



8.0 RISKS

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