



Geographic Accessibility Analysis

in relation to Thusong Service Centres

EXECUTIVE SUMMARY

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the **dpsa**

Department:
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EXECUTIVE SUMMARY

1 INTRODUCTION

- 1.1 The Thusong Service Centre programme of government was initiated in 1999 to supplement the front-line services of departments, to provide services in a more integrated manner and to ensure that services are equally accessible to all South Africans. Primarily, the focus was on outlying rural areas and populated underserved communities in urban areas.
- 1.2 The Thusong Service Centre Business Plan (2006 – 2014) emphasizes the need to ensure the long-term sustainability of the expanded roll-out of Thusong Service Centres. Broad-scale investment in new capital investment across the country needs to be tempered and the provision of services and infrastructure as part of the programme should be guided by the spatial priorities of government.
- 1.3 The Department of Public Service and Administration commissioned a study on the geographic accessibility and provisioning of Thusong Service Centres at the end of 2014. The report on the study highlights trends and challenges in relation to the current provisioning of Thusong Service Centres and it makes recommendations in relation to measures which could be taken to achieve a more equitable distribution of Service Centres across the country and to improve access to government services in a more integrated manner.

2 POLICY CONTEXT

- 2.1 The National Development Plan highlights those spatial disparities which still stand in the way of eliminating poverty and reducing inequality in South Africa, particularly because spatial challenges continue to marginalise the poor; and poorly located and inadequate infrastructure limits social inclusion and faster economic growth.
- 2.2 The Plan calls for a more coherent national spatial planning framework to tackle the inertia in achieving redress of the inherited legacy of inequality and exclusion. It points to systemic difficulties and unwillingness amongst state departments and entities at all spheres of government to plan collaboratively across functional and spatial boundaries and to share responsibilities in implementation. Spatial planning needs to bring together service delivery interventions of various sectors in a way that maximises spending efficiencies and delivers substantial developmental benefits.
- 2.3 The unbalanced spatial development pattern within the country, with its uneven distribution of economic activity, renders some densely populated areas highly dependent on social grants and subsidies, while people in some rural and urban municipalities travel long distances at considerable expense and time to access employment opportunities, services and basic amenities. Many people still live in

poverty traps and the urbanisation of poor households means that there is a growing concentration of poverty in large urban areas in absolute terms.

- 2.4 Settlement patterns are changing. Most South Africans live in towns and cities and it is anticipated that the movement of people from rural to urban areas will increase. The population growth rate is slowing, the birth rate is declining and life expectancy is increasing. Consequently, there is a large youth and working-age population and proportionally fewer very old and very young.
- 2.5 It is important for the Thusong Service Centre Programme and sector departments to take into account these changing spatial realities and the socioeconomic environment in the country as they continue to affect the demand for services and should be considered when making decisions about what and where to invest in government services and infrastructure.

3 STRATEGIC INTENT

- 3.1 The strategic intent of this study is to provide guidance on improving access by citizens to key government services through the provisioning of a more equitable distribution of Thusong Service Centres and/or through the clustering of service points of departments. This will be accomplished by promoting greater synergy across sector departments in the development of access standards and through the development of integrated intervention strategies and facility plans. Joint planning for Thusong Service Centres and spatial clustering of facilities of different departments in the same areas will lend support to the creation of sustainable rural settlements and to urban growth objectives.

4 PROJECT SCOPE AND METHODOLOGY

- 4.1 The study consisted of a desk-top analysis using geographic information systems (GIS) to examine the current accessibility of Thusong Service Centres, based on readily available data. Geographic accessibility analysis takes into account factors such as population size and density, the actual distances for people to travel from where they reside to reach service points, the current distribution of service points of departments, the availability of roads as well as population thresholds and capacity parameters of service points.
- 4.2 In order to reduce the cost involved in establishing additional infrastructure, optimum geographic locations were identified to achieve the maximum population coverage with the least number of additional facilities.
- 4.3 The study has been conducted in close collaboration with the Government Communication and Information System (GCIS) which coordinates the Thusong Service Centre programme and with selected departments which provide services at the Centres. These include:

- Department of Home Affairs (local offices)
- Department of Labour (offices)
- SA Social Security Agency (local offices)
- SA Police Service (contact points only)

4.4 No verifiable information on the deployment of mobile services was available at the time of the study. The scope of the study covers all provinces, except the Western Cape which has conducted a similar study in collaboration with the Council for Scientific and Industrial Research (CSIR) in 2012.

5 ACCESS STANDARDS FOR DIFFERENT TYPES AND SIZES OF THUSONG SERVICE CENTRES

5.1 In order to achieve a more equitable distribution of Thusong Service Centres across the country, access standards for the different types of Thusong Service Centres were applied to determine the minimum number of additional locations that would be required to meet the population demand in each of the provinces.

5.2 The application of a uniform set of access standards which is differentiated for various types and sizes of Service Centres and for different types of settlements is necessary in order to:

5.3 Determine the optimal size, number and geographic locations of facilities that are required to meet the demand of the population.

5.4 Ensure that various types of Service Centers are allocated to the most appropriate locations.

5.5 Minimum and maximum population thresholds were developed for different types of Thusong Service Centres. Service Centres are classified as Large, Small and Satellite or Mobile Services which provide periodic services. Table 1 provides the population thresholds for each centre size. These thresholds were informed by the results of the accessibility analysis.

Thusong Service Centre size	Population threshold
Large	60 000 to 200 000
Small	20 000 to 60 000
Satellite	10 000 to 20 000
Mobile service	2 000 to 10 000
Outreach project	Less than 2 000

Table 1 Population threshold per type of Thusong Service Centre

5.6 A maximum population threshold of 300 000 was considered for metropolitan areas, based on the results of this accessibility study, in order to limit the number of additional

facilities that would be required and to minimise the need for further infrastructure investment.

- 5.7 Maximum travel distances of 15 km and 25 km were applied in urban and rural areas respectively while a maximum of 40km were applied in the sparsely populated Northern Cape.

6 CURRENT PROVISIONING AND ACCESSIBILITY OF THUSONG SERVICE CENTRES

- 6.1 At the time of the accessibility study there were 178 Thusong Service Centres and 165 Service Clusters comprising facilities of the SA Police Service, SA Social Security Agency and the Departments of Home Affairs and Labour that are located in close proximity to one another. These Service Clusters were regarded as virtual Thusong Service Centres for the purpose of the study. By including the 165 Thusong Service Clusters in the analysis the total number of Service Centres in the country increases to 343 as indicated in Table 2.

Province	Thusong Service Centre	Thusong Service Cluster	Total Number of Service Centres
Eastern Cape	11	35	46
Free State	10	11	21
Gauteng	41	16	57
KwaZulu-Natal	22	33	55
Limpopo	22	19	41
Mpumalanga	18	23	41
North West	16	12	28
Northern Cape	5	10	15
Western Cape	33	6	39
National	178	165	343

Table 2: Thusong Service Centres and Clusters per province

- 6.2 Existing Service Centres (including Thusong Service Centres and Clusters) are mostly situated in the east of the country including provinces such as Gauteng (57), KwaZulu-Natal (55), the Eastern Cape (46), Mpumalanga (41) and Limpopo (41) where population counts are higher. Some are located close to provincial boundaries where they provide service coverage to people living in adjacent provinces. The current distribution of Thusong Service Centres and Clusters is illustrated in Figure 1.

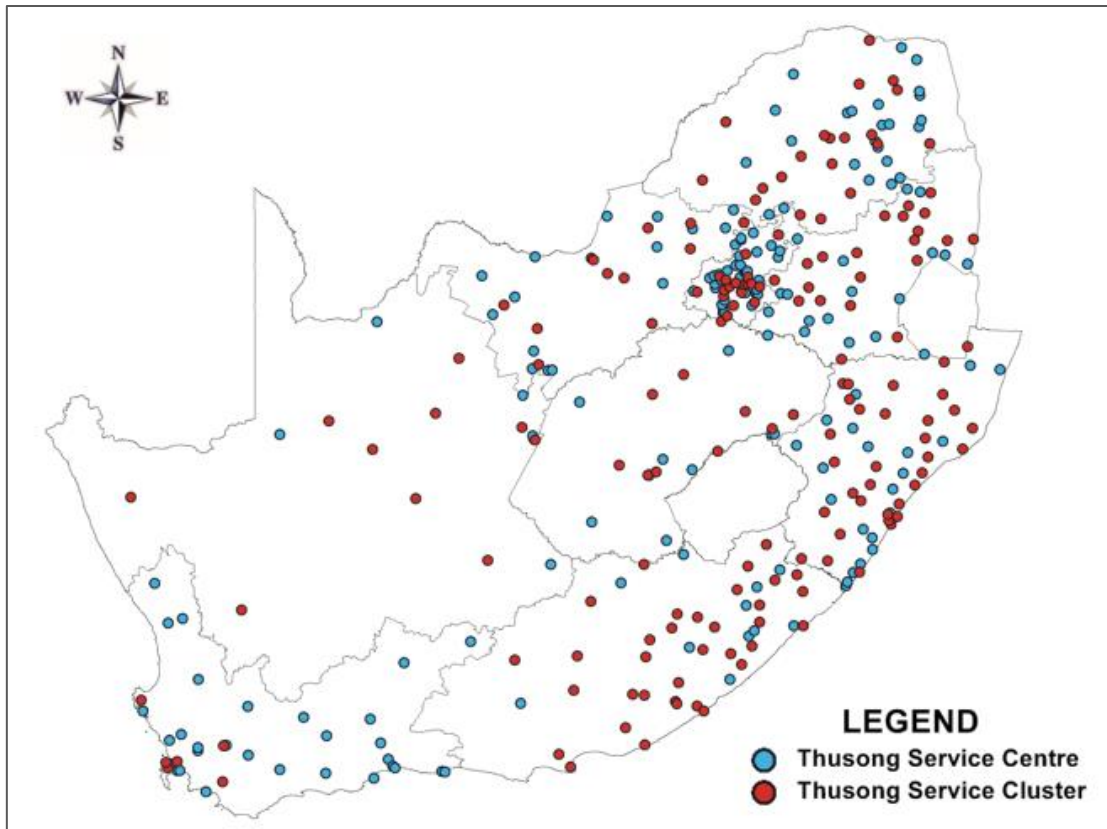


Figure 1: Current distribution of Thusong Service Centres and Thusong Service Clusters

6.3 Results of the study show that 38,968,331 (75%) people currently have access to a Service Centre within a maximum travel distance of 15 km in urban areas, and 25 km in more sparsely populated rural areas. These percentages are illustrated in the pie chart in Figure 2. Thusong Service Centres provide service coverage to approximately 17 million people whereas Thusong Service Clusters provide coverage to approximately 22 million.

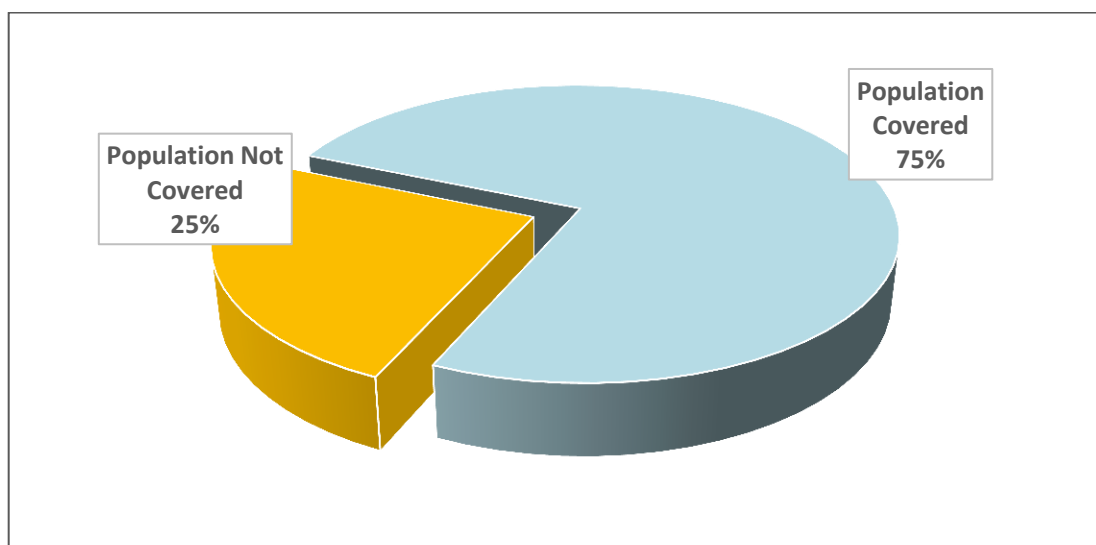


Figure 2: Current population coverage provided Service Centres

6.4 Population coverage provided by these Service Centres (including Thusong Service Centres and Clusters) is uneven across and within provinces. Coverage is very good in Gauteng (96.99%), Mpumalanga (81.13%) and Western Cape (77.69%), but lower in Free State (62.85%), the Eastern Cape (61.04%) and North West (59.08%). Coverage is lowest in the Northern Cape (51.26%) given its sparse population and long travel distances. Table 3 indicates the current coverage per province.

Province	Population Covered	Percentage Coverage	Not Covered	Total Population
Eastern Cape	4 004 116	61.04%	2 555 898	6 560 014
Free State	1 725 389	62.85%	1 019 883	2 745 272
Gauteng	11 902 180	96.99%	369 539	12 271 719
KwaZulu-Natal	7 261 243	70.73%	3 005 499	10 266 742
Limpopo	3 615 924	66.91%	1 788 099	5 404 023
Mpumalanga	3 277 049	81.13%	762 444	4 039 493
North West	2 073 518	59.08%	1 436 139	3 509 657
Northern Cape	586 516	51.26%	557 767	1 144 283
Western Cape	4 522 396	77.69%	1 298 359	5 820 755
Total	38 968 331	75.28%	12 793 627	51 761 958

Table 3: Population coverage that is currently provided by Service Centres per province

6.5 A total of 12 793 627 (24.72%) people in the country lack adequate access to a Thusong Service Centre or a Thusong Service Cluster within the set maximum travel distances. The lack of population coverage is greatest in KwaZulu-Natal (3,005,499 people) followed by Eastern Cape (2 555 898) and Limpopo (1 788 099). While only 557 767 people in the Northern Cape lack adequate access, these constitute 48.3% of the province's total population. The backlogs in population coverage per province are illustrated in Figure 3.

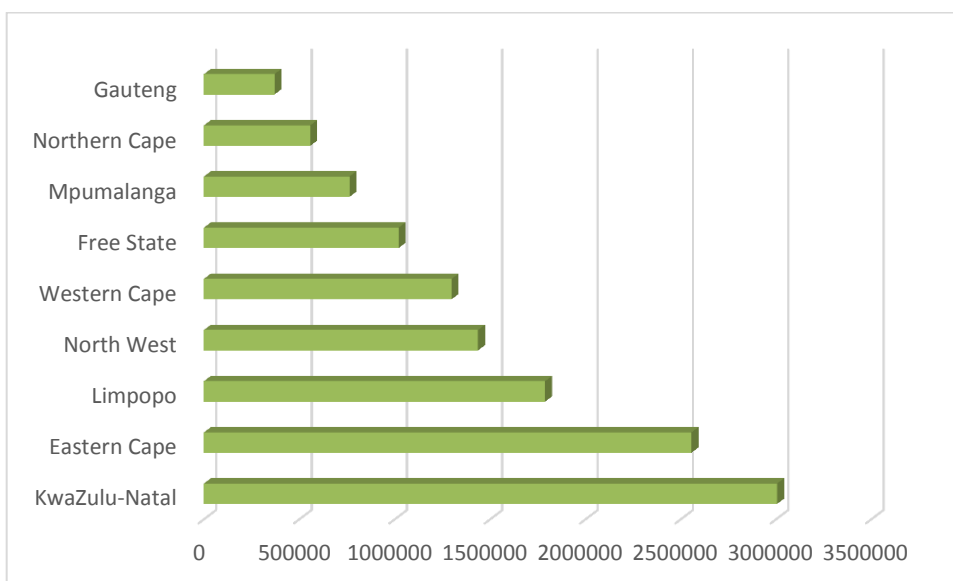


Figure 3: Lack of population coverage provided by Service Centres per province

6.6 Population coverage varies considerably in different types of settlements. Of the 12,793 million people that currently lack access 6.3 million live in rural towns followed by urban towns with 2.2 million. The lack of population coverage in different types of settlement is illustrated in Figure 4.

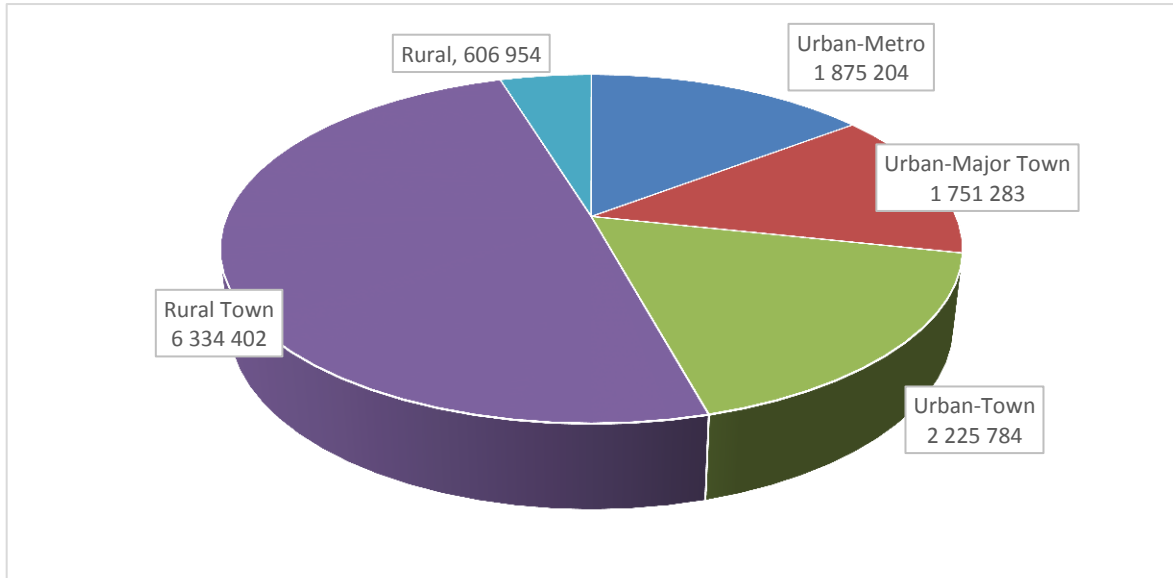


Figure 4: Lack of population coverage per settlement type

6.7 Currently the national average travel distance to a Service Centre is 15.6 km (including Western Cape). However distances vary considerably across and within provinces. The average travel distance of 34.8 km in Northern Cape is highest given its vast sparsely populated areas whereas the average distance in Gauteng is 5.9 km. Figure 5 illustrates the average travel distance that people travel to their nearest Service Centre.

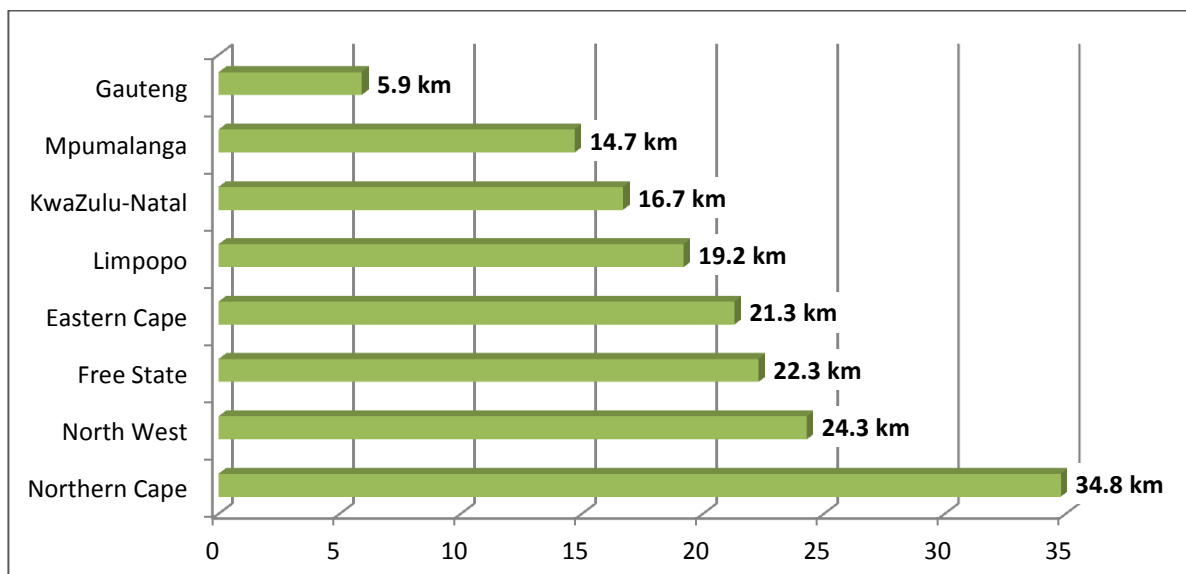


Figure 5: Average travel distance to a Service Centre per province

6.8 Average travel distances also vary extensively in different types of settlements. Generally travel distances are longer in rural areas (41.2 km), urban towns (33.7 km)

and rural towns (22.7 km); they are much shorter in major urban towns (10.8 km) and in densely populated metropolitan areas.

7 CURRENT ACCESSIBILITY CHALLENGES

- 7.1 Numerous accessibility challenges that were identified during the study include:
- 7.1.1 The highest number of people that lack adequate access to Service Centres (including Thusong Service Centres and Clusters) reside in populated areas of KwaZulu-Natal and Eastern Cape and in some densely populated formal and traditional residential areas of Limpopo.
 - 7.1.2 Most Service Centres are located in urban areas where access tends to be better. Even though 98 Service Centres are located in rural towns, 6 334 402 people in such areas currently lack adequate access to Service Centres. These constitute 50% of the total population that are currently unable to reach a facility within a distance of 25 km.
 - 7.1.3 The Northern Cape is characterised by many small and isolated urban and quasi-urban settlements across its vast area and the average travel distance to the nearest Service Centre in the province is 34.8 km. In more remote areas the average travel distance is 67.4 km.
 - 7.1.4 Access is inadequate in areas of the Free State where urban towns are scattered far apart with large commercial farming areas in between.
 - 7.1.5 Eastern Cape and KwaZulu-Natal have a diverse geographical landscape. These provinces have limited road infrastructure and contain numerous mountains and rivers in some areas causing natural barriers which affect accessibility. These regions also consist of densely populated traditional residential areas which currently lack access to Service Centres. Similar patterns were observed in parts of Limpopo where the Waterberg and Soutpansberg mountain ranges limit accessibility to Service Centres. Examples of natural barriers are shown in Figure 6. These images depict mountainous areas as well as large rivers and dams.

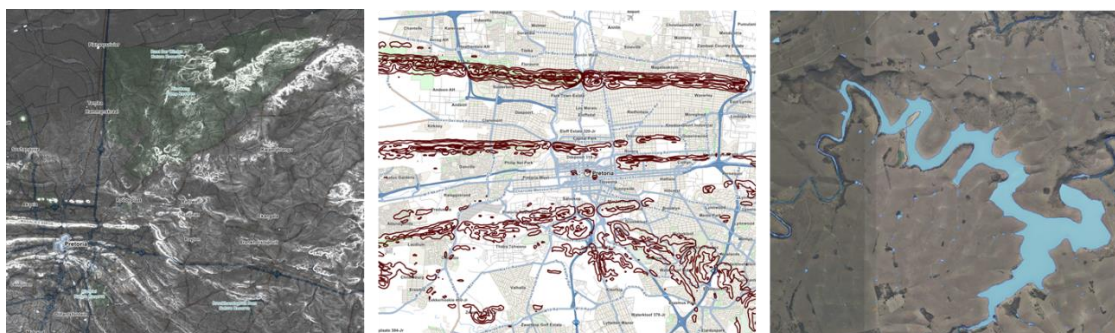


Figure 6: Geographic barriers to access

- 7.1.6 A total of 25 existing Service Centres serve population catchments that are larger than 300 000 people. These may experience difficulty in meeting the high population demand. They are mainly located in metropolitan areas and major urban towns such

as those in Gauteng, KwaZulu-Natal and Eastern Cape. Examples of Service Centres that provide service coverage to more than 500 000 people include the two Thusong Service Clusters in the central business districts of Johannesburg and Pretoria and the two Thusong Service Centres in Alexandra and Mamelodi.

7.1.7 On the other hand 49 existing Service Centres serve population catchments that are less than 20 000. These are primarily located in sparsely populated rural areas and small rural towns. It is possible that these Service Centres are being underutilised.

7.1.8 Figure 7 highlights densely populated areas where people lack adequate access to Service Centres. The highlighted areas are significant due to their high concentration of unserved population in both urban and rural towns where the highest un-served population currently resides. These areas span across municipal boundaries and are highlighted by red circles.

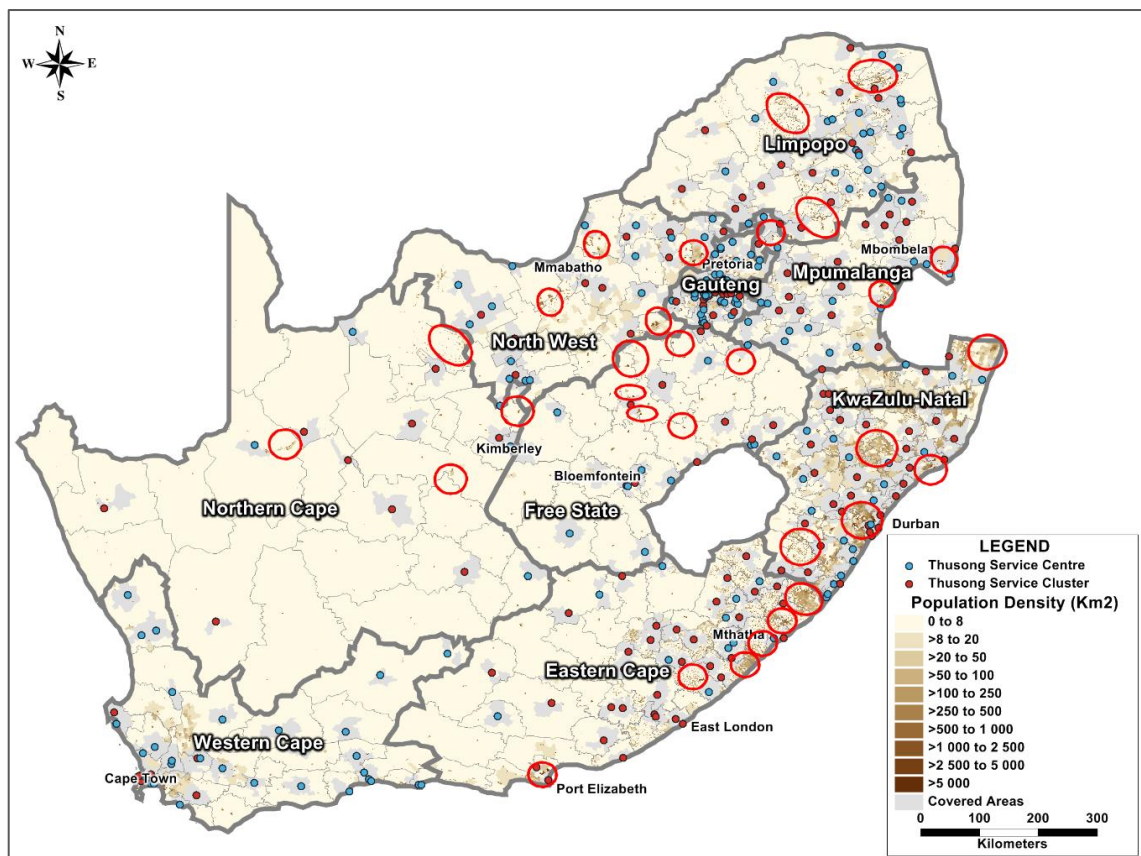


Figure 7: Densely populated areas where people lack adequate access to Service Centres

8 PROPOSED PROVISIONING AND LOCATION OF THUSONG SERVICE CENTRES

8.1 Whereas the national population coverage that is currently provided by Service Centres is 75.28%, this coverage is very uneven across provinces and different types

of settlement. Hence the overall objective of the analysis was to achieve a more equitable distribution of Service Centres across the country and to achieve minimum population coverage of 75% in each of the provinces.

8.2 The accessibility analysis has identified 67 optimum locations for the establishment of additional Service Centres, including 42 Thusong Service Clusters and 25 Thusong Service Centres, increasing the total number of Service Centres in the country from 343 to 410. Figure 8 indicates the number of proposed locations per province.

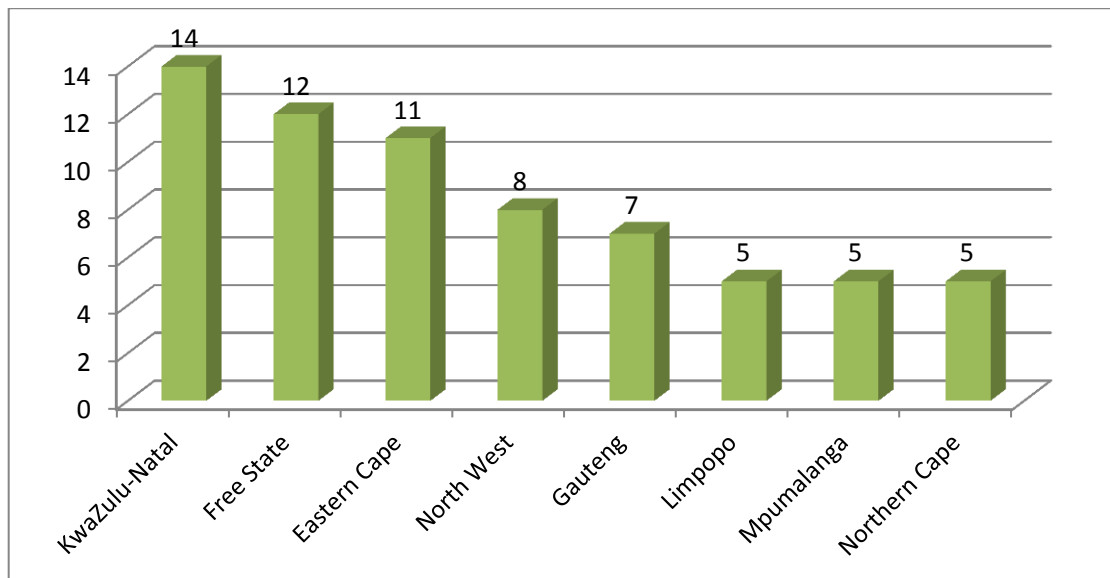


Figure 8: Number of proposed locations per province

8.3 The number of proposed locations varies per province. More locations were identified in KwaZulu-Natal, the Free State, the Eastern Cape and North West, where the current provision and location of Service Centres are inadequate to meet the high population demand.

8.4 Even though Limpopo and Mpumalanga are currently well supplied with Service Centres, additional locations were identified in densely populated areas where access to services is currently inadequate. The population demand on some facilities in Gauteng is extremely high and hence additional locations were identified along key access routes to spread the population demand. The geographic distribution of the proposed locations are illustrated in Figure 9.

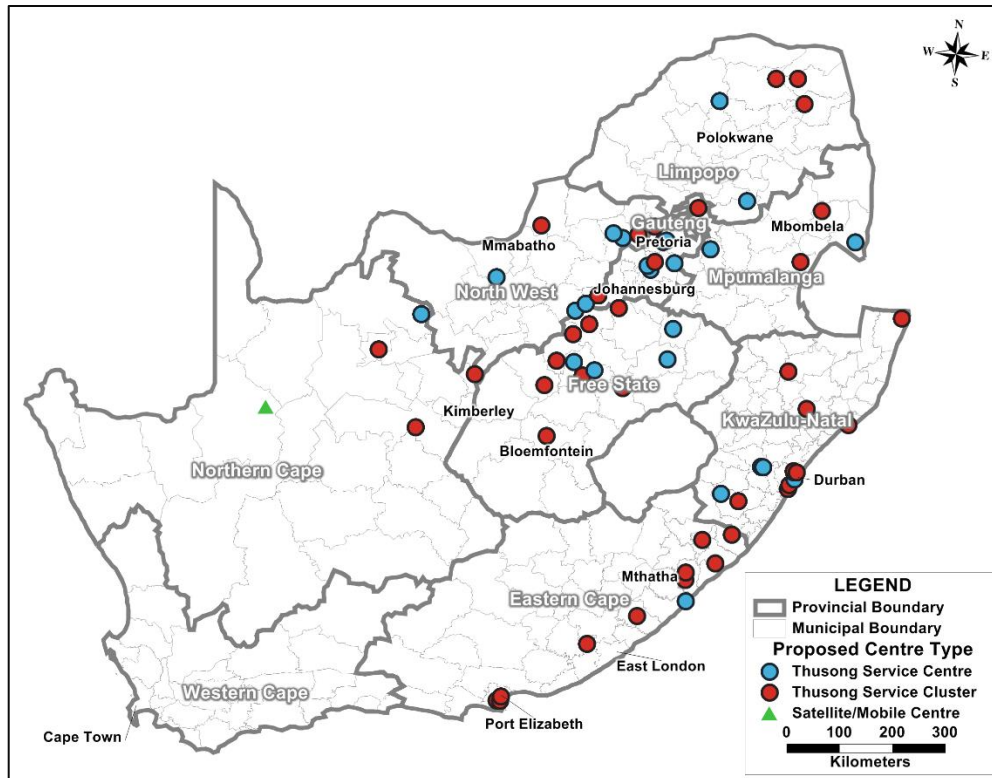


Figure 9: Distribution of the proposed locations across the country

- 8.5 The establishment of additional Service Centres at the 67 proposed locations could potentially increase the population coverage in the country from 38 968 331 (75.28%) to 43 058 676 (83.19%). This coverage could be increased even further through the provisioning of mobile services.
- 8.6 Coverage could potentially be extended to more than 4 million people and all settlement types would benefit, particularly major towns and rural towns, where the majority of un-served population currently resides. The chart in Figure 10 shows the cumulative population coverage which could be achieved by adding the 67 locations to the current mix of Service Centres.

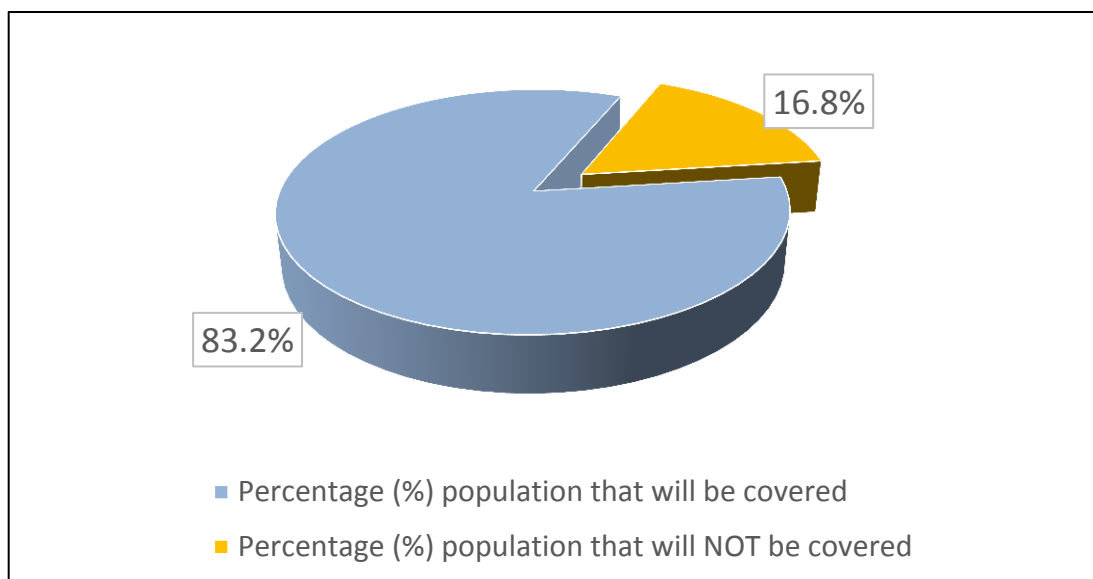


Figure 10: Total percentage coverage that could be achieved by adding the 67 proposed locations

8.7 It is evident in Table 4 that the greatest improvements in population coverage could be achieved in the Eastern Cape (1 023 937 people), KwaZulu-Natal (896 919 people) and the North West (608 671 people), followed by Limpopo (531 932 people). Gauteng and Mpumalanga benefit least in terms of improved coverage as additional locations were identified to reduce the excessive population demand on some existing Thusong Service Centres and Clusters.

Province	Number of additional locations	Potential improvement in population coverage (number of people)	Percentage improvement in coverage	Total envisaged population coverage
Eastern Cape	11	1 023 937	20.36%	5 028 053
Free State	12	455 782	20.90%	2 181 171
Gauteng	7	157 897	1.31%	12 060 077
KwaZulu-Natal	14	896 919	10.99%	8 158 162
Limpopo	5	531 932	12.82%	4 147 856
Mpumalanga	5	131 643	3.86%	3 408 692
North West	8	608 671	22.69%	2 682 189
Northern Cape	5	283 564	32.59%	870 080
Western Cape	-	0	0.00%	4 522 396
National	67	4 090 345	9.50%	43 058 676

Table 4: Population coverage per province based on the optimum provisioning of Service Centres

8.8 The greatest improvement in population coverage (an additional 1.9 million people) could be achieved in rural towns - particularly in the Eastern Cape, Limpopo, KwaZulu-Natal and North West. Metropolitan areas could also benefit significantly, especially in the Eastern Cape and KwaZulu-Natal, and major towns in the Free State and North West could also benefit. Population coverage increases from 82% to 90.16% in major

urban towns followed by rural towns where coverage increases from 65% to 75.85% with the inclusion of proposed locations. See Table 5.

Settlement Typology	Current Population Covered	Current Percentage Coverage	Potential Population Coverage (Including proposed locations)	Potential Percentage Coverage
Urban-Metro	17 727 881	90.43%	18 648 352	95.13%
Urban-Major Town	7 978 549	82.00%	8 772 116	90.16%
Urban-Town	1 155 577	34.17%	1 499 663	44.35%
Rural Town	11 764 914	65.00%	13 728 935	75.85%
Rural (sparse)	341 410	36.00%	409 610	43.19%
Total	38 968 331	75.28%	43 058 676	83.19%

Table 5: Population coverage per settlement type based on the proposed provisioning of Service Centres

8.9 The establishment of Service Centres at the 67 proposed locations could potentially reduce travel distances in all provinces and types of settlement. The average travel distance to a Service Centre could be reduced from 16 km to 12.9 km nationally, with the greatest improvements occurring in Free State (reduction of 8.1 km), followed by North West Province (reduction of 7 km) and Northern Cape (reduction of 6.8 km). The greatest reduction would be in urban towns, rural and sparsely populated areas.

8.10 Table 6 includes the number of locations per province where sector departments would need to provide additional services in order to create the proposed 67 Service Centres. As police stations are widely distributed across the country most locations for potential Thusong Service Clusters have such facilities nearby.

Province	Department of Home Affairs	Department of Labour	South African Police Service	SA Social Security Agency
Eastern Cape	10	10	1	3
Free State	6	11		11
Gauteng	6	7		6
KwaZulu-Natal	12	14	1	6
Limpopo	3	4	1	4
Mpumalanga	5	5		2
North West	6	7		8
Northern Cape	4	5		2
Total	52	63	3	42

Table 6: Number of locations where additional services are required

9 KEY CONSIDERATIONS

9.1 Whereas the establishment of additional Service Centres would improve access to services there is a need to review the current Thusong Service Centre model as defined in the 2004-2014 Business Plan to ensure that the Programme is financially

sustainable and that it is able to respond effectively to societal challenges and policy priorities that are outlined in the National Development Plan. Consideration should be given to alternative service delivery channels and innovations which could supplement the roles played by traditional Thusong Service Centres and service points of departments. These should be incorporated into a fully integrated delivery model for the Programme.

Hierarchical network of Service Centres

9.2 In order to provide a more effective network of various types of Services Centres a standards-based approach should be followed. The access standards that have been developed for different types and sizes of Service Centres should be adopted and the notion of a hierarchy of services should be applied to various orders of settlements:

9.2.1 **Large Thusong Service Centres and Thusong Service Clusters** should provide higher order services in key nodes and towns where there are high concentrations of human, economic and/or transport interaction. These should provide much more extensive and specialised services to a larger population. Hence population thresholds for these centres may be larger and travel distances may be longer.

9.2.2 **Smaller Thusong Service Centres, Clusters and Satellite Services** should be provided at local nodes or points of lower activity and concentration, such as smaller and more remote settlements. Facilities that are used almost daily should be located closer to communities that they serve. They may also have lower population thresholds.

9.2.3 **Special Purpose Thusong Centres** could be established to respond to particular needs at local level. An example is the Thusong Youth Centre in Alexandra which has a very special focus, on women and children that are at risk of falling victim to crimes or abuse. Such services could take the form of joint ventures between government and/ or non-profit organizations and local residents with a view to achieving planned aims and objectives.

9.2.4 **Mobile services** could be used effectively to provide services to communities outside the catchment areas of permanent service points and especially in areas where there are sparse populations and where people would otherwise have to travel long distances to access services.

9.2.5 **Thusong outreach programmes and projects** could be extended periodically by departments to remote areas where the population density does not warrant a Thusong Mobile Service or Satellite Service Centre. Community Development Workers could possibly assist in identifying the need for such initiatives.

Clustering of government services

9.3 This study has identified 42 additional locations where the establishment of Thusong Service Clusters should be considered. Further analysis is required to determine the feasibility of establishing such clusters and to determine the implications for sector departments. Departments may need to review their service delivery models to provide

for the clustering of services. Optimum configurations for the clustering of various types of services also need to be determined. Clusters may require way-finding, signage and branding.

Use of ICT and social media applications

- 9.4 The Thusong Service Center programme needs to identify innovative ways of embedding social media applications and information and communications technologies (ICTs) effectively into its day-to-day communication activities. These technologies reduce the need for proximity so that people are able to access services and information where they live. The roll out of broadband and ICT connectivity across the country could assist people in overcoming access barriers such as technical skills, literacy, disability, language and/ or financial means.

Volunteerism and partnerships

- 9.5 Volunteerism and partnerships should be encouraged to allow grass-roots initiatives in communities to be fostered and for culturally appropriate management of programmes, projects and resources to be developed. Thusong Service Centres could potentially serve as hubs for rural social innovation where local solutions are developed through participatory processes, for instance, the establishment of community cooperatives, the management of local services, the organisation of cultural activities and the coordination of youth outreach programmes.

Community Development Workers

- 9.6 Consideration should be given to the roles that Community Development Workers could play in arranging Thusong Service outreach programmes, the coordinated deployment of mobile services, the facilitation of community-participatory processes and the fostering of rural social innovations and support networks.

Review of services provided by Service Centres

- 9.7 The Thusong Service Centre programme needs to respond to changing social, economic and demographic conditions and anticipated population shifts in South Africa. Consideration should be given to the profiling and classification of settlements and neighbourhoods throughout the country according to their demographic, social and economic characteristics. Such profiles would assist the Thusong Service Centre programme in identifying particular areas which should be given priority and in reviewing the basket of services which is provided by Service Centres.

10 RECOMMENDATIONS

- 10.1 The Thusong Service Centre model should be reviewed to ensure that it is able to respond effectively to societal challenges and policy priorities that are outlined in the National Development Plan. Consideration should also be given to alternative service delivery channels and innovations which could supplement the traditional roles played by Thusong Service Centres and service points of departments. These should be incorporated into a fully integrated delivery model for the Programme.

- 10.2 The access standards that have been developed during this study for different types and sizes of Thusong Service Centres should be approved in order to achieve a more equitable distribution of Service Centres throughout the country. Stakeholder departments should review their access standards and service delivery models to provide for the establishment of Service Centres and the clustering of services in central locations.
- 10.3 The accessibility study has identified 67 geographic locations for the possible establishment of additional Service Centres. These could potentially provide services to an additional 4 million people in areas where access is currently inadequate. In order to ensure the effectiveness and financial sustainability of the Thusong Service Centre Programme it is proposed that:
- 10.3.1 Preference should be given to those geographic locations that could potentially provide the greatest improvement in population coverage, especially in rural and urban towns where access is currently inadequate.
- 10.3.2 A feasibility study should be done in relation to the possible establishment of additional Service Centres and other measures which could be implemented to reduce the very high population demand on some existing Service Centres. This study has identified 25 Service Centres where population demand far exceeds 300 000 per facility.
- 10.3.3 A review should be done in relation to the 49 existing Service Centres where population demand is very low to determine whether such centres should be closed or whether they should be converted to Satellite Centres or mobile facilities which periodically provide services. Most of these are located in small rural towns and sparsely populated rural areas.
- 10.3.4 Consideration should be given to the provisioning of additional services at 42 of the 67 locations that were identified. Some government services are already provided at these locations, but additional services are required to establish fully-functional Thusong Service Clusters. These could provide cost savings and greater convenience for citizens.
- 10.3.5 Consideration should also be given to the coordinated deployment of mobile services of various departments in areas that were identified in the study. Localised studies will be required to determine optimum routes and stopping points for such vehicles.
- 10.3.6 Signage and way finding should be provided in respect of the existing 165 Thusong Service Clusters that have been identified to assist citizens in accessing the services that are provided. The results of this accessibility study indicate that these Clusters currently provide services to approximately 21 million people in the country.
- 10.4 Once agreement has been reached among all stakeholders on priority intervention areas the Thusong Service Centre Programme should develop a detailed implementation plan including a budget for capital investment, technological innovations and staffing. Departments would in some cases have to adjust their

planning and the capacity of some existing Service Centres may have to be increased, especially in areas where population demand is very high.

- 10.5 Further research should be done in relation to:
 - 10.5.1 The profiling of settlements according to their demographic, social and economic characteristics. Such profiles would assist the Thusong Service Centre Programme in determining which service packages should be provided in different areas.
 - 10.5.2 Optimal configurations for the clustering of various government services, including social services, in different types of settlements.
- 10.6 The Thusong Service Centre Programme should take responsibility for the monthly collection of user statistics for each Service Centre and these should be analysed to assess the performance and functionality of Thusong Service Centres and the demand for particular services.
- 10.7 Sector departments that provide services at Thusong Service Centres and those that deploy mobile services, including the Departments of Labour and Home Affairs as well as the South African Police Service and the South African Social Security Agency, should take responsibility for collecting, maintaining and disseminating spatial information on their services to other departments.

11 CONCLUSION

- 11.1 The National Development Plan requires that spatial planning needs to bring together interventions from different sectors in a way that maximises spending efficiencies and that delivers substantial developmental benefits.
- 11.2 In making final decisions on the provisioning and location of different types of Thusong Service Centres, national and provincial sector departments that provide services at Service Centres should agree with one another on which provinces, regions and settlements should be given priority. They should however also consider government priorities, provincial growth and development strategies and spatial planning frameworks of municipalities, as well as local context and the needs of citizens and financial sustainability.
- 11.3 As Service Centres provide population coverage across municipal and provincial boundaries a strong programmatic approach, which is linked to government priorities, is required to coordinate interventions of multiple departments in such a manner that they respond to the needs of citizens in a holistic and seamless manner.