**CHAPTER 11**

**LOCAL ECONOMIC DEVELOPMENT**

**11.2 COMMUNITY SERVICE CENTRES (CSC) POLICY FRAMEWORK**

**11.2.1 PURPOSE OF THE RULES FRAMEWORK**

The Policy framework intends to:-

(a) guide and regulate the processes that must be followed in implementing the Provincial CSC programme coordinated by the Department.

(b) achieve the following key objectives:

(i) to promote a common understanding of institutional and operational issues that influence CSC establishment

(ii) to contribute towards creating synergy between various stakeholders involved in different facets of the CSC Programme, in so far as CSC development, operations, management, maintenance, occupation, lease agreements, rentals and sustainability, and

(iii) to ensure that communities benefit in accessing government services

(c) guide the following operational areas for the programme:-

(i) integration and alignment of activities between different stakeholders;

(ii) standardisation of functional and operational processes for Lease Agreements, Centre and facilities management;

(iii) compliance with Occupational Health and Safety (OHS) issues;

(iv) communication and branding;

(v) monitoring, evaluation, reporting and service assessments;

(vi) standardization of a criteria towards the prioritisation of municipal grant funding;

(vii) application processes for funding to municipalities;

(vii) service provision and CSC occupation; and

(ix) strengthening of institutional arrangements

**11.2.2 LEGISLATIVE MANDATE**

This Policy Framework complies with the following legislation and policy prescripts:-

(a) the Constitution of the Republic of South Africa, 1996;

(b) the Cabinet Resolution No. 294, mandating DCOGTA to implement a sustainable functional Multi-Purpose Centre Programme in KwaZulu-Natal;

(c) the Cabinet Lekgotla Resolution, August 2011, mandating DCOGTA to develop and implement a CSC Hierarchy Framework;

(d) the Government Immovable Asset Management, 2017 (Act No.19 of 2007);

(e) the KwaZulu-Natal Provincial Growth and Development Plan (PGDP 2012), Strategic Objective 7.1.

(f) the Municipal Systems Act, 2000 (Act No. 32 of 2000);

(g) the Municipal Structures Act, 1998 (Act No. 117 of 1998);

(h) the Municipal Finance Management Act, 2003 (Act no. 56 of 2003);

(i) the National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977);

(j) the Public Finance management Act, 1999 (Act No. 1 of 1999);

(k) the Provincial Priority relating to social and economic infrastructure;

(l) the Provincial Growth and Development Strategy (PGDS) 2011, in supporting nodal intervention areas through the establishment of rural service centres; and

(m) the Traditional Leadership & Governance Framework Act, 2003 (Act No. 41 of 2003).

**11.2.3 APPLICATION**

This Policy Framework guides the Department in the establishment and management of Community Service Centres provided for the purposes of bringing government services closer to people.

**1. GUIDING PRINCIPLES**

(1)Theestablishment of CSCs contribute to the realisation of the following Batho Pele Principles:-

(a) **Service Standards** which requires that c*itizens are told of the level and quality of public services they will receive so that they are aware of what to expect*; and

(b) **Access** *where all citizens should have equal access to the services to which they are entitled*.

(2) A CSC is a government vehicle for ensuring the above principles are achieved through:

(a) appropriate coordination between sectors, disciplines and departments;

(b) use of appropriate strategies to ensure that services are brought closer to the people;

(c) promotion of equitable, acceptable and affordable access for all;

(d) provision of consistent service in terms of operational days and times;

(e) keeping welcoming offices with adequate resources and official branding; and

(f) declaration of formal service standards

**2. CSC ESTABLISHMENT**

(1)CSC establishment must be undertaken in line with the Treasury infrastructure procurement and management procedures as outlined by the summarized Annexure B, attached in this Policy**.**

(2)(a) Municipalities and the Department are responsible for the establishment of the CSC, individually or through partnership.

(b) In the instance of CSC establishment through the Department’s funding it is mandatory that an agreement is concluded outlining processes and deliverables.

(c) Where the Municipality initiates, the Department may provide technical support, where necessary

(d) A memorandum of agreement must, at the beginning of the CSC establishment, be signed between the Department or the funding institution and the Municipality, outlining roles and responsibilities.

(3)Where a decision has been reached to establish the centre, the following standards which are in line with the National Building Regulations and Building Standards Act must be observed:-

(a) the Occupational Health and Safety objectives and passed inspections by the Department of Labour.

(b) the architectural design principles including the:-

(i) sensitivity to marginalised citizens e.g. disabled access;

(ii) legible structure and easy navigation through visible signage;

(iii) generous human scale design e.g. covered waiting area and public areas;

(iv) security;

(v) parking; and

(vi) building enabling digital connectivity.

(4)(a) Spatial planning must inform the placement and construction of a centre such that it becomes viable for the intended purposes of service delivery.

(b) The establishment of a CSC must observe the nine spatial principles which generally underscore the spatial intentions of PGDS and these are:

(i) sustainable communities;

(ii) sustainable rural livelihoods;

(iii) coordinated implementation;

(iv) economic potential;

(v) spatial concentration;

(vi) accessibility;

(vii) environmental planning;

(viii) local-self-sufficiency; and

(ix) balanced development

(c) The centre must be placed in an area that is aligned to provincial and district plans and other provincial programmes.

(5) For a full service delivery package the centre must have ICT and telecommunications connectivity.

(6) The centre must comply with energy usage in building provisions as provided in the National Building Regulations and Building Standard Act 103 of 1977 focusing on two elements:

(a) **Hot Water:** new buildings must be built such that 50% of the annual heating requirements of building are provided by sources other than electrical resistance heating. i.e. Solar heating, heat pumps and other renewable sources of energy.

(b) **Energy efficient design:** the building must use natural light and insulation to keep it cool in summer and warm in winter naturally through design. Energy efficient means need to be installed and contingency plans need also be in place in terms of water shortages and electricity shortages. Generators, water tanks and boreholes are to be installed.

**3. PROJECTS PRIORITIZATION AND SOCIO-ECONOMIC CONSIDERATIONS**

The strategic and correct spatial establishment of CSCs within the Province must seek to create functional, integrated and sustainable developmental environments for:-

(a) the Local Economic Development which must include SMME development, community economic development, retention and expansion of existing Local Enterprises, Human Capital Development, Business hives, SMMEs linked to local produce and products;

(b) the Public Participation which must seek participation of, but not limited to, Local Councillors, Ward Committees, CDWs, Youth Ambassadors, OSS;

(c) the Skills Development offered by, but not limited to, the following institutions FET satellite colleges, ICT tele-centres, Private training institutions;

(d) the Trading and self-development which has a range of Private commercial business, Local Small Businesses, Development and business forums, Information dissemination, advancement of agriculture techniques, Banking and retail sector, promoting entrepreneurship; and

(e) the Government Services from both National and Provincial government services

(f) the basic services as offered by the Local Government Customer Care offices for electricity, water, housing services

**4. SERVICES OFFERED AT THE COMMUNITY SERVICE CENTRE**

(a) Each CSC must have an individually tailored range of services addressing the needs of the community where the CSC is situated.

(b) Services delivered at the CSC’s must be geared towards making an impact to the people’s lives in terms of eradicating poverty, improving the economic and social status, as well as creating employment.

(c)The general service standards for identifying fully functional CSC’s include:-

(i) exploring opportunities to incorporate skills development programmes at the Centres through the use of ICT;

(ii) affirming the management structure to ensure coordination between services to be rendered within each Grade of Service Centre;

(iii) presenting financial implications related to implementation of the Programme;

(iv) facilitating the utilization of Centres by municipal councillors and ward committees; and

(v) developing detailed Roll out/Business Plan for the implementation of the Hierarchy Framework of Community Service Centres

**5. HIERARCHY OF COMMUNITY SERVICE CENTRES**

(a) The Department must ensure that Municipalities are assisted in determining the type of CSC to establish based on the level of government services that are to be offered as minimum service by the centre.

(b) The grading of CSC including MPPCs, Thusong Service Centres and One Stop Development Centres may be understood as follows:

(i) Grade1 centres are hubs where a full range of government services are offered. Grade 1 Centres are mainly found in all larger towns;

(ii) Smaller towns Grade 2 centres are satellites offering a lower level of services compared to those offered by a Grade 1 centre; and

(iii) Grade 3 centres are mobiles found within the Traditional Administrative Centres and rural settlements offering only essential services.

**6. ASSETS MANAGEMENT BY MUNICIPALITIES**

(1)(a) In terms of its function of ensuring the provision of services to communities the municipality is best suited to have CSC’s in their asset register, together with other public amenities which are in the ownership of the municipality.

(b) Operations and management of the CSC must be vested in the most relevant Sub-unit preferably the Community Service Directorate within the municipality depending on its organogram.

(c) Movable assets in CSCs must be monitored and maintained effectively with the objective of providing the best possible service to users.

(2) The Centre Manager must ensure that all assets:-

(a) are managed and utilised in the most effective way to achieve the set service delivery objectives of the CSC programme by providing guidelines and standards with a view to ensure that assets:

(i) Remain appropriate to the CSC programme requirements

(ii) Are effectively and economically utilised, and

(iii) Are well maintained to support programme delivery at the lowest possible long-term costs

(b) allocated to employees within their area of responsibility are returned upon termination of service or transfer and are recorded.

(c) identified as redundant, obsolete and unserviceable should be disposed of according to the Municipal asset disposal procedures. In the case where the actual building (CSC) becomes redundant the Municipality must report the CSC to COGTA.

**7. FACILITIES MANAGEMENT AND MAINTENANCE**

(1) A Building Operating Plan (BOP) is necessary in determining how the building is to be operated and maintained which includes the occupancy schedule, day and night working hours, week end operations, changes in schedule or seasonal changes in schedule, lighting levels and times, emergency evacuations and public complaints handling procedures.

(2) The Centre Manager must:-

(a) oversee building security and provide tenants with all the details of the operations of the building, updating them of any changes including electrical faults, ICT connection, emergency conditions, water services outages and scheduled shut downs.

(b) capture contacts and essential services to maximise response for facility emergencies.

(c) during evacuations, assist emergency response teams in assessing building conditions locating missing personnel, shutting of utilities and status reports.

(3)(a) Prior to the construction of the CSC, the Department must provide support where the Municipality has to facilitate the signing of the lease agreement, with those intending to provide a service from the CSC.

(b) The lease agreement must serve as a guarantee that the service providers will use the CSC for the time period agreed and the municipality must receive the regular payments as agreed upon the contract.

(c) The rental payments must be for the sole purpose of operations and maintenance of the CSC.

(d) It is the function of the Department of Public Works to provide office accommodation to provincial and national departments, mandated by the Government Immovable Asset Management Act No19 of 2007 (GIAMA) to ensure efficient and effective immovable asset management for improved service delivery. The municipality is the owner and the Department of Public Works an Agent for the sector departments occupying the CSC’s.

(e) The roles and responsibilities that are eminent during the lease process are indicated in the Lease process and functions table, attached in this policy as Annexure A.

**8. BRANDING, MARKETING AND COMMUNICATIONS**

(1)(a) There must be commonality in the branding of CSC’s while an allowance for differentiation in certain aspects must be accommodated.

(b) The branding of CSC’s must be guided by the GCIS in consultation with the CSC PSC to strike a balance between strengthening the common CSC brand, the locality, as well as embracing the unique features that the CSC may have which may include sponsors, civil society logos, provincial and municipal funding.

(c) Consultation with the relevant stakeholders is needed before branding is finalised in terms of marketing name, by lines and logos.

(2)(a) Each CSC must have proper signage to facilitate ease of access, giving citizens the necessary information about the location of offices where government services are provided.

(b) The information boards at the centres must reflect adequate information about the services provided, operating dates and time.

(3) Each CSC must communicate the government services provided to communities to fulfil the following objectives:-

(a) raise awareness, reassure and dispel misleading information;

(b) popularise the effective use of CSC’s;

(c) educate stakeholders and communities on services provided and promote growth; and

(d) ensure compliance to promises provided to communities.

**9. ROLES AND RESPONSIBILITIES OF KEY CSC STAKEHOLDERS**

(a) The Department through the Sub-directorate: CSC management is responsible for:-

(i) the coordination and support of CSC establishment and management in the province, including the support in the development of CSC operational management system;

(ii) provision of capacity support towards service provider engagement and coordination of lease agreements, as an interim arrangement during the initial operations period, until the municipality it is able to run the centre on its own; and

(iii) provision of support to municipalities in business plan development for grant funding as well as the departmental rehabilitation of CSCs;

(iv) coordinating the CSC Programme at the Provincial Level;

(v) coordinating and Chairing the Provincial CSC Steering Committee meetings;

(vi) supporting Municipalities with the engagement of key Sector Departments and Stakeholders;

(vii) capacitating Municipalities on issues related to CSC O&M;

(viii) supporting Municipalities with lease agreement processes;

(ix) monitoring and evaluating the CSC functionality; and

(x) reporting to National Inter-Sectoral Steering Committee (NISSC).

(b) Spatial Planning must ensure that proposed development occurs in areas aligned to Provincial Growth and Development Strategy and Municipal Spatial Development Framework.

(c) The GCIS must ensure that:-

(i) the communication and promotional strategy for the CSC is in place;

(ii) the community awareness campaigns are undertaken;

(iii) the General Service Counter is rolled out;

(iv) the ICT connectivity is rolled out;

(v) there is Branding and Signage; and

(vi) the Government information is made available to citizens

(d) The DPSA must:-

(i) ensure that situational analysis, including review and research on the status of the CSC is undertaken;

(ii) develop a CSC improvement programme;

(iii) consult on the business case and funding model for CSC programme achieved; and

(iv) provide support with Centre ICT connectivity.

(e) The Department of Public Works must:-

(i) provide infrastructure advice;

(ii) facilitate and co-ordinate the signing of Lease Agreements and ensure safekeeping of such lease documents;

(iii) ensure management of rental payments;

(v) monitor and ensure re-signing of expired leases; and

(vi) support with facilities and asset management.

(f) A municipality must:-

(i) ensure co-ordination, management and governance of the CSC implementation at local level;

(ii) ensure that CSCs in their jurisdiction are adequately resourced with water, sanitation, electricity services and security;

(iii) have hands on role in the facilitation and processing of lease agreements with Public and Private Sector through the SCM processes regulating compliance;

(iv) prioritise and align establishment and management of CSC and ensure incorporation within an IDP;

(v) ensure development and implementation of district promotional and marketing plans;

(vi) ensure community awareness and Public Participation in collaboration with GCIS, ward committees, ward councillors, Traditional Leadership and CDWs through:-

(aa) rigorous community participation processes;

(bb) community meetings especially ward committee meetings;

(cc) community road shows;

(dd) door to door visits;

(ee) effective mobile outreach programme to outer lying wards in support of OSS War Rooms;

(ff) Taxi rank activations; and

(gg) exhibitions

(vii) ensure that structured OSS and Outreach Programmes are developed to reach even outer lying wards not serviced by CSC;

(viii) appoint suitably qualified centre management and staff including ensuring centre resource allocations;

(ix) ensure adequate budgeting for operations and maintenance and ensuring that rentals are used solely for CSC;

(x) ensure that the Local Inter-Sectoral Steering Committee is established and is functional; and

(xi) provide progress report on the CSC developments to the Department .

(g) The Centre Manager must:-

(i) manage the centre and oversee centre operations;

(ii) ensure support plan development and implementation;

(iii) ensure staffing of the GSC, security operations;

(iv) ensure there is maintenance of quality of service;

(v) oversee ICT systems, service information and reporting; and

(vi) liaise with the various departments and the Department of Public Works with regards to the leasing of the centre.

(h) The General Service Counter Officer must:-

(i) provide reception service at the centre;

(ii) monitor and report on quality of service;

(iii) conduct customer satisfaction surveys; and

(iv) attend to administrative tasks assigned by the Centre Manager and support Centre Manager to improve the Complaints Management System.

(i) Sector departments must:-

(i) support the fast tracking of lease agreements signing and rental payments;

(ii) provide service delivery plans and ensure effective service provision in line with Batho Pele Principles and relevant legislation;

(iii) ensure adequate human resourcing of service points, Resource Deployment plans (HR and tools);

(iv) support OSS and outreach programmes;

(vii) ensure frequency of services, quality and conforming to set service standards;

(viii) provide service information and ensure branding of office space; and

(ix) ensure monthly reporting of service delivery.

(i) The District Municipalities must ensure:-

(i) co-ordination and governance of the CSC implementation at district level;

(ii) alignment of CSC programme with IDPs;

(iii) development and implementation of district promotional and marketing plans; and

(iv) provision of bulk services to benefit the CSC, where needed.

(j) Community Organizations may be service providers at CSC’s, may also support in determining the service needs of communities as well as liaison between government and service providers.

(k) The Private Sector:-

(i) must fulfil two major roles:-

(aa) the commitment in terms of service provision at CSC’s to add to the service offerings at the centres as well as to promote financial sustainability.

(bb) the development of CSC’s through “Social Responsibility” funding programmes or through PPP’s.

(ii) may also fund the municipality with operational funding as well as fund community programmes operating in the area or CSC.

**10. CSC COORDINATING STRUCTURES**

(1) The following structures must be in place to assist in coordinating the CSC programme in the province:-

(a) **The National Inter-sectoral Steering Committee** thatprovides leadership in the -

(i) provision of guidelines regarding the countrywide infrastructural roll-out;

(ii) institutional co-ordination within the national sphere and between spheres of government to support integrated service delivery;

(iii) funding and providing guidance regarding funding sources for the programme;

(iv) supporting capacity-building initiatives; and

(v) oversight and co-ordination of monitoring and evaluation of the programme as well as coordinating research efforts.

(b) **The CSC Provincial Steering Committee**

(i) The CSC Programme is coordinated by the Department through the Provincial Steering Committee (PSC) which was established as per Cabinet Resolution No 294 dated 5th October 2005 and is chaired by the Chief Director: Municipal LED Support.

(ii) The PSC comprises of provincial departments involved in the delivery of services, as well as stakeholders involved in the roll out, including representatives of provincial treasury and departments responsible for planning and communication.

(iii) The development of Traditional Administrative Centres is undertaken by the Department within the Province with the following responsibilities:

(aa) the construction of new TAC;

(bb) rehabilitation of existing TACs;

(cc) creating conducive working environments through the provision of operational tools i.e. office furniture and information technology (IT);

(dd) promoting TACs as service delivery conduits through Operation Sukuma Sakhe and government mobile service delivery;

(ee) functional support to the respective Local Houses; and

(ff) facilitating proper cadastral descriptions; development rights and registration of TSCs as part of Government assets

(c) **The Centre Manager Forums**

(i) The Centre Manager Forums are held with municipalities quarterly and the aim of the forum is to:-

(aa) assist and support municipalities; more especially centre managers who are instrumental in ensuring the ongoing functionality and sustainability of centres.

(bb) serve as a platform for knowledge and skills development and best case sharing from other centre managers.

(cc) be used as a monitoring tool where Centre Managers report on progress on individual CSC support plans where functionality gaps were identified.

(d) **The Property Management Planning Action Committee (PMPAC)**

(i) The committee is for Provincial departments to discuss space requirements with the various consultants within the Department of Public Works who facilitate the lease process.

(ii) The Department sits in these meetings to present issues and challenges related to lease agreements in CSC’s. The Department further reports to Municipalities on every matter related to lease agreements.

(e) **The Key Accounts Management (KAM)**

(i) Each sector department must have a dedicated Key Accounts Manager who manages space requirements for each department.

(ii) The Department is part of these meetings to deal with issues related to space requirements for National departments in CSC’s.

(f) **The Local Inter Sectoral Steering Committees**

(i) Each Local municipality must have a LISSC and the LTT could form an ideal structure to drive the programme at this level.

(ii) The LISSC must have representatives from the municipality and identified service providers.

(iii) The LISSC is responsible with implementing the programme at local level, coordinating service delivery as well as monitoring and evaluation at municipal level for reporting to the Department.

(iv) The Centre Manager is responsible for the coordination of this function.

(v) The structure of Operation Sukuma Sakhe (OSS) forms part of all the LISSC components and representatives. In this instance, and in order to avoid duplication the OSS sitting may replace LISSC provided that matters pertaining to the coordination and the smooth process of the CSC are addressed at OSS meetings.

(g) **The CSC Management Committee**

(i) The Centre management committee drives the establishments of a centre and it comprises representatives from the municipality and centre management, community structures, traditional authorities and ward representatives and may co-opt LISSC members to assist at various points.

(ii) The key functions of the Centre Management Committee are to:

(aa) facilitate the establishment of the CSC’s;

(bb) address operational issues;

(cc) monitor and evaluate the operations of the centre; and

(dd) provide feedback on CSC progress to the LISSC.

**11. FUNDING OPTIONS FOR COMMUNITY SERVICE CENTRES**

(1) The CSC Operational funding may be derived from the following sources:

(a) **Revenue generated by the CSC’s**

(i) This isrevenue generated from the centre e.g. service-provider rentals should cover all operational costs.

(ii) The Department must ensure that the municipality has a separate account/vote for the rental income received and the expenditure incurred for the management of the CSC’s.

(b) **Internal Municipal Funds** where the municipality has sufficient financial resources, CSC programme implementation, operations, maintenance and sustainability must be done accordingly.

(c) **Provincial funding**

(i) Under resourced municipalities are grant dependent and usually prioritise their available funding to meet key priorities comprising of water, sanitation and electrification.

(ii) Moreover, municipal infrastructure grant may not be utilised for CSC operations; as a result community service centres face challenges in terms of ensuring improved service delivery for marginalised communities. This then unintentionally compromises the objective of bringing government services closer to communities.

(iii) the prioritisation of municipalities for grant funding will be guided by the following:

(aa) attaining the highest score in the developed criteria for assessing Municipalities; and

(bb) no historic breach of funding terms for grants previously awarded to the Municipality.

(d) **Corporate funding:**

(i) Centre Managers may be supported by the municipal management to submit proposals to companies and/or parastatals including but not limited to the IDT, NDA, Wildlife, for funding of projects within the CSC’s.

(ii) Companies may also be approached to provide support to the municipality for CSC operations from their CSI funding resources.

**12. COMMUNITY PARTICIPATION AND OSS ALIGNMENT**

(a) Communities must be part of the processes to establishing the centre, from planning to decisions including deciding on services that the centre must provide.

(b) Community participation must help departments understand citizen’s needs, and prevent the adversarial relationships that may result in service delivery protests.

(c) Community participation must be a drive towards creating awareness on the role of CSC’s in the community.

(d) The OSS programme must be used when promoting community participation as the programme seeks to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration and by working together through effective partnerships.

(e) CSC partnerships may include civil society, religious, traditional leaders, vulnerable groups and business, developmental partners, communities, and government departments all of whom work together to provide as comprehensive integrated service package to communities.

(f) CSC’s must be used as operational bases for war room activities, and Municipalities must be assisted to set up war rooms in terms of furniture, signage and connectivity in line with the war room model.

**13. CSC MONITORING EVALUATION AND REPORTING**

(a) Monitoring and evaluation must determine the extent to which CSC’s are functional in accordance with the building blocks of functionality, and to assess the extent to which the CSC programme is achieving its objectives.

(b) The monitoring and evaluation of the CSC functionality is the responsibility of the municipality.

(c) The monitoring exercise must determine whether the centres are operating effectively and delivering the information and services to the extent and in the manner that communities require by establishing if:-

(i) the centres are run effectively;

(ii) funds utilised adequately;

(iii) information given properly;

(iv) service providers provided with proper CSC functional resources;

(v) service providers providing the needed services effectively; and

(vi) the centre is managed appropriately.

**14. MONITORING AND EVALUATION OF THE POLICY FRAMEWORK**

The Chief Director: Municipal LED Support is the custodian of this Policy, supported in its implementation by all stakeholders mentioned in the Policy Framework for effective establishment and operations of CSCs.

**Annexure A**

**Roles and Responsibilities in the Lease Process**

|  |  |
| --- | --- |
| **Department/Institution** | **Roles and Responsibilities** |
| Municipality | * Identifies service providers and sector departments in line with community needs * Proposes a rental rate per square metre and submits to service providers * Facilitates the installations according to the client needs * Completes tender documents supplied by the Department of Public Works in line with PFMA and MFMA procurement procedures for sector departments only * Signs the lease agreement in terms of the delegated powers vested to the signing official * Signs the lease agreements with other service providers without Public Works Departmental intervention * Submit rental invoices to other service providers * Submits monthly rental invoices to the Department of Public Works for sector department leases |
| The Department | * Coordinate CSC programme at Provincial level * Coordinate and Chair provincial CSC steering committee meetings * Support Municipalities with engagement of key sector departments and stakeholders and lease agreement processes * Capacitate municipalities on issues related to CSC operations and maintenance * Monitoring and evaluation of CSC functionality * Reporting to NISSC on CSC progress |
| Sector Departments | * Identify suitable space for their operations * Submit the Commitment letter to the municipality * Submit the needs assessment and the application for office accommodation to the Department of Public works * Confirm the availability of funds to the Department of public works |
| Other Service Providers | * Identify suitable space for their organisations * Negotiate the rental rate * Sign the lease agreement * Make regular rental payments on the basis of the contract |

**Annexure B**

**CONTROL FRAMEWORK FOR CSC ESTABLISHMENT AND OPERATIONS: THE FRAMEWORK IS BASED ON THE ASSUMPTION**

**THAT THE CSC IS AN ASSET OF THE MUNICIPALITY**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Stage** | | **Control Gate** | | | |
| **No** | **Name** | **Stage Deliverable** | **Description** | **Roles & Responsibilities** | **Risks** |
| 1 | Initiation | Initiation Report:  Strategic Brief /  Prefeasibility Report,  Handover Strategy v1  Project Charter(Services Needed, Sector Departments targeted, IDP planning, SDF Alignment, CSC Grading, Sustainability Plan, O & M, Asset Management Plan, Cost Benefit analysis & budget) , Project  Baseline Plan v1 | Prepare Project Charter, Handover Strategy v1;Risk Assessments; Establish 1st version of the Control Budget; Conduct preliminary investigations, stakeholder consultations, site visits, desk top studies; Identify procedures, organizational structure, key constraints, statutory permissions & utility approvals etc. to take project forward; Prepare Project Baseline Plan v1 including IDP Plan and SDF | Municipality:  COGTA: Support and monitoring | Capacity Constraints (financial & HR) of Sector Departments targeted against services needed  Emotions versus reality in terms of community service needs  Service Provider Competition (Private entities)  Municipal capacity to achieve deliverables |
| 2 | Concept | Planning Report:  Concept Report /  Feasibility Report,  Handover Strategy v2,  Project Baseline Plan  v2 | Review & update Handover Strategy, Risk Assessments; Obtain site studies & specialist advice; Establish feasibility of satisfying strategic brief; within control budget – if not feasible, establish 2nd version of Control Budget; Determine initial design criteria & design options to carry out the work; Investigate alternative solutions, recommend preferred solution; Establish detailed brief, scope, scale, form & cost plan; Develop indicative schedule; Produce site  development plan / schematic layout of works; Obtain statutory permissions, funding or utility approvals to proceed with works; Stakeholder engagement: PMPAC & KAM compliance, written tenant commitments, space requirements in line with office norms, internal office design requirements) Prepare Project Baseline Plan v2 | Municipality supported by COGTA  Service Departments and service providers  National & Provincial Department of Public Woks | Budget vs tenant requirements  Obtaining written tenant commitments (Departmental Budget approval related) |
|  | Design  Development | Design Development  Report, Handover  Strategy v3, Project  Baseline Plan v3 | Review & update Handover Strategy, Risk  Assessments; Produce final detailing, performance definition, specification, sizing & positioning of all systems & components enabling construction  (except in certain instances, the Manufacture, Fabrication and Construction Information for  specific components of the work that the contractor might only need to provide once construction has begun); Project Baseline Plan v4 Sign off by Sector Departments & Stakeholders | Municipality supported by COGTA  Client Departments  Service Providers  Provincial and National Department of Public Works | Delays in Departmental Rental budget Fund Approvals  Delays wrt to processing by Public Works |
|  |  | Design Documentation,  Handover Strategy v4,  Project Baseline Plan  v4 | Review & update Handover Strategy, Risk  Assessments; Produce final detailing, performance definition, specification, sizing & positioning of all systems & components enabling construction  (except in certain instances, the Manufacture, Fabrication and Construction Information for specific components of the work that the contractor might only need to provide once construction has begun); Project Baseline Plan v4 |  |  |
|  | Works | Completed Works  capable of being used  or occupied; Handover  Strategy v5; Project  Baseline Plan v5;  completion certificates  (Certificate of Practical  Completion,  Completion Certificate  etc.) | Produce the Manufacture, Fabrication and Construction Information for approval by implementer; Provide temporary works; Provide permanent works; Manage risks wrt OHS &  environment; Administer contract in accordance with the terms and provisions of contract and ensure compliance with requirements, incl:  - Conducting of site meetings  - Quality assurance  - Issuing of Site Instructions  - Monitoring of construction quality and progress  - Control of scope and cost  - Payment certification  Review & update handover strategy; Prepare Project Baseline Plan v5 |  |  |
|  | Handover | Works which have  been taken over by  user or owner;  completed training;  Record Information;  Handover Strategy  implemented, final  version of Project  Baseline Plan | Complete and implement Handover Strategy, including, as appropriate, signing of, handover certificate; Complete training for personnel for both  operation and maintenance; ensure receipt of compliance certificates; prepare & finalise Record Information; Correct defects; Prepare final version  of Project Baseline Plan & Handover Strategy |  |  |
|  | Close-Out | Defects Certificate or  Certificate of Final  Completion; Final  Account; Close-Out  Report, Section 42  Transfer to Asset  Register | Correct final defects (where applicable); issue relevant Defects Certificate or Certificates of Final Completion, in terms of the contract; certification and payment of Final Accounts; Record updated  asset information on Asset Register; Prepare Close Out Report |  |  |
|  | In-Use | Ongoing | Conclude activities listed in Handover Strategy, implement Post Occupancy Evaluation (POE) and prepare POE Report; review of Project Performance and Project Outcomes, Centre Occupation | Municipality supported by COGTA  Sector Departments  Service Providers | Sector Department Resource Constraints |
|  | Centre Functionality | Ongoing | Centre Management (budgets, lease Agreements, Asset Management), Leadership and management support to CSC staff, Centre Maintenance, OHS Compliance, SDIP Compliance, Complaints Management, Service Provider Management, Centre Marketing, M & E and reporting.  CSC Programme coordination at Provincial Level, Centre Manager Capacitation, Centre Manager Forums, Support to Municipalities with key Sector Department and Stakeholder engagements, Support with Lease issues, M & E & reporting to National. | Municipality  COGTA | Municipal Capacity Constraints  Resource Constraints |