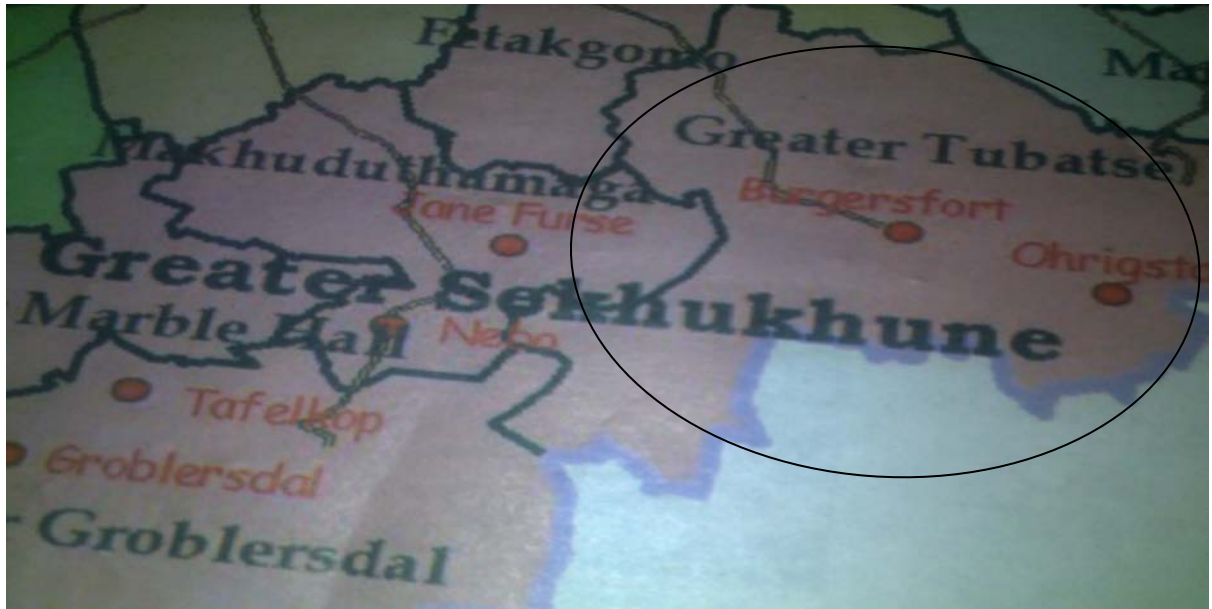
8.3. Are clients able to get what the centre is supposed to be offering?

8.4. Recommendations for improvement of the service.

ANNEXURE B

LIST OF PICTURES USED IN THE STUDY

1. Map of Sekhukhune District within which Greater Tubatse Municipality is Located.



2. A bill board placed along the palisade fence of Leboeng Thusong Service Centre



ANNEXURE C

LIST OF ACRONYMS

- (1) GCIS- Government Communication and Information System**
- (2) GTM- Greater Tubatse Municipality**
- (3) ICT- Information and Communication Technologies**
- (4) ISAD- Information Society and Development**
- (5) LISSC- Local Inter Sectoral Steering Committee**
- (6) MPCC- Multi Purpose Community Centre**
- (7) NISSC- National Inter Sectoral Steering Committee**
- (8) PISSC- Provincial Inter Sectoral Steering Committee**
- (9) RSA- Republic of South Africa**
- (10) SAPS- South African Police Services**
- (11) SASSA- South African Social Security Agency**
- (12) Stats SA- Statistics South Africa**
- (13) TSC- Thusong Service Centre**
- (14) USA- Universal Service Agency**
- (15) USAASA- Universal Service Access Agency of South Africa**

**University of Limpopo
Turfloop Graduate School of Leadership
P.O.Box 756
Fauna Park
0787**

Dear Respondent

Re: THE STUDY ON MANAGEMENT CHALLENGES OF THUSONG SERVICE CENTRES IN GREATER TUBATSE MUNICIPALITY OF THE LIMPOPO PROVINCE.

This study seeks to investigate management factors that impede functionality of Thusong Service Centres in Greater Tubatse Municipality of Limpopo Province and further to develop guidelines for effective Thusong Service Centre Management in the municipality.

You are therefore kindly requested to complete this questionnaire to assist the researcher in achieving this goal. **Your name is not required and all information will be treated as confidential.**

The study is conducted under the supervision of Professor Ahwireng- Obeng of the Wits University and Wits Business School. You are further requested to answer the questions in a sincere manner to reflect your true experiences, opinions and suggestions.

Thank you very much for taking your time to complete this questionnaire. Your contribution to this study is valuable and appreciated.

Warmest Regards

R.M.Magooa

INTERVIEW SCHEDULE

INSTRUCTIONS.

The interview schedule is structured with the aim of obtaining relevant information from Leboeng Thusong Service Centre management, coordinators and service users to uncover management factors that impede its functionality. You are requested to answer the questions to your fullest ability and the information will be kept confidential. Indicate your response with a cross(x) in the appropriate box. You are also requested to provide explanations where needed.

SECTION A.-DEMOGRAPHIC DATA

1.1. Gender

Male Female

1.2. Age

20 years -30 years 31 years- 40 years

41 years- 50 years 51 years- 60 years

60 years and above

1.3. Home Language

Sepedi Xitsonga Isiswati other

2. SECTION B – LEVEL AND QUALITY OF SERVICE DELIVERY

2.1. What are scheduled operational days at Leboeng Thusong Service Centre?

2.2. Are clients attended to in all those specified days?

Always Sometimes Never

2.3 What is the reason for the response above?

2.3. What has to happen for clients to be assisted as per specified days?

2.4. Are clients able to get what the centre is supposed to be offering?

Yes No Never

2.5. What is the reason for your response above?

2.6. What is it that needs to be included in the service package that the centre is not providing currently?

2.7. What needs to be strengthened to improve service delivery at the centre?

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

INTERVIEW SCHEDULE

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1.1. Gender

Male Female

1.2. Age

20 years -30 years 31 years- 40 years

41 years- 50 years 51 years- 60 years

60 years and above

1.3. Home Language

Sepedi Xitsonga Isiswati Other

2. SECTION B -MONITORING AND CAPACITY

2.1. What is your highest educational qualification?

Below Grade 12 Grade 12 Vocational Training Certificate

College Diploma University Degree

2.2.How long have you been doing Thusong Service Centre coordination?

0-1Year 2-3 Years 3-4 Years 5 years & above

2.4.How many related on job training courses have you attended in the past twelve months?

None One Two Three

2.5.Who organised these courses?

The Greater Tubatse Municipality Office of the Premier Government
Communication and Information System Private Studies Other

2.6.What training do you require for effective coordination of Leboeng Thusong Service Center?

3.SECTION C -COORDINATION FUNCTIONS

3.1.How many LISSC meetings were convened since January 2010?

3.2. How many meetings were supposed to have been convened?

2.4. What is needed for successful holding of LISSC meetings?

2.5. Are minutes compiled after holding of LISSC meetings?

(a) Yes (b) No (c) Not sure

2.6. Who compiles these minutes?

2.7. Which institutions are given copies of the minutes?

Greater Tubatse Municipality Office of the Premier Government

Communication and Information System All of the above None of the above.

5. PROGRAMME MONITORING

5.1. How many monitoring sessions were conducted since January 2010?

5.2. How many were supposed to have been conducted?

5.3. What gaps were identified during your monitoring sessions?

5.4. How were the gaps addressed?

5.2. What is the most effective way to deal with identified gaps?

5.3. What resources are needed for effective Thusong Service Centre Coordination?

Human Resources (Staff) Physical Resources (Offices) Financial Resources (Budgets) All of the above

5.4. What resources are available for effective Thusong Service Centre coordination?

5.5. What more resources are needed for effective Thusong Service Centre coordination?

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

INTERVIEW SCHEDULE

INSTRUCTIONS.

The interview schedule is structured with the aim of obtaining relevant information from Leboeng Thusong Service Centre management, coordinators and service users to uncover management factors that impede its functionality. You are requested to answer questions to your fullest ability and the information will be kept confidential. Indicate your response with a cross(x) in the appropriate box .You are also requested to provide explanations where needed.

SECTION A.-DEMOGRAPHIC DATA

1.1. Gender

Male Female

1.2. Age

20 years -30 years 31 years- 40 years

41 years- 50 years 51 years- 60 years

60 years and above

1.3. Home Language

Sepedi Xitsonga Isiwati Other

2. SECTION B -MANAGEMENT INFORMATION AND CAPACITY

2.1. What is your position in the Local Inter Sectoral steering Committee?

2.2. How long have you been serving in the Committee (LISSC)?

0-1 Year 2-3 Years 3-4 Years 5 years & above

2.3 What is your educational qualification?

Below Grade 12 Grade 12 Vocational Training Certificate

College Diploma University Degree

2.3. Which of the following skills do you have?

Project Management Financial Management

Project Facilitation None of the above

2.4. How many management courses have you attended in the past twelve months?

None One Two Three

2.5. Who organized these courses?

The Greater Tubatse Municipality Office of the Premier
Government Communication and Information System Private
Studies Other

2.6. Which trainings are needed in the effective management of Thusong Service Centers?

3. SECTION C -MANAGEMENT FUNCTIONS

3.1. How many LISSC meetings were convened since January 2010?

3.2. How many meetings were supposed to have been convened?

3.3. What is needed for successful holding of LISSC meetings?

3.4. Are minutes compiled after holding of LISSC meetings?

Yes No Not sure

3.5. Which institutions are given copies of the minutes?

Greater Tubatse Municipality Office of the Premier Government

Communication and Information System None of the above

5. PROGRAMME MARKETING

5.1. Which marketing strategies were utilized for the centre since January 2010?

Campaigns Printed Media Electronic Media Other None

5.2. What is the most effective way to market the programme?

5.3. Which challenges are currently being experienced by the current management structure?

5.4. What is needed to address those challenges?

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

INTERVIEW SCHEDULE

INSTRUCTIONS.

The interview schedule is structured with the aim of obtaining relevant information from Leboeng Thusong Service Centre management, coordinators and service users to uncover management factors that impede its functionality. You are requested to answer the questions to your fullest ability and the information will be kept confidential. Indicate your response with a cross(x) in the appropriate box. You are also requested to provide explanations where needed.

SECTION A.-DEMOGRAPHIC DATA

1.1. Gender

Male Female

1.2. Age

20 years -30 years 31 years- 40 years

41 years- 50 years 51 years- 60 years

60 years and above

1.3. Home Language

Sepedi Xitsonga Isiswati Other

2. SECTION B – Institutional Capacity

2.1. When was Leboeng Thusong Service Centre transferred to Greater Tubatse Municipality?

2.2. Which resources have been made available for this programme?

(a) Human Resources (b) Physical Resources (c) Financial Resources
(d) None of the above

2.3. Is the organizational structure of Leboeng Thusong Service Centre in place?

Yes No Not sure

2.4. What is the vacancy rate of this organization?

0%-25% 26 %-50% 51%-75% 76%-100%

2.5. What is the reason behind the said vacancy rate percentage?

2.6. What employment percentage is planned for in 2010/11 financial year?

0%-25% 26 %-50% 51%-75% 76%-100%

2.7. Was this programme budgeted for in 2010/11 financial year?

Yes No Not Sure

2.8. How was the 2010 financial year Thusong Service Centre budget?

Adequate Reasonable Not Enough Nothing at all

2.9. Which Thusong Service Centre items are prioritized in the 2010/11 financial year?

2. SECTION C –ROLE PLAYER ENGAGEMENTS

2.4. How many role players are there at Leboeng Thusong Service Centre?

2.5. What is the percentage of role players who have signed service level agreements with the Municipality?

0%-25% 26 %-50% 51%-75% 76%-100%

2.6. What is planned for in 2010/11 in terms of the above aspect?

5. PROGRAMME SUSTAINABILITY

5.1. What is the percentage of role players who are paying for services at the centre?

0%-25% 26 %-50% 51%-75% 76%-100%

5.2. What is the reason behind this payment percentage?

5.4. What is needed to address this aspect?

THANK YOU VERY MUCH FOR YOUR PARTICIPATION