

### 3.0 VISION, MISSION, PRINCIPLES AND OBJECTIVES

#### 3.1 Vision development

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

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

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

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

#### 3.2 Mission

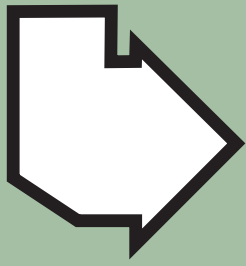
The vision is the 'common ideal' reflecting the direction toward which efforts are focused. Guidance is needed regarding HOW this should be achieved. The mission statement is:

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

#### 3.3 Principles

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

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



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

### 3.4 Objectives of the second-generation programme

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

#### 3.4.1 Strategic objectives

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

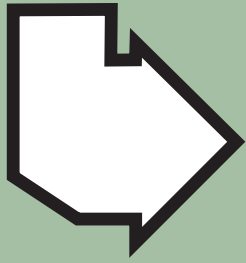
#### 3.4.2 Specific objectives

##### (a) Service and infrastructural objectives

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

##### (b) Institutional and governance objectives

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



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

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

**(d) Resource objectives**

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