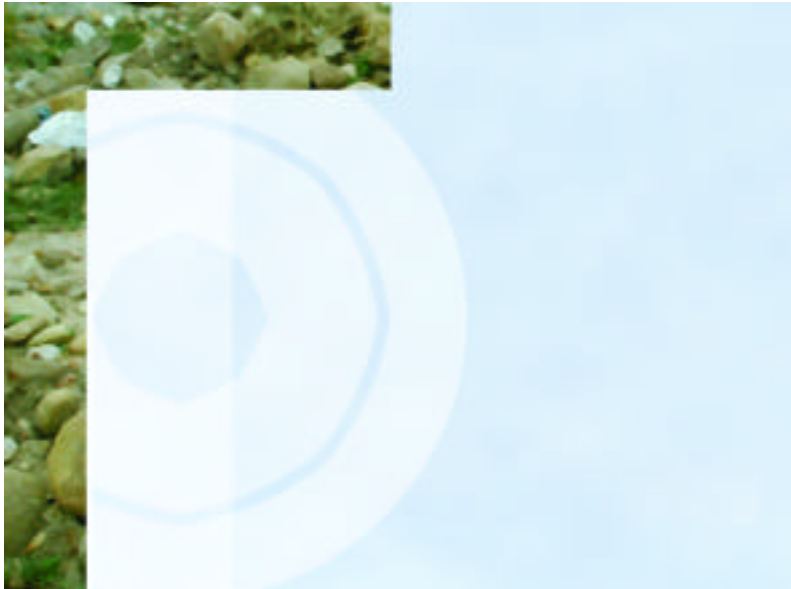




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GOAL

To provide every South African citizen with access to information and services within five minutes of their place of residence within 10 years.

CORE PURPOSE

To better the quality of life for every South African citizen through integrated service delivery.

VALUES

- Development which puts people first
- Excellent service to the community above all else
- Equipping people to contribute to their own and the nation's growth and development
- Building relationships with various stakeholders to promote integrated delivery of services
- Using appropriate technology for community development
- Encouraging community participation.



FOREWORD

Transforming the political, social and economic fabric of South Africa to a point where the full potential of our people can be realised is a painstaking process and requires careful planning. The task is more difficult because of past discrimination and neglect of the interest of the majority, which meant significant backlogs in infrastructure development, service delivery and human resource development.

The familiar landscape of poverty, lack of access to basic services, poor local economic growth and lack of information, challenged the second democratically elected government of South Africa to bring government closer to people and make qualitative changes in their lives. As early as 1996, the Cabinet approved the Comtask Report which mandated the Government's national Communication and Information System (GCIS) to provide development communication and information to the public to ensure that they become active participants in changing their lives for the better.

Multi-purpose Community Centres (MPCCs) have been identified as the main approach to implement development communication and information as they offer various services that communities can use for their own empowerment.

An MPCC is a one-stop, integrated community development centre, where communities interact and their needs for relevant services are addressed. An MPCC aims to empower the poor and disadvantaged through access to information, services, resources and technology, from both government and non-government sources, which can be used for communities' own development.

This Business Plan below aims to provide, to some extent, an understanding of the challenges involved in establishing MPCCs countrywide. With a quarter of the envisaged MPCCs already established, this plan is not a vision or dream of a social programme. It gives donors, partners and stakeholders a detailed insight into the operational requirements of establishing MPCCs, based on the real experiences of the programme to date. Case studies and successes are documented. The background of the MPCC programme of government as well as the purpose and rationale for establishing MPCCs, is profiled in the plan. It also highlights the services obtainable at MPCCs, the stakeholders involved, the requirements for operational MPCCs, insights into sustainability factors, management and structural options for MPCCs, as well as various technology options to channel information and communication technologies to rural areas.

Key challenges faced by the MPCC programme are also outlined. The foremost one is the challenge of coordinating the roll-out between departments operating at national, provincial and local level, the private sector, parastatals, civil society and the non-government sector.

It is hoped that this Business Plan will offer a rallying point for effective partnerships and assist stakeholders in identifying key areas for united action, thus changing public access to information and services in South Africa for the better.



Essop Pahad
Minister

EXECUTIVE SUMMARY

The Government's national Communication and Information System (coordinated at the GCIS) has, among other things, been tasked, in the Cabinet-approved Comtask Report (1996), with providing development communication and information to the public to ensure that they become active participants in changing their lives for the better (ref. Cabinet Memorandum 15 of 1999, dated 18 November 1999). To achieve this objective, all appropriate forms of media have been utilised to provide the required information and promote two-way communication between government and communities. These media include print and electronic media, direct communication with communities through unmediated products and community liaison, the Internet and tele-centres.

In South Africa, Multi-purpose Community Centres (MPCCs) have been identified as the primary approach for the implementation of development communication and information as these offer a wide range of services that communities can use for their own empowerment.

An MPCC is a one-stop, integrated community development centre, where there is community participation and people's needs are addressed by providing relevant services. An MPCC aims to empower the poor and disadvantaged by means of access to information, services and resources from both governmental and non-governmental sources, which can be used for their own development. Its advantages are the following:

- ▼ MPCCs are supported by government through a Cabinet mandate (ref. Cabinet Memorandum 15 of 1999, dated 18 November 1999) and recommendation 65 of the Comtask report, which stipulates: 'It is proposed that the GCIS promotes and accelerates the development of Multi-Purpose Information Service/Centres';
- ▼ It provides a broad range of relevant


services in an integrated manner, some of which other service providers cannot economically and sustainably provide;

- ▼ It offers a unique institutional arrangement for partnerships between government, civil society and business.

To facilitate and coordinate the roll-out of the MPCC initiative, a National Inter-sectoral Steering Committee (NISSC) was established. This Committee was formed on 17 June 1999, and comprises 20 representatives from national government departments, eight parastatals, three non-governmental organisations, four research agencies and tertiary institutions, the private sector and other stakeholders with various degrees of MPCC interest and involvement. An executive team, which was constituted to be responsible for coordinating different management areas to be addressed in establishing MPCCs, heads the NISSC. The team comprises convenors of task teams focusing on the following: local stakeholder cultivation, care and maintenance, as well as communication, marketing and promotion; financial planning, costing, accounting, fund generation and disbursement, implementation planning, guidance and monitoring; technical planning, guidance and monitoring; pre- and post-implementation research, monitoring and evaluation; information requirements in establishing and running MPCCs, especially regarding service requirements; and foreign stakeholder cultivation, care and maintenance and foreign marketing and promotion of the MPCC initiative.

Achievements to date include buy-in by various stakeholders from government, the private sector, NGOs and academic institutions; ownership and acceptance of the project by provincial government structures; ownership and acceptance by community structures; the establishment of 14 MPCCs to date; a multitude of government services brought to rural and under-served communities; functional and implementation communication strategies in place, and development communication becoming the popular paradigm for public communication.

The NISSC aims to have an MPCC in each of the 43 District and six Metropolitan Municipalities



of the country, based on the current local government demarcations. Cabinet Memorandum 19 of November 1999 plans for 60 MPCCs.

It is important to realise that the current business plan concerns itself only with the initial roll-out of MPCCs at District Municipality level. The current plan, therefore, follows a nodal point approach, i.e. establishing an evenly distributed network of bigger centres that can support smaller centres at local authority and community level. In due course (phase 6), the areas between these nodal points will have to be covered by smaller, satellite-type centres to ensure access to services to all South African citizens according to the stated vision. The roll-out of smaller, community-level centres is already taking place under various initiatives (e.g. Job Creation Fund, managed by the Development Bank of Southern Africa (DBSA), and it is, therefore, an imperative that a national plan and framework be provided to ensure the coordinated effort of all involved in this critically important work.

Based on the above and other targets, it has become clear that the NISSC requires the support of a wide range of stakeholders, primarily for the development of physical and Information and Communication Technology (ICT) infrastructure, as well as the provision of services, including management expertise. Various forms of support ensure that MPCCs make a meaningful impact. Potential stakeholders stand to benefit from this initiative through the many opportunities it presents, including the following:

- ▼ MPCCs provide one of the few national networks for the distribution of development information.
- ▼ The MPCC infrastructure provides a national two-way communication channel between participating stakeholders and communities.
- ▼ Communities with MPCCs will benefit materially by receiving a wide range of services that were previously difficult and/or expensive to obtain.
- ▼ The South African economy stands to benefit through the increased involvement of communities. The MPCCs will facilitate and

enable wider economic participation by the South African population. The MPCCs will contribute to the personal and economic development of individuals and other important sectors, such as small, micro and medium enterprises (SMMEs), enabling more participation in the national economy.

- ▼ The MPCC initiative provides stakeholders with access to a captive market.
- ▼ Cost-sharing initiatives in the nation-wide development of infrastructure and operational expenses can be explored with all stakeholders, e.g. potential stakeholders can partner the NISSC to develop the infrastructure instead of developing their own infrastructure at a much higher cost.
- ▼ MPCCs are a high profile initiative with the backing of the South African Government. Stakeholders can earn extensive mileage when any of their contributions are recognised.
- ▼ The MPCC initiative provides a well-controlled, high profile conduit for the channelling of resources intended for fulfilling social responsibility obligations, whether from the public or private sector.

The NISSC's long-range strategy has been developed to ensure sustainability of MPCCs through quality service delivery. To this end, the NISSC will strive to ensure that MPCCs attain self-sustainability without compromising the level or quality of service. It is the NISSC's intention to have MPCCs that are able to support themselves to the extent that they generate capital to fund future growth.

It is, furthermore, important to know that this business plan is supported by a detailed 'Implementation Framework', which contains the plans of the various task teams, and also the more extensive detailed guidelines and budgets for activities at provincial, district and local authority levels.

SECTOR OVERVIEW

1.1 BACKGROUND TO THE NISSC AND MPCC INITIATIVE

MULTI-PURPOSE COMMUNITY CENTRES (MPCCS)

In South Africa, Multi-purpose Community Centres (MPCCs) have been identified as the primary vehicle for the implementation of development communication and information programmes, as these are capable of offering a wide range of services that communities can use for their own empowerment.

The provision of services and information in an integrated and decentralised fashion seeks to address particular historical, social and economic factors, which characterised freedom of access to information and citizen participation in South Africa. These include socio-economic problems such as poverty, high unemployment, low standards of living (people living below the poverty line), poor access to basic services, remote settlement patterns, lack of access to technology and information, poor health services, insufficient education and skills, poor infrastructure, etc.

Within this context, a familiar feature of accessing information and services in South Africa involves the frustration of being referred from place to place and office to office when trying to access government services. This leads to an understandable despondency and a lack of confidence in the Government's ability to deliver quality services. This phenomenon is exacerbated in rural areas where distances are vast and the cost of travelling to urban centres to access services is high. This places a great strain on the incomes of those citizens who can least afford it. Early in 1999 the GCIS started the process of networking with national and provincial communication counterparts to establish a decentralised and more effective communication system.

However, when President Thabo Mbeki assumed office in 1999, the focus shifted towards a one-stop, integrated government information and service delivery system, an idea he had long supported as Deputy President. Accessing government services and the range of information products provided by government, with the possibility of communicating with the government at one locality, would be of significant value to the ordinary citizen. In addition, such a process of accessing services would allow for an improvement in the quality of service delivery in line with the *Batho Pele* principles guiding government delivery. These principles speak of 'people-centred' governance, and they place a high premium on client satisfaction and redress.

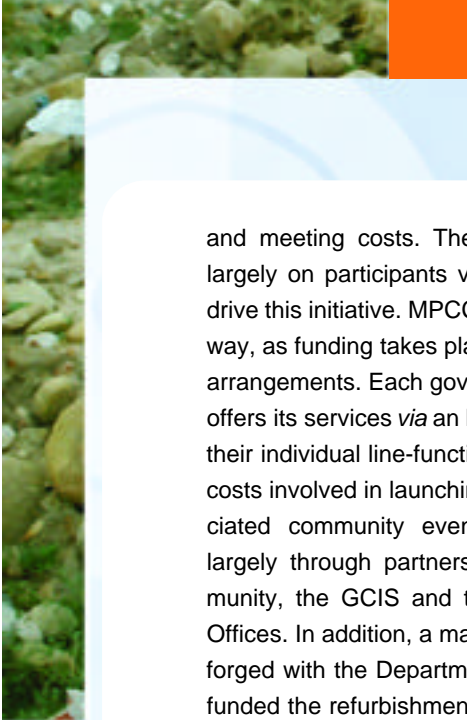
This project involves stakeholders from local, provincial and national government, with local municipalities being the primary implementing agencies. An MPCC is also the ideal vehicle for fostering public/private partnerships. Participation by communities, business and NGOs is critical to the sustainability and success of the centres.

NATIONAL INTER-SECTORAL STEERING COMMITTEE (NISSC)

This advisory and monitoring committee was formed in June 1999, and comprises 20 representatives of national government departments, eight parastatals and three NGOs, four research agencies and tertiary institutions, the private sector and other stakeholders with various degrees of MPCC interests and involvement.

The NISSC is a 'think-tank' committee that facilitates inter-sectoral co-operation and sharing of resources for the establishment of MPCCs. The NISSC, therefore, deals with the coordination and management issues of the MPCC project. This committee is responsible for the overall design and steering of the project from a national perspective, to ensure that the interests of all members and communities are met. The identification of an interaction with other potential partners, both local and international, are also key responsibilities of the committee.

To date, the GCIS has acted as a secretariat for the NISSC, and has also covered administrative



and meeting costs. The NISSC has depended largely on participants volunteering their time to drive this initiative. MPCCs are funded in a similar way, as funding takes place through collaborative arrangements. Each government department that offers its services *via* an MPCC funds this through their individual line-function budgets. To date, the costs involved in launching MPCCs and the associated community events, have been carried largely through partnerships between the community, the GCIS and the respective Premiers' Offices. In addition, a major partnership has been forged with the Department of Public Works who funded the refurbishment and, in some locations, the construction of new premises for MPCCs. Income raised through the payment of rentals and services for the use of facilities at the MPCC contribute to the funding of the day-to-day MPCC operations.

ACCOMPLISHMENTS

Achievements to date include the following:

- ▼ buy-in, by various stakeholders from government, the private sector, NGOs and academic institutions
- ▼ ownership and acceptance of the project by provincial government structures
- ▼ ownership and acceptance by community structures
- ▼ 14 MPCCs established
- ▼ a multitude of government services brought to rural and under-served communities
- ▼ functional and implementation communication strategies in place
- ▼ development communication becoming the popular paradigm for public communication.

SIGNIFICANT CHALLENGES

- ▼ Communication: Gaps in the reporting process of representatives on the NISSC have led to political principals being uninformed about the MPCC process resulting, in some cases, in poor coordination and integration of government programmes.

- ▼ Representation: Incorrect representation from relevant components of government departments and at the appropriate level of seniority on the NISSC and Provincial Inter-sectoral Steering Committee (PISSC) structures.
- ▼ Problems in the coordination of roll-out and implementation plans of various national and provincial departments.
- ▼ Service delivery: Difficulty in maintaining consistency in the provision of services by departments after the MPCC has been established.
- ▼ Resource allocation: Encouraging departments operating in MPCCs to re-allocate resources towards such centres. In some cases officials do not have computers, furniture, vehicles, etc. They cannot operate effectively because of the lack of basic resources.
- ▼ Financial Administrative procedures: Problems experienced in handling non-government funds; financial administrative procedures and systems for handling non-government funding are lacking.
- ▼ Donor funding: Negotiating for the availability of donor funding.
- ▼ Partnerships: Facilitating partnerships with civil society for the MPCC initiative.

CRITICAL SUCCESS FACTORS

A number of success factors have been identified, such as the following:

- ▼ effective stakeholder management
- ▼ effective maintenance and management of Information Technology (IT) systems and communication technologies in the rural areas
- ▼ resources to implement solutions and roll-out timeously
- ▼ funding
- ▼ government department buy-in into the integrated service delivery model offered by the MPCC
- ▼ ongoing support for managers and operators within these centres.

The world is in the midst of a new and critical

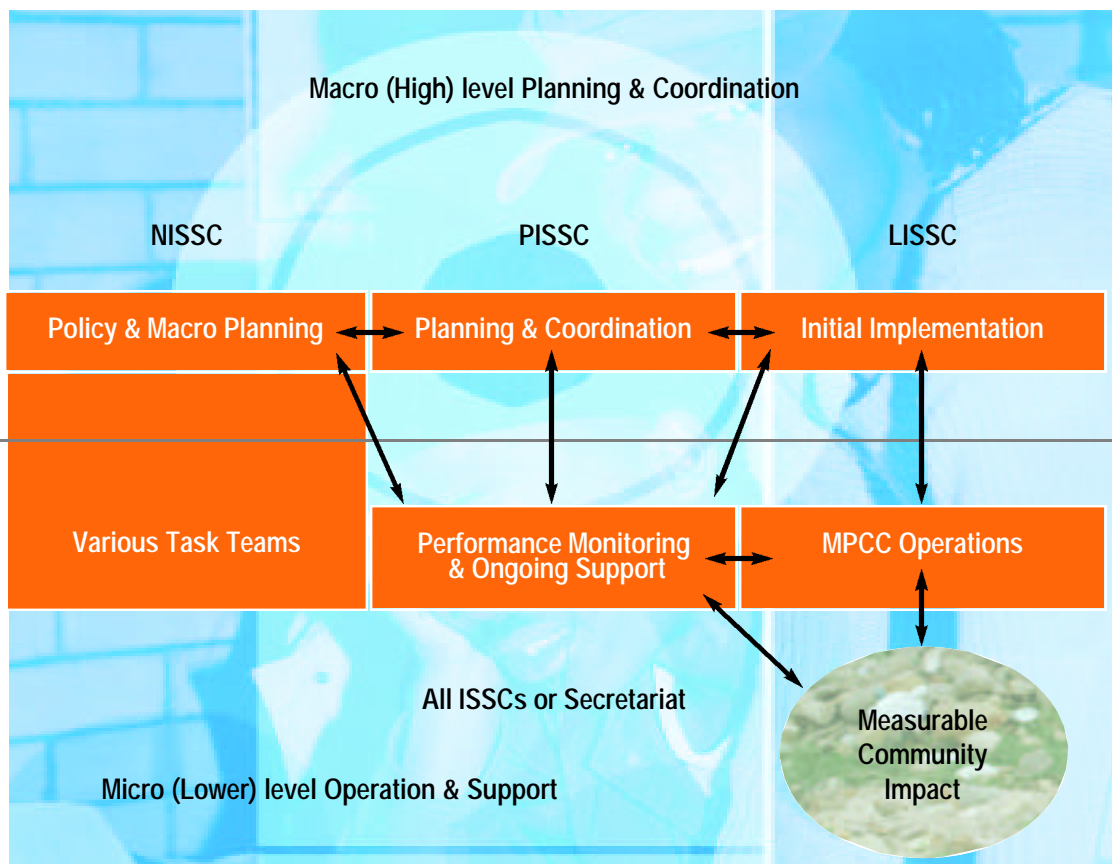
technological revolution in the field of information and communication. While much progress has been made, South Africa needs to improve service delivery and further widen access to information technology. South Africa needs to focus intensively on the development of suitable infrastructure that will cover the country and link all areas, particularly those that are most informationally deprived, into one national network. MPCCs will contribute to addressing this need in a sustainable manner.

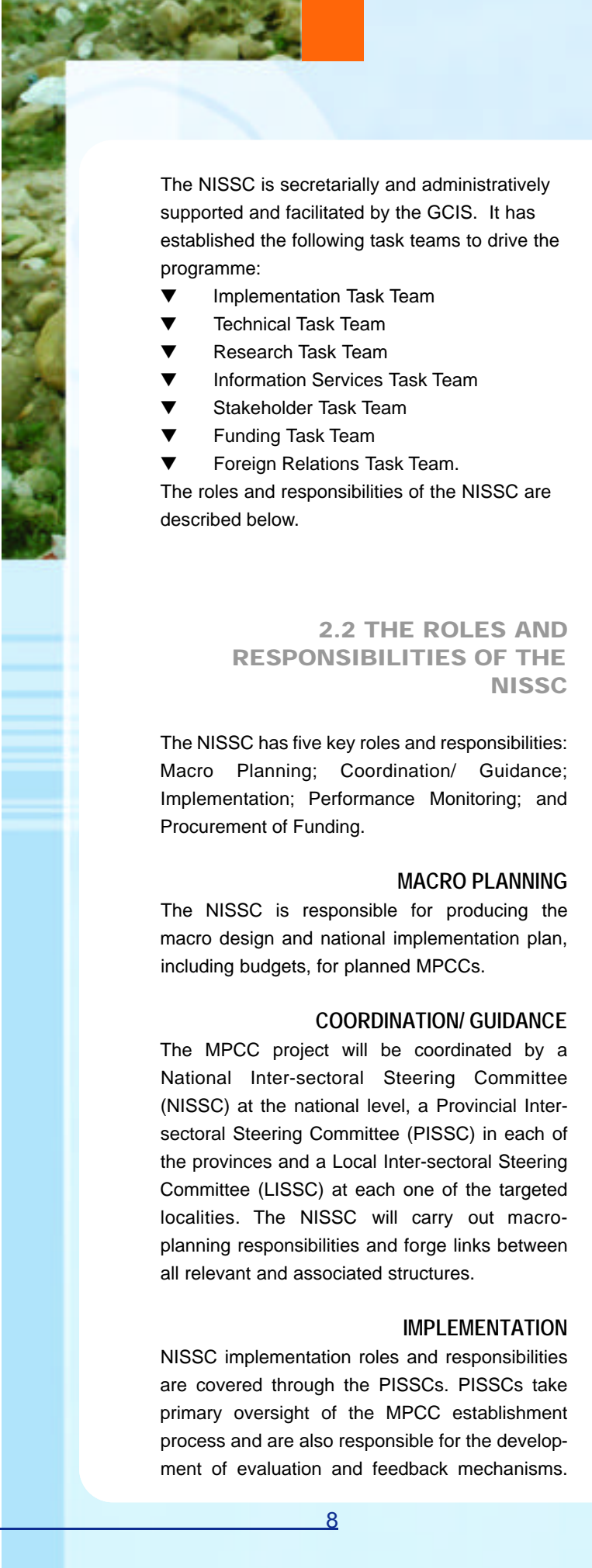
THE ROLE OF THE NISSC

2.1 THE BUSINESS MODEL

The NISSC, together with similar committees at provincial and local level, forms a cohesive team, working closely with other key stakeholders, to establish MPCCs as is outlined below. The NISSC, along with the said committees and stakeholders, plays an integral part in ensuring that resources are directed to the MPCC network and that, ultimately, a measurable impact on communities is achieved.

Diagram 2.1: A Draft Business Model





The NISSC is secretarially and administratively supported and facilitated by the GCIS. It has established the following task teams to drive the programme:

- ▼ Implementation Task Team
- ▼ Technical Task Team
- ▼ Research Task Team
- ▼ Information Services Task Team
- ▼ Stakeholder Task Team
- ▼ Funding Task Team
- ▼ Foreign Relations Task Team.

The roles and responsibilities of the NISSC are described below.

2.2 THE ROLES AND RESPONSIBILITIES OF THE NISSC

The NISSC has five key roles and responsibilities: Macro Planning; Coordination/ Guidance; Implementation; Performance Monitoring; and Procurement of Funding.

MACRO PLANNING

The NISSC is responsible for producing the macro design and national implementation plan, including budgets, for planned MPCCs.

COORDINATION/ GUIDANCE

The MPCC project will be coordinated by a National Inter-sectoral Steering Committee (NISSC) at the national level, a Provincial Inter-sectoral Steering Committee (PISSC) in each of the provinces and a Local Inter-sectoral Steering Committee (LISSC) at each one of the targeted localities. The NISSC will carry out macro-planning responsibilities and forge links between all relevant and associated structures.

IMPLEMENTATION

NISSC implementation roles and responsibilities are covered through the PISSCs. PISSCs take primary oversight of the MPCC establishment process and are also responsible for the development of evaluation and feedback mechanisms.

These actions are taken to ensure the sustainability and effective maintenance of the MPCCs. PISSCs are also tasked to investigate the advantage of setting up permanent structures and manpower to support the network of MPCCs within each province.

In each of the communities where the establishment of an MPCC has been proposed, a LISSC has been established or is in the process of being established. This is often in close partnership with the local authority where the centre is to be developed and, in many cases, built around an existing popular committee, possibly a youth group, women's committee, civic group, local government, local business, a traditional authority, religious institution, NGO, etc. The LISSC is in most cases chaired by a member of the local community or local government.

PERFORMANCE MONITORING

The NISSC will monitor service delivery and sustainability through the tracking of each MPCC's performance against key performance indicators aligned with measurable community impact. These key indicators are to be modified where necessary to ensure that they encourage the right behaviour and performance at MPCC level.

PROCUREMENT OF FUNDING

The NISSC ensures a coordinated effort at finding and mobilising funding, both nationally and internationally.

MPCC SERVICES

3.1 DESCRIPTION OF THE MPCC INITIATIVE

The end-product of the NISSC's efforts is a country-wide network of MPCCs, supported by the necessary structures, to ensure high-quality service delivery and sustainability. There are currently many establishments where communities congregate, or meet frequently to obtain services and information. Research indicates that these are mostly libraries, schools, churches, clinics and other types of community service centres. This approach aims to optimise the use of these facilities by supplementing their communication capacity, thus minimising costly construction and staffing. These should, therefore, be the nucleus of the intended community centres, which will provide a wide range of value-added services and information.

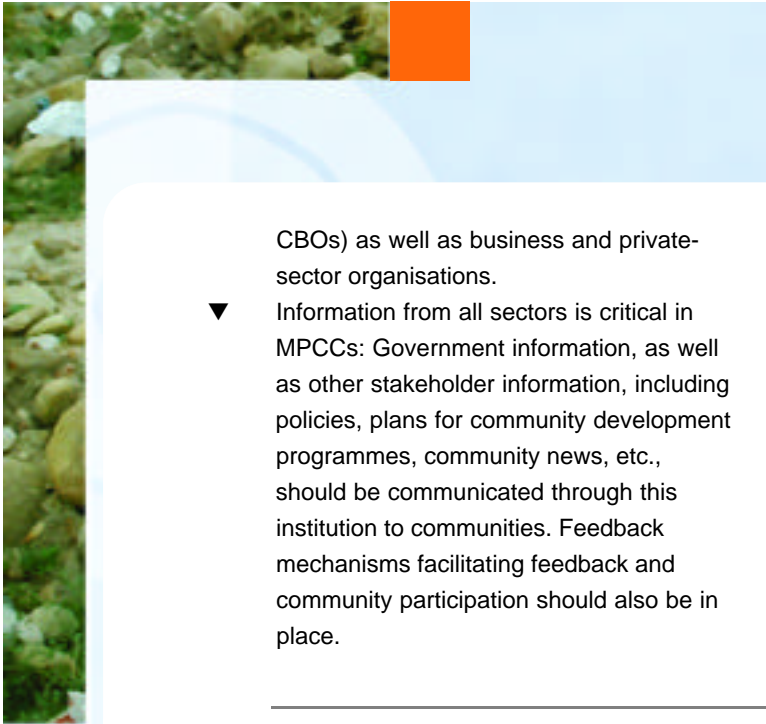
An MPCC is a one-stop, integrated community-development centre, where there is community participation and people's needs are addressed by the provision of relevant services. An MPCC aims to empower communities, especially the poorest and most disadvantaged, with access to government information, services and resources for their own development. The MPCC seeks to equip people in a manner that allows them to contribute to their own and the nation's growth and development. MPCCs seek to

- ▼ provide access to integrated, cost effective and responsive government information services
- ▼ provide access to and use of technology
- ▼ enhance the quality of life of the people in the community
- ▼ enhance the decentralisation of government and government services
- ▼ promote proper management and control of government and other stakeholder resources

- ▼ enhance co-operation amongst the three spheres of government
- ▼ provide an additional mechanism for two-way communication between stakeholders and the people
- ▼ improve community participation in government decision-making
- ▼ provide a base and support function for government and other stakeholder campaigns
- ▼ provide self-improvement opportunities to communities, as well as the means to access them.

Some key features of MPCCs, are the following:

- ▼ Political non-partisanship: MPCCs must be community institutions that bring services closer to the people.
- ▼ Physical infrastructure: Communities need to use an existing accessible facility as a site for providing services. If an under-utilised or existing building (with potential for growth) is available, the community should look at the possibility of using it as an MPCC. In some areas there are no appropriate buildings to be used as MPCCs, in which case other options for providing infrastructure such as prefabs, containers or mobile units should be explored, or a new building must be constructed.
- ▼ ICT infrastructure: In order to provide fast, efficient and effective services, there is a need to have appropriate Information and Communication Technology (ICT) infrastructure at MPCCs. This will help people in rural areas to gain exposure to technologies and information, thereby enabling them to participate meaningfully in the global economy and knowledge society.
- ▼ Integrated service delivery: An MPCC is a place where people have access to information and services from various service-providers. This may include government (Labour, Home Affairs, Social Development, Education, Agriculture, Communications, etc.) parastatals (Eskom, Telkom, DBSA, Sentech, NGOs,



- ▼ CBOs) as well as business and private-sector organisations.
 - ▼ Information from all sectors is critical in MPCCs: Government information, as well as other stakeholder information, including policies, plans for community development programmes, community news, etc., should be communicated through this institution to communities. Feedback mechanisms facilitating feedback and community participation should also be in place.
 - ▼ Continuous research, monitoring and evaluation: To ensure sustainability and roll-out in areas where MPCCs can achieve maximum impact, continuous research and monitoring.
- Given the unique MPCC establishment process in each province, a variety of possible management, functional and operational models and combinations have been identified to serve the particular needs of the community. It can also operate within the parameters of the local concern. Tables 3.1, 3.2 and 3.3 present the variations.

Table 3.1: Operational Models

Model Name	Brief Description
Start-up model	<p>The start-up model offers as a minimum basic requirement, four essential components:</p> <ol style="list-style-type: none"> 1. Information and Services Centre- This is the cornerstone component of the MPCC, and it involves the provision of government services and information to the community. 2. Information and Communication Technology Centre- This facility offers communities access to information and communication technologies, including public telephones, Internet access, computers and photocopying facilities. 3. Learning Centre- This service works well where MPCCs are adjoining a community hall or larger boardroom. It is the point where learning activities and transactional activities can take place. Education and training programmes are most likely to take place here, including Adult Basic Education. 4. Community Economic Development Centre- This facility seeks to add value to economic development initiatives in communities through services such as tender advice, linking community initiatives to wider national and regional economic programmes, Small Business Development (SBD) advice, business planning, municipal services, etc.
Second Phase	<p>The second phase model is regarded as a progression from the initial MPCC established in each district municipality. Since the MPCC initiative intends bringing services and information closer to communities, the initial facility will have to create interactive links with all the municipalities across the district, so that all and not only those people living in the immediate vicinity of the MPCC will benefit from the facility. For this reason, a terrestrial network of satellite points should be developed around the MPCC, according to the demarcation of that district/municipality. The central hub in this case will need sufficient bandwidth to satisfy the connectivity needs of the satellite centres. The use of satellite communication technology, such as VSAT, may be an option. The terrestrial satellite points will be linked to the MPCC by wide-band radio links where terrestrial telecommunication lines (copper wire) are not available or have insufficient bandwidth.</p>
Third Phase	<p>This model comes into being when the MPCC moves to an advanced stage of operation. The MPCC is a self-sustaining, fully independent agency offering a range of advanced services to both government and private-sector service-providers. Such a centre has a high demand for multimedia, high-speed, high-bandwidth applications, as well as the ability to send large amounts of information to remote rural areas where terrestrial telecommunication lines (copper wire) are insufficient. At this stage, the centre can also offer services such as community radio stations.</p>

Table 3.2: Functional Models

Model Name	Brief Description
All under one roof	This MPCC comprises one building with a number of rooms/offices (e.g. Tombo). Usually this centre has a public area such as a waiting room, and in some instances, space for other facilities (e.g. in Worcester, an MPCC of this model includes a gymnasium and community hall). Such centres also have toilet and kitchen facilities, and at least one of the rooms has some community computer facility such as a tele-centre. This facility is a once-off facility and is usually surrounded by a fence and security gates to control access.
Service-Counter Model	This MPCC has a large waiting area and a number of service counters (e.g. Namahadi). These counters can be allocated to specific departments or are communal – staffed by any of the officials or service-providers based in the MPCC. This model is best suited to the Shared Service Delivery approach, where one official has front-line capabilities in the services of other departments/organisations in the centre. Each provider has a back-office where more difficult cases, which cannot be handled by the front-line Officer, are referred. This centre, too, must have space for structures such as a tele-centre or computer room and amenities.
Cluster Approach (local area)	An MPCC such as the one at Matsamo falls into this category, where a number of service-providers are housed in separate buildings in a locality. In this category, communal facilities are also often stand-alone and need specific security and management arrangements, such as when a community hall has to be accessed after hours.
Cluster Approach (wider areas)	In this MPCC, a number of services are on offer, but they are housed in a stand-alone capacity within a one-kilometre radius (e.g. Vaal MPCC). The significant challenge here is to have proper directional and information signage so that visitors to the centre are able to understand where to access the facilities.
Mobile Capacity	Each MPCC should have a vehicle, which will travel from the centre to each of the wards in the district council with outreach, educational and awareness programmes.

Table 3.3: Management Models

Model Name	Brief Description
Community-led Implementation	Government adds value to a centre that is administered and managed by an existing NGO or Community-based Organisation (CBO). These are usually not-for-profit agencies, trusts or section 21 companies. This community structure has a Management Committee as well as a Board or other oversight institution. A Centre Manager is employed by the Board and is responsible for daily management and operations. In this case, agencies joining the centre usually become tenants paying rent to and abiding by the management rules of the centre. Some form of representation on the Management Structure needs to be afforded to those who will relocate to offer services through the centre.
Local Government-led Implementation	MPCCs of this type are usually established around a building/s owned by the Local Government structure (Municipality or District Council) responsible for that area. Here the Centre Manager is usually an employee of Local Government and the relevant department of the Local Authority concerned performs the necessary management and administration functions. In some instances, a Management Committee will have been set up around an already existing programme, such as a Community-based Public Works Programme. These structures can become the Management Committee of the centre with the inclusion of new stakeholders in the local process. These are usually already partnership ventures between government at the regional and local spheres and communities. In cases where a management committee does not exist

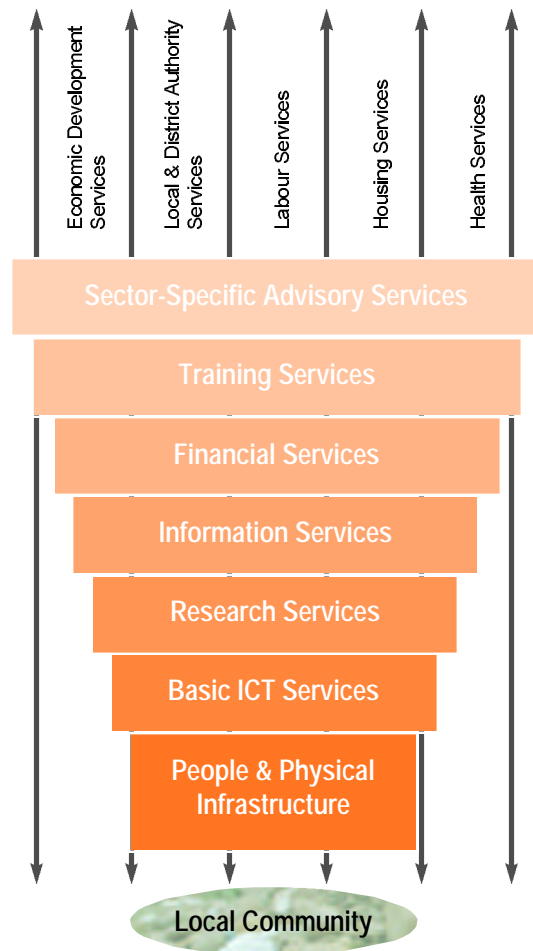
Model Name	Brief Description
Provincially appointed Manager	<p>and the only administration rests with the Local Authority, the Local Inter-sectoral Steering Committee (LISSC) can develop into or establish a more representative Management Committee for the MPCC.</p> <p>In this case, the Office of the Premier or the Director-General usually appoints the Centre Manager. A community-based Management Committee is established to work with the Centre Manager. The MPCC process suggests that this body, if it was in existence prior to the establishment of the MPCC, expands to include new service-providers who are brought to the centre through the MPCC process. In centres of this nature the buildings can be the property of the Local Authority or a provincial department.</p>
Government-led Implementation	<p>In this scenario, full-time staff, paid through the Public Sector payroll, administer the MPCC. Most often this is in cases where the MPCC process brings additional services to a point where government has already established a presence over a long period of time. In such instances, the important factor is the signing of a Memorandum of Understanding with stakeholders in the centre, which determines, among other things, communication and management channels, service conditions, rules, tenancy rights obligations, etc.</p>
Traditional Leadership Structures	<p>In these cases, the MPCC is located in a place administered by the Traditional Leader and his/her staff. In such cases, the highest authority at the MPCC is the Traditional Leader or his/her appointed and responsible Manager. Here the administrative and management structures set up by the Tribal Authority can be used for the administration and management of the centre. Again, this process requires a Service Level Agreement signed between providers and the Tribal Authority, as well as the development of a mechanism to ensure that new service-providers are involved in the Management Committee of the MPCC.</p>

3.2 DEVELOPMENT OF MPCCs

The actual MPCC network, as a product, is essentially developed along the different operational models discussed in Table 3.1. However, experience to date has taught many of the participants and practitioners in the MPCC initiative to

adopt a phased, as well as a 'layered services' approach. This means that certain elements can initially be put in place with others following later, provided that a clear 'architecture' or framework is kept in mind. The following diagram is a view on the likely 'layered' nature of MPCCs:

Diagram 3.2: The Layered nature of Information and Service Delivery



3.3 SIMILAR PROGRAMMES OF OTHER STAKEHOLDERS IN THE COUNTRY

There are currently a number of similar initiatives in the country. Some of these initiatives could potentially partner up with and enhance the NISSC-MPCC initiative. These organisations have been approached and opportunities for collaboration have been discussed. More details are available in appendix A2.

It is of particular importance to note that there are various degrees of correlation between the various nodal points – identified under the Integrated Sustainable Rural Development Strategy (ISRDP) – and some of the MPCCs

planned under the NISSC initiative. For details on this correlation, see appendix A3.

3.4 MPCC RESEARCH AND DEVELOPMENT

The NISSC has established a Research Task Team. The Research Team has the following five core responsibilities:

- ▼ to assist in monitoring and evaluating services provided at the MPCCs
- ▼ to assist in designing research programmes and managing extensive, country-wide strategic research projects
- ▼ to track national awareness and response to MPCCs by including relevant questions in country-wide syndicated surveys
- ▼ to provide training to MPCC staff according to identified needs
- ▼ to identify, obtain and utilise existing relevant research, conducted either in South Africa or in other countries, which has a bearing on the MPCC initiative.

This Team interacts with all the other task teams to ensure coordination of research issues within their areas.

3.5 FINANCIAL CONSIDERATIONS

The NISSC will seek to maintain as wide a range of quality services as possible, balanced against the challenge of sustainability.

Cash flow requirements are to be managed through the NISSC. A preliminary schedule of cash requirements is available based on capital expenditure required for the roll-out of MPCCs (appendix A3). The NISSC will have the responsibility of determining future cash flow requirements and ensuring the efforts of individual PISSCs and LISSCs to secure funds are co-ordinated. In addition, the NISSC will ensure that a legally and financially sound disbursement process is maintained.



ENVIRONMENT

4.1 SCOPE

The MPCC initiative aims to provide needs-driven services and information in an integrated fashion. It seeks to address particular historical, social and economic challenges/problems, which characterised freedom of access to information and citizen participation in South Africa. This includes socio-economic problems such as poverty, high unemployment, low standards of living (people living below the poverty line), poor access to basic services, remote settlement patterns, lack of access to technology, lack of information, poor health services, lack of education and skills, lack of infrastructure, etc. In essence, the beneficiaries of this programme are people and communities who are affected by the afore-mentioned socio-economic conditions. Further details on the target group are available (appendices A2 and A3). These appendices present the typical key criteria evaluated in the identification of areas that qualify to have a start-up MPCC.

The aim is to have an MPCC in each of the 43 District and six Metropolitan Municipalities of the country, based on the current local government demarcations. Cabinet Memorandum 19 of November 1999 plans for 60 MPCCs.

The 11 additional centres to the 49 listed in appendix 4 are planned for areas where two MPCCs will occur in one District Municipality. This will be in districts with high population densities, such as those in Gauteng and KwaZulu-Natal, and also where distances are vast, such as the Northern Cape, Mpumalanga and the Eastern Cape. Each area would service roughly 300 000 people, but with major differences in terms of distances, as well as population concentrations between urban and rural areas. In most cases, service and information delivery will also be through satellite centres across the District.

Some barriers to other entrants to this sector have been identified: firstly, the MPCC is a government-mandated initiative and similar initiatives would require similar approval/legitimacy. Secondly, community participation in the initiative will make it difficult to commit to new entrants. It is essential for the community to be thoroughly involved in as many aspects of MPCCs as possible to raise the barriers for entry even higher.

4.2 CLIENTS

MPCCs target a broad range of clients through the variety of services they provide. The MPCC services are demand-driven, hence they may change depending on customer requirements. To provide some sort of indication of the type of customer that might use the MPCC, the following scenarios are presented:

THE COMMUNITY MEMBER

At a presentation to community stakeholders about the services offered by the MPCC, a woman realises that some information she has been struggling to get may now be available. She has no specific objective in mind, but is concerned about her own children and has been running an informal crèche at her home. She approaches the facilitator because she is interested in

- ▼ primary health care and the medical services available in the community or in the vicinity
- ▼ regulations governing crèche
- ▼ possible sources of materials and funding for the crèche
- ▼ details about crèche, schools and institutions of higher learning
- ▼ general information about changes in the education system and, particularly, Curriculum 2005
- ▼ information her children can use for school projects
- ▼ housing initiatives in the region and the possibility of buying and owning a house.

She discusses these matters with the facilitator, who systematically goes through her needs and provides her with some general information in the

form of government departmental brochures and documents. She then accesses the Internet and goes through the various government departments to collect the information she needs. The relevant documents are printed out and given to her. Copies are kept at the site for other requests of this nature. Separate directories are created on the server to keep the information available in an electronic format, in the relevant categories.

THE JOB SEEKER

A member of the community comes into the MPCC, having read an advertisement in the newspaper for a position he would like to apply for. He makes a telephone call about the job and finds out that the company is interested in him, but that he needs to send them a CV and copies of his educational certificates and ID.

He speaks to the facilitator at the centre, who discusses his background and then types up a professional CV, based on an older draft he had with him. New aspects are included in the CV, emphasising his skills for the advertised job. The applicant is also assisted with a professional letter of application to go with his CV, listing the telephone and fax numbers of the MPCC as the contact numbers for the applicant. A copy is made of his ID and educational certificates and all the relevant documents, and faxed through to the company. If the position requires that he should be computer literate, he registers for short orientation courses at the MPCC for Windows and MS Word.

THE COMMUNITY ORGANISATION

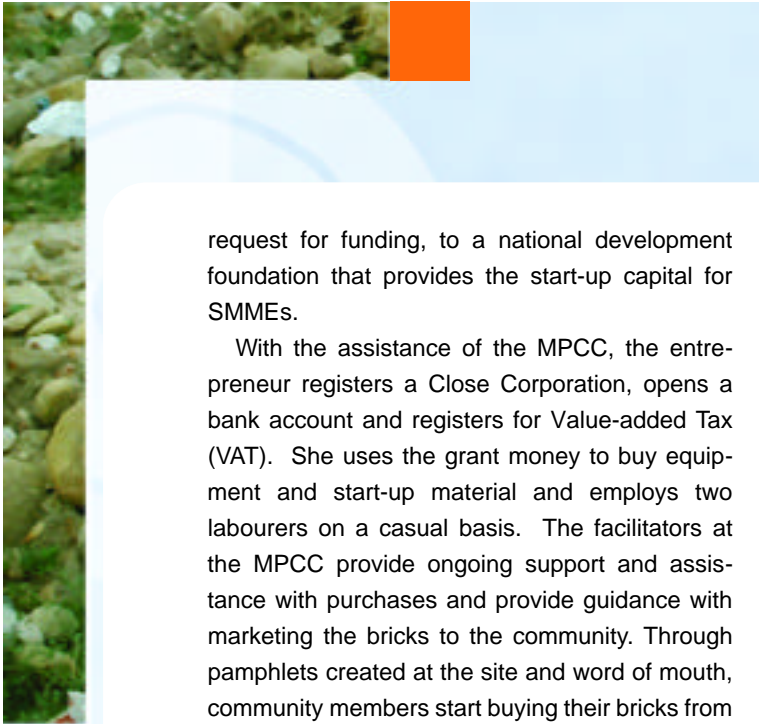
A dressmaker, who has a number of local women working for her, comes into the MPCC. She heard that a tender had been published for women's organisations to offer proposals for training community members in sewing and knitting. She has no formal business experience, but has been training women in these skills for the past 20 years and is the chairperson of an informal women's organisation. The business facilitator does a search on the Internet, establishing that the tender has been issued by the national Department of Arts, Culture, Science and

Technology and that the tender documents can be downloaded from the Internet, posted or faxed. She downloads the documents and prints them out. The tender documents specify a number of requirements, including the formal registration of the women's group as a non-profit organisation, a business plan and a project plan.

At this point, the dressmaker wants to give up but, with the assistance of the facilitator, they call the Department and find out that the registration of the organisation can be included in the budget of the tender, provided that they have a previous track record of community activities. The facilitator agrees to assist the woman with responding to the tender at hand, i.e. consulting services are to be included in the budget of the tender but he or she will only receive payment if the tender is awarded and money is released to the women. Over the next two weeks, the women and the facilitator have various discussions, at the end of which all the requirements for the tender documents are fulfilled and the tender is handed in. In the document, the MPCC is listed as the management headquarters of the project, and the physical address and contact details are given for easy access.

THE ENTREPRENEUR

A member of the community with some building experience comes to the MPCC because she has discovered that nobody in that community is manufacturing bricks, and that all bricks are brought in from the nearest large centre, about 50 km away. She wants the facilitators at the centre to assist her to determine whether local brick-making is a viable business opportunity. The facilitators do some research in the area and find out that she was correct and that substantial quantities of bricks are bought in from neighbouring towns every month. They ascertain the average cost of bricks bought in from elsewhere, including the cost of transportation to the village. Using this information, they conclude that brick-making is a viable business opportunity and generate a formal business plan for the entrepreneur, using a template available at the site. The business plan is submitted, together with a



request for funding, to a national development foundation that provides the start-up capital for SMMEs.

With the assistance of the MPCC, the entrepreneur registers a Close Corporation, opens a bank account and registers for Value-added Tax (VAT). She uses the grant money to buy equipment and start-up material and employs two labourers on a casual basis. The facilitators at the MPCC provide ongoing support and assistance with purchases and provide guidance with marketing the bricks to the community. Through pamphlets created at the site and word of mouth, community members start buying their bricks from the local supplier, not only because she is closer, but also because his or her prices are competitive. In due course, the entrepreneur secures a contract with the Department of Public Works to supply bricks for government-building projects in the region.

THE DEVELOPMENT EXTENSION OFFICER

The agricultural extension Officer visits the MPCC and finds that it offers a number of resources that were not previously available to the community, particularly with regard to communication. Previously, he had to rely on mail to receive information from his department. His own reporting also had to be done by telephone, fax and normal mail. In this process, he had difficulties in the past with items that were either lost or not passed on to his superiors. In discussions with the facilitator, he discovers that it is possible to communicate in a variety of ways, and that a wealth of information is available at the site. He is assisted to register an e-mail address for himself, and he informs his superiors of this, together with a request for them to e-mail his communications in future.

The extension Officer may mention the particular problem he is having with regard to maize crops in the area. Some plants may have a disease that he has not seen before and he has difficulty describing to his department. One of the farmers has taken a photograph of the diseased plant and he had it with him. The facilitator shows him that it is also possible to scan photographs and to e-mail them to his superiors. He does this

immediately and also sends a copy by e-mail to the Agricultural Research Council for their comments.

During the conversation he also finds out that the MPCC offers consulting services for small businesses. As he deals extensively with small farmers, he often encounters opportunities for new initiatives involving crops and livestock, most of which are not followed up because neither he, nor the farmers know how to transform these ideas into business plans. The facilitator asks him to follow these ideas up by bringing the farmers to the MPCC to discuss their ideas and to see if they are viable. If they are, business plans and financing proposals can be drawn up and sent to prospective financiers or funders.

The agricultural extension Officer has his development idea. He believes that the area he works in has tremendous potential for eco-tourism, and that it will take only a good business plan to secure development capital which would allow two lodges to be built and a hiking trail to be opened. He has two specific locations in mind for the lodges and knows that the local people would gladly establish cultural villages to accommodate tourists. The trail between these two villages would take tourists through an area rich in ecological and cultural diversity. He discusses this idea with the facilitator, who sets up another meeting for a detailed viability study once the extension Officer has collected sufficient information and put some of his ideas on paper.

The agricultural extension Officer realises that his potential function has been broadened considerably, and that he can also operate in areas of business support, tourism and even health and welfare. He realises that he can regard himself as being a development extension Officer.

GEOGRAPHICAL LOCATION OF CLIENTS

MPCCs are to be rolled-out nation-wide, with the intention of responding to community needs for information and services. The geographical location of target customers has been carried out and a list of communities where MPCCs are to be located is available in appendix A4.

SUSTAINABILITY, AFFORDABILITY AND QUALITY OF SERVICES

The NISSC believes that the integrated nature of MPCCs will bring about extensive cost savings in terms of maintaining the service channel to communities, while at the same time extending the reach (moving the 'front desk' forward) of services into heretofore under-served communities. The allowance for community participation and ownership as well as the economic opportunities that this will bring, will ensure high quality service and participation from all.

INITIAL IMPLEMENTATION

The communities to be targeted and the launch dates to accomplish this are outlined in appendix A4. The NISSC seeks to establish at least one MPCC in each of the 43 districts and six Metropolitan Municipalities by March 2003.

It should be realised that the current business plan concerns itself only with the initial roll-out of MPCCs at District Municipality level. The current plan, therefore, follows a nodal point approach, i.e. establishing an evenly distributed network of bigger centres that can support smaller centres at local authority and community level. In due course (phase 6), the areas between these nodal points need to be covered with smaller, satellite-type centres to ensure access to services for all South African citizens according to the stated vision.

4.3 STRATEGY TO ACHIEVE SET GOALS

The NISSC has compiled an extensive marketing and communications strategy to achieve its targets. The dominant theme driving the marketing and communications' strategies and plans is the access of citizens to information they need to improve their lives. The strategies are to operate at two levels, namely:

LEVEL 1

Level one events precede the establishment of an MPCC, as well as the launch event. These

include activities such as marketing the launch through posters in communities, village-level loudspeaker announcements, invitations, letters to stakeholders, flyers, etc. They also involve a media campaign – press statements about the forthcoming launch, press conferences, radio and television interviews with stakeholders prior to the launch, radio announcements, etc. At this level, the focus of the media campaign will be on securing extensive coverage of the launch event.

LEVEL 2

Level 2 events will be more generic and are concerned with generating an awareness of this key initiative by the government, but it will also be directed at a consistent and ongoing marketing strategy for each MPCC. This will be aimed at sustaining the use of the centre and creating awareness of the services the centre offers, etc. (in other words education and awareness). At this level, the focus will also be on sustaining partnerships by providing feedback to stakeholders, the sharing/popularising of success stories, etc. For example, this level will see the updating of political principals, and also television and radio products/programmes on the initiative.

In addition, each of the NISSC task teams has developed extensive strategies which, when integrated, will provide more insight into the NISSC's complete strategy.

4.4 STAKEHOLDER MANAGEMENT

Owing to the need for ongoing liaison, coordination and integration of all participant activities in the MPCC implementation process, the Stakeholder Task Team has compiled an extensive plan to cover this aspect. The current key stakeholders have been identified and the likely nature of their involvement are described in Table 4.5 on the next page:

Table 4.5: Current Stakeholders

SECTOR	NUMBER	NATURE OF INVOLVEMENT
Government Spheres: Provincial Governments Local Governments	20 9 20+	<ul style="list-style-type: none"> ▼ Service provision (salaries, office equipment, rentals, telephone, information, services, etc.) ▼ Management of the centres ▼ Infrastructure-building ▼ Infrastructure renovations ▼ Renovation of site ▼ Training
Parastatals	8	<ul style="list-style-type: none"> ▼ Service provision (salaries, office equipment, rentals, telephone, information, services, etc.) ▼ Technical advice and expertise
NGOs	3	<ul style="list-style-type: none"> ▼ Technical advice and expertise
Tertiary institutions	3	<ul style="list-style-type: none"> ▼ Research ▼ Technical advice and expertise ▼ Services and first level support
Business sector (Numbers of Private Sector attending Conference with Business Consortium – 40 invited)	24	<ul style="list-style-type: none"> ▼ Technical advice and expertise ▼ Nature of involvement will differ from company to company ▼ Potential for funding
International Agencies	1	<ul style="list-style-type: none"> ▼ Technical advice and expertise ▼ Research

The key functions of the stakeholder management task team will be to

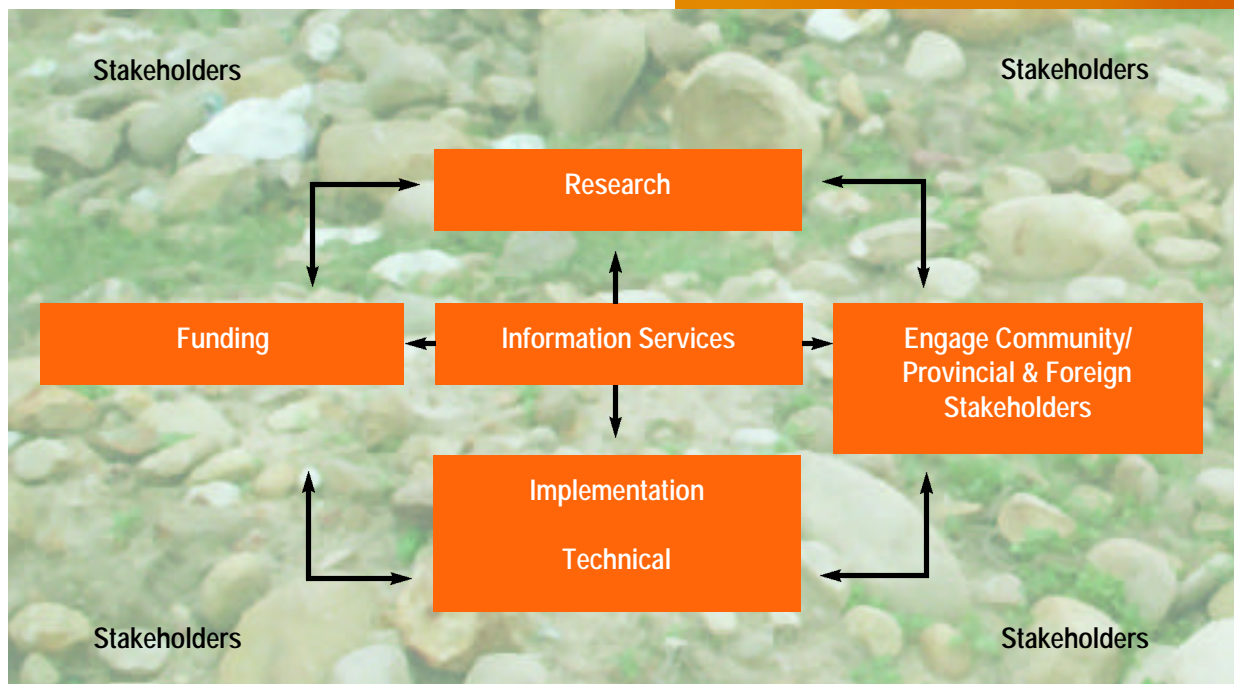
- ▼ continuously identify stakeholders from various sectors that can play a significant role in the MPCC initiative
- ▼ ensure maintenance and sustainability of the relationships by:
 - developing Memorandas of Understanding (MOU) between some participating stakeholders and the GCIS as the Secretariat of the NISSC
 - developing Letters of Intent to support the initiative by other participating partners
 - liaising with Stakeholder Task Teams at i.e. provincial levels to ensure a smooth communication flow.

OPERATIONS

5.1 DESCRIPTION OF MPCC PROCESS (MPCC LIFE-CYCLE)

At the NISSC level, the following integrated and iterative process is followed, leading up to the launch of an MPCC: The research team identifies the location of the MPCC and carries out research. The community is engaged, together with the provincial stakeholders. This process is followed by the implementation and technical input assessment, i.e. 'What is required?' Finally, funding is sought to roll-out the MPCC. The information services task team ensures that all information is captured and disseminated, where necessary, throughout the process. More detail on the roles and responsibilities of each of the task teams has been prepared and is available from the 'Implementation Framework'.

Diagram 5.1: The MPCC Life-cycle



5.2 HUMAN RESOURCE REQUIREMENTS (NISSC)

As mentioned in section 2.1, the NISSC is made up of task teams responsible for certain aspects of the MPCC implementation process. The NISSC is secretarially and administratively supported and facilitated by the GCIS. The personnel discussed in section 8.1 represent each of the NISSC teams at the NISSC executive level.

At the MPCC level the human resource requirements, in terms of the number of people and the type of skills required, have been identified. Job descriptions for the various functions at MPCC level are available. The training of personnel is also the responsibility of the research task team.

5.3 KEY PERFORMANCE INDICATORS (KPIs)

The desired outcome of NISSC and MPCC activity is a positive community impact, as illustrated in Diagram 2.1 (section 2.0). The NISSC must develop multi-dimensional key performance indicators that will be monitored closely to ensure community impact through excellent service delivery and sustainability.

5.4 OPERATIONAL RISK ASSESSMENT

From an operational perspective, a high-level risk analysis has been carried out and a number of risks have been identified. (See Table 5.1 and

Table 5.2.). These risks threaten service delivery capability and the sustainability of the MPCC initiative.

Table 5.1: Operational Risks – Service Delivery

Risk	Consequence	Preventive Action
Lack of governmental departments buy-in into the MPCC concept.	Departments will not see the MPCC as the vehicle for delivering services to the community and will not add their services to the MPCCs.	The NISSC has developed an extensive stakeholder management, marketing and communication plan to facilitate stakeholder buy-in. Supported by a comprehensive business plan.
Inability to effect shared services at MPCCs.	A heavy cost structure will limit the ability of the MPCC to deliver low-cost services to communities.	Efforts will be made to share costs at each of the MPCCs.
Lack of skilled staff at MPCC level to manage and ensure required quality of service.	Ineffective MPCCs.	Research team responsible for training of staff. However, funds are required to carry-out training.
Inability of departments to expand service delivery levels after MPCCs are established.	Value proposition of MPCCs will be compromised. People will still have to travel long distances to access services that could be provided to them locally.	Clear and focused services to be provided to communities to ensure that valuable services are supplied. Key performance indicators will be developed to ensure initiatives deliver value to communities. Departments must also plan MTEF expansion in their service delivery efforts.
Failure to develop information services and knowledge management structure.	Inability of the NISSC to utilise valuable information collected. Inability to offer value-added services to the MPCC customers.	A comprehensive information services and knowledge management strategy to be developed and implemented.
Incorrect criteria used to identify MPCC roll-out points.	Ineffective MPCCs.	Detailed and thorough research carried-out to identify MPCC locations.
Misunderstanding of the roles of the MPCC, the NISSC and associated structures.	Operations not aligned with the strategic imperatives and service delivery expectations of the NISSC.	Business plan supporting systems, procedures and documents to be developed. Continuous communication of strategic objectives along the value chain.
International stakeholders not convinced that the MPCC concept is the best vehicle for service delivery.	Limited donor funding from international community. This will limit service delivery capability of MPCCs.	Comprehensive business plan with value proposition to international donors. Extensive communication and marketing plan to generate international interest in MPCC concept.

Table 5.2: Operational Risks – Sustainability

Risk	Consequence	Preventive Action
Lack of budgeting for the MPCC initiative by Government departments.	Unavailability of funds to support the initiative.	Finance and Foreign Relations task team to engage stakeholders and investors.
Lack of commitment of staff and resources by the government to effect service delivery at NISSC and MPCC level.	Ineffective MPCCs. Some MPCCs may even have to be closed down.	Engage key government representatives and MPs to assist and support local initiatives to increase sustainability and ownership.
Lack of funds to support roll-out and continued operation of existing MPCCs.	Stalling of process and loss of inertia. MPCCs seen as a failure.	NISSC to ensure that all sources of funding are approached and buy-in obtained. A marketing and communication strategy will be compiled, supported by business plan.
Misallocation of funds. The lack of a system to handle donations made to the MPCC initiative.	Donated funds not reaching target market or MPCC initiative.	Control of critical systems and procedures for ensuring proper allocation of funds being developed by NISSC executive team.
Failure to develop information services and knowledge management structure.	Inability of the NISSC to utilise valuable information collected. Inability to offer value-added services to the MPCC customers.	A comprehensive information services and knowledge management strategy has been developed and is to be effected.
Conflict between local, provincial and national government.	Roll-out and buy-in into the MPCC concept compromised. The process could be derailed.	MPCC concept should be seen to be apolitical, i.e. not owned by any party but by the people it seeks to serve.
Technical developments make MPCC technological infrastructure ineffective, costly and possibly, redundant.	Low utilisation of MPCCs by target customers.	Technical task team has the responsibility of ensuring the technology environment is closely monitored to ensure that any risk is minimised.
Loss of key staff at the NISSC level and further down the structure.	Loss of continuity.	Succession plans at all levels of the MPCC structure to be developed and implemented. Setting up a permanent legal entity with permanent and dedicated employees.
International Stakeholders' Forum, not well informed about the MPCC concept, is the best vehicle for service delivery.	Limited donor funding from international community. This will limit the service delivery capability of MPCCs.	Comprehensive business plan with value proposition to international donors. Extensive communication and marketing plan to generate international interest in MPCC concept.



IMPLEMENTATION SCHEDULE/ ROLL-OUT

A total of 14 MPCCs have been launched to date. A phased roll-out procedure has been adopted, beginning with a pilot phase of implementation, followed by phases 1 to 6. Progress to date is summarised as follows:

6.1 PILOT PHASE

Period: December 1999 to March 2000
Centres: Tombo (Eastern Cape)
Kgautswane (Northern Province)
Unobuntu (Western Cape)

6.2 PHASE 1

Period: October 2000 to December 2000
Centres: Matsamo (Mpumalanga)
Galeshewe (Northern Cape)
Vaal (Gauteng)
Namahadi (Free State)

6.3 PHASE 2

Period: January 2001 to March 2001
Centres: Faranani (Gauteng)
Botshabelo (Free State)
Mpuluzi (Mpumalanga)

6.4 PHASES 3 – 5

Sites to be launched during this phase are indicated in appendix A5. A process of identifying sites for this period is currently ongoing at PISSC level. These phases will run between April 2001 and March 2003.

PHASE 3

Period: April 2001 to March 2002

(During this phase, February 2002 will be the last month to commence operation of a centre.)

PHASE 4

Period: April 2002 to September 2002

(During this phase, October 2002 will be the last month to commence operation of a centre.)

PHASE 5

Period: October 2002 to March 2003

(During this phase, February 2003 will be the last month to commence operation of a centre.)

6.5 PHASE 6

Period: March 2003 onward.

This involves the expansion of the MPCC programme to cover all communities (local authorities, rural, urban and peri-urban areas) across South Africa to ensure access to services for all South African citizens. A detailed launch schedule is available in appendix A4.

FINANCE AND FUNDING

The establishment and maintenance of MPCC facilities and services necessitate the effective harnessing and coordination of funds made available from government departments, provincial governments and local authorities. Only when there is a viable MPCC financial model in place will there be any significant private-sector interest and funds forthcoming.

The current plan, therefore, follows a nodal point approach, i.e. establishing an evenly distributed network of bigger centres that can support smaller centres at local authority and community level. In due course (phase 6) the areas between these nodal points will have to be covered with smaller, satellite-type centres to ensure access to services for all South African citizens according to the stated vision.

Funding is required at 2 levels, i.e. (a) High Level Planning and Coordination as well as (b) Low/Detail Level Implementation, Operations and Maintenance (see appendix A1 for details).

7.1 HIGH LEVEL PLANNING AND COORDINATION

At this level, funding is required for (a) running costs, (b) PISSC activities and (c) investing in a national, integrated GIS data system. Some of the funding needed at this level will be provided from normal line-departments' budgets, but some of it may also come from other national initiatives such as the Job Creation Fund managed by the DBSA.

(a) Running Costs at National Level: Funding for most activities at this level has to date been made available through the GCIS budget. The continued funding of these activities must be investigated.

(b) Provincial governments must make provision for the activities of the PISSCs in a more consol-

idated manner. It might be necessary for these governments to consider setting up 'Centres of Excellence' to coordinate and support the activities of the PISSCs, LISSCs and MPCCs in a specific province. Once-off capital expenditure of about R2m may be needed, as well as yearly running expenses of about R700k.

(c) National, Integrated GIS Data System: Capital funding of R5,2m is required for the purchase, installation and commissioning of a national, integrated GIS data system. The aim of the database is to facilitate access to multi-purpose information that is referenced spatially, using standardised accessible user interface systems through the MPCCs. Further running costs of R6,5m a year will be needed to cover the personnel and operational costs associated with such a system. An 'interdependent disparate data warehouse' model has been selected for cost-effectiveness in meeting requirements. Details of the technical specifications, design and functionality of the data system are available on request.

7.2 LOWER LEVEL IMPLEMENTATION AND OPERATIONS

At this level, funding is required to

(a) support the activities of LISSCs, (b) develop the physical infrastructure as well as (c) ICT infrastructure. Provision must also be made for day-to-day running costs.

(a) LISSC activities will need support for some capital as well as yearly running expenses from district municipalities. These costs are estimated to amount to about R350k for initial capital costs and R270k a year in terms of running expenses. These provisions should be closely linked to the establishment of PIMSS (Planning and Management Support System) Centres at these municipalities.

(b) Physical and ICT infrastructure development costs are estimated at approximately R2,2m for 1, Phase 1, MPCC. The roll-out of the MPCCs is

heavily dependant on efforts to secure this finance.

	Rm
Physical Infrastructure (one MPCC)	R1,8m
ICT Infrastructure (one MPCC)	R0,4m
	R2,2m

(c) Running costs at this level are to be covered by income derived from the commercial activities of MPCCs, as well as the ordinary budgets at district and local municipality levels. The following table provides an overview of the potential deficit in covering the running costs of an MPCC. (The 'Implementation Framework' should be consulted for the detail with regard to these MPCC level budgets.)

	Rm
Yearly Running Cost of one MPCC (incl. depreciation)	(R1, 6m)
Possible Income from operations (one MPCC)	R1, 1m
	(R0, 5m)

Ordinary budgets at district and local level are thus required to make up deficits of about R500 000 per MPCC to meet the annual running cost needs.

Table 7.3: Summarised Costs Overview

Type of Expense	Nature	Itemised Per Year	Source	50 MPCCs	3 Year Costs
NISSC Activities	Yearly running	R3,8m	GCIS & other line budgets	R3,8m	R11,3m
National Integrated GIS System Capital	Once-off capital	R5,2m	Funding needed	R5,2m	R5,2m
National Integrated GIS System Running	Yearly running	R6,5m	Funding needed	R6,5m	R19,5m
PISSC capital	Once-off capital	R2,0m	Provincial budgets	R18m	R18m
PISSC Running	Yearly running	R0,7m	Provincial budgets	R6,3m	R18,9m
LISSC Infrastructure	Once-off capital	R0,35m	District Municipalities	R17,5m	R17,5m
LISSC Running	Yearly running	R0,27m	District Municipalities	R13,5m	R40,5m
MPCC Infrastructure	Once-off capital	R1,8m	Funding needed	R90m	R90m
MPCC ICT Infrastructure	Once-off capital	R0,4m	Funding needed	R20m	R20m
Running Costs	Yearly running	R0,5m	District Municipalities	R25m	R75m
Total:					R315,9m

7.3 FUNDING REQUIREMENTS OVER THE NEXT THREE YEARS

The NISSC intends to roll-out 50 MPCCs over the next three years. Funding is required for the development of the physical and ICT infrastructure of each of these centres, as well as for the day-to-day running costs. Table 7.3 summarises the estimated funds required. Details of the application of the funds are available in appendix A1.

7.4 LONG-TERM FINANCIAL STRATEGY

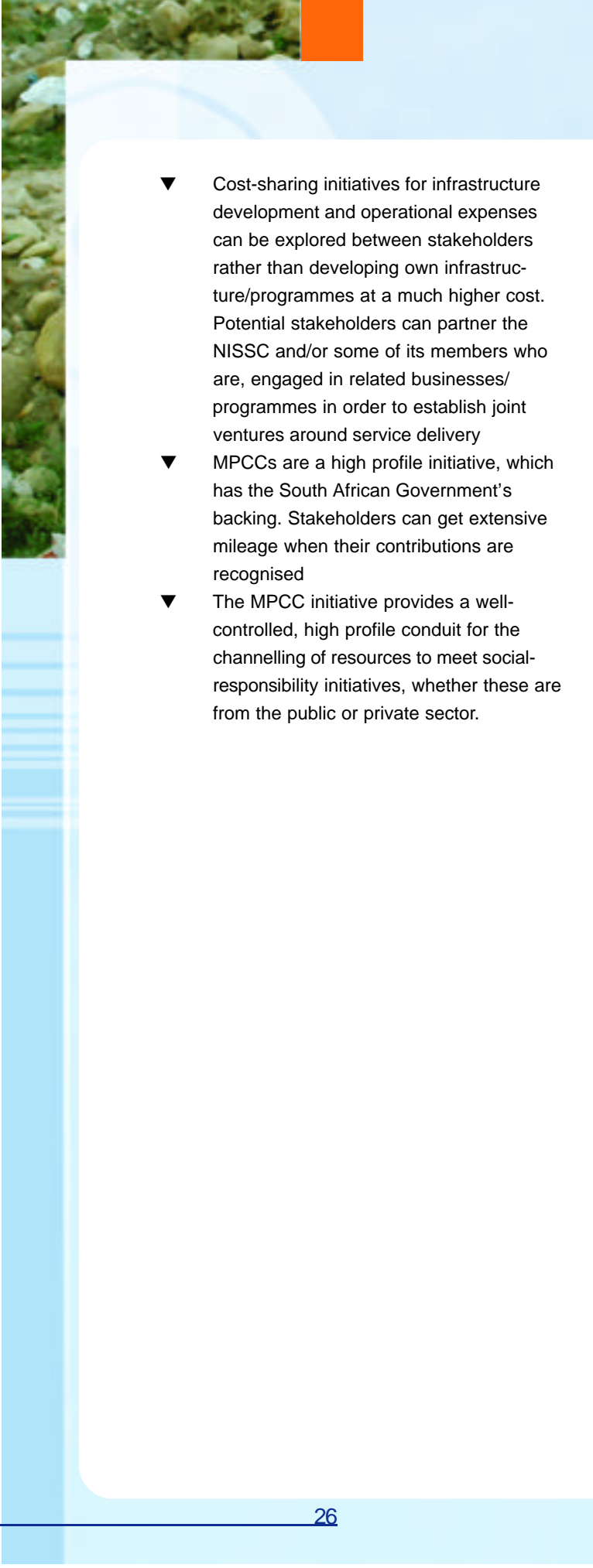
The NISSC has developed a long-term financial strategy to ensure the sustainability of the MPCC concept and the maintenance of quality services. To this end, the NISSC will strive to ensure that the MPCCs strive towards self-sustainability without compromising the level and quality of service. It is the NISSC's intention to have MPCCs that are able to support themselves and that can raise finance to fund their future growth.

RATIONALE: WHY MPCCs?

Significant levels of stakeholder involvement and participation, as well as additional funds, are required to support the roll-out of physical and ICT infrastructure for MPCCs. While MPCCs are also meant to initiate self-funding activities to bolster the resource allocations of participating stakeholders, reciprocal support is also important. This could be in the form of the donation of assets such as computer equipment, modems, furniture and other peripherals, including sponsorship of the training.

The MPCC initiative is exciting and challenging with significant opportunities for stakeholders. The benefits for current and potential stakeholders are as follows (but are not limited to):

- ▼ The MPCC initiative provides a national 'vehicle' or network for the distribution of information which people need for their own development
- ▼ The MPCC infrastructure provides a national two-way communication channel between the Government and the South African population
- ▼ Communities with MPCCs will benefit materially by receiving a wide range of services that were previously difficult and/or expensive to obtain
- ▼ The South African economy stands to benefit through the increased involvement of communities in the economy. The MPCCs will enable wider economic and civic participation by the South African population. The MPCCs will contribute to the personal development of individuals and SMMEs, enabling more participation in the national economy
- ▼ The MPCC initiative provides stakeholders with access to a captive market which can be used for *inter alia*
 - product-marketing initiatives
 - information distribution and exchange, and
 - service offerings.

- 
- ▼ Cost-sharing initiatives for infrastructure development and operational expenses can be explored between stakeholders rather than developing own infrastructure/programmes at a much higher cost. Potential stakeholders can partner the NISSC and/or some of its members who are, engaged in related businesses/programmes in order to establish joint ventures around service delivery
 - ▼ MPCCs are a high profile initiative, which has the South African Government's backing. Stakeholders can get extensive mileage when their contributions are recognised
 - ▼ The MPCC initiative provides a well-controlled, high profile conduit for the channelling of resources to meet social-responsibility initiatives, whether these are from the public or private sector.

MANAGEMENT (NISSC EXECUTIVE)

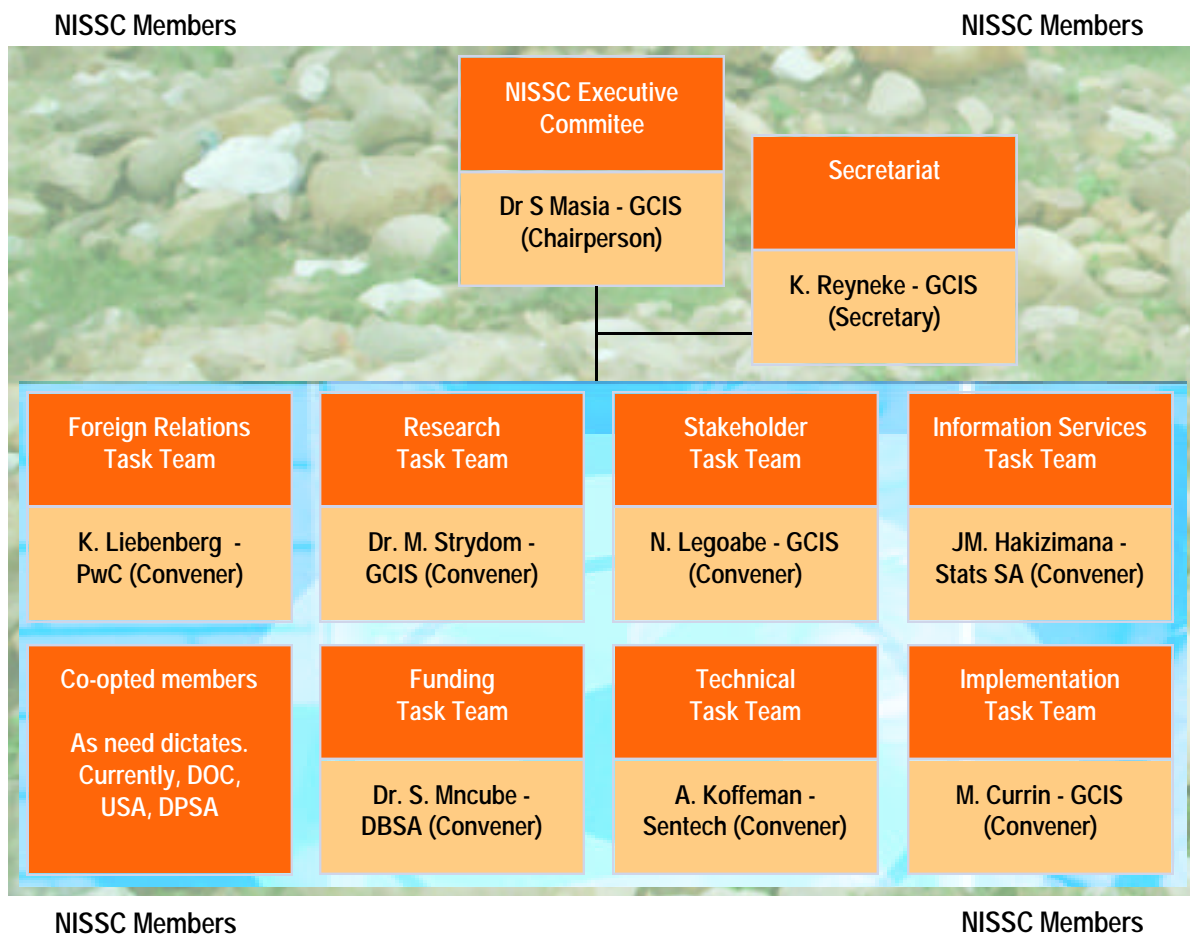
The NISSC Executive Committee represents a management team responsible for managing MPCC implementation. The team consists of the convenors of the Task Teams and focuses on

- ▼ stakeholder cultivation, care and maintenance, as well as communication, marketing and promotion
- ▼ financial planning, costing and accounting, fund generation and disbursement
- ▼ implementation planning, guidance and monitoring

- ▼ technical planning, guidance and monitoring
- ▼ pre- and post-implementation research, monitoring and evaluation
- ▼ pre- and post-implementation information requirements on which management decision-making regarding implementation, service delivery and maintenance can be based
- ▼ foreign stakeholder cultivation, care and maintenance, as well as foreign marketing and promotion.

Co-opted members may be included in the team as and when required, especially if their respective organisations are specifically involved in an aspect of MPCC implementation. The NISSC executive structure is illustrated in the diagram below:

Diagram 8.1: Representation in the NISSC Executive Committee





8.1. SUMMARY PROFILE OF THE NISSC EXECUTIVE

DR S MASIA: BA (PUB ADMIN), MA (POLITICAL SCIENCE), PH D (POLITICAL SCIENCE)

From 1980 to 1988, Dr Masia was an Assistant Professor in the Department of Political Science at the University of Western Ontario (Canada). During this period, Dr Masia developed consulting experience, working as a consultant on community development issues for an organisation called Woman Power Inc. The nature of the consulting included conducting research into the needs of immigrant women. Between 1984 and 1996, Dr Masia held an Executive Director position at Women Immigrants of London in Ontario where she developed training programmes and was a group facilitator at the Commonwealth Women Ministers Meeting. Dr Masia has also worked for the Canadian International Development Agency (CIDA) in different capacities.

Between 1993 and 1996, Dr Masia worked as a community development advisor in Ghana for the Ghana Community Water Programme. She was involved in a variety of international projects as an international development consultant in Lesotho, Ethiopia, Zambia, Mozambique, Sudan, Italy, Switzerland, Kenya, Tanzania, Zimbabwe, Uganda, Canada and the United States.

From March 1997 to March 1998, Dr Masia worked as a project manager in community-based projects for Rand Water. Prior to joining the GCIS Dr Masia carried out some work as a consultant on institutional development and capacity-building of local government through a DANIDA funded project in the Department of Water Affairs and Forestry.

K REYNEKE: BSc (MATHS, CHEMISTRY), HED PHYS ED. (PUBLIC MANAGEMENT)

After practising as a teacher for a period of three years, Koos joined the SA Navy for 27 years and attended a range of management and functional training courses (also overseas with the Royal Navy). He commanded a number of Command

and Staff posts before being seconded to the GCIS (which has been called by various names over the years), where he has now been working for about 14 years. Koos has accumulated significant operations' skills and developed competencies/acquired a lot of experience in problem solving and project, organisational and coordinational management. His acquired skills and experience enabled him to successfully manage and coordinate the activities of the GCIS' Provincial Offices and personnel over many years. This now also applies to the coordinational and organisational requirements of the huge NISSC, which strives to establish MPCCs country-wide in a joint inter-sectoral venture, with the aim of providing services to all the citizens of the country, especially those in the poorest and most remote parts.

K LIEBENBERG: BSc (INFORMATION SYSTEMS), DIP ENG (TELECOMMUNICATIONS), MBA (CORP STRATEGY)

Kobus Liebenberg is a Director with the Pricewaterhouse Coopers' Management Consulting Strategy practice based in Sunninghill, South Africa. Prior to joining Pricewaterhouse Coopers, Mr Liebenberg worked for IBM (nine years) and Telkom (seven years), where he held a variety of executive management positions. Throughout his career he established a significant profile and networked in the local and international ICT industry with both private and public sector businesses. Besides Mr Liebenberg's strong academic, technical and business background, he has extensive African and international experience gained through travel, assignments and research. In his capacity as Industry Expert, Kobus has also been involved in the development of bilateral trade agreements between South Africa and other countries such as India and, recently, the UK, as part of the South African delegation.

DR M STRYDOM: BA (SOCIAL WORK), MA (SOCIAL WORK), D (LITT ET PHIL)

After being employed by the SA National Council for the Deaf as a social worker for a few months, Dr Strydom joined the Human Sciences Research

Council (HSRC) in 1978. At the HSRC she was involved in research on *inter alia* community development, population development and socio-political research. She was responsible for various country-wide multi-purpose surveys, conducted various qualitative research projects and published a substantial number of research reports and articles. Dr Strydom joined the Bureau for Information (now GCIS) in 1986, and was instrumental in starting a Research Directorate at the Information Department of government. Since 1992, she has occupied the position of Director: Research. She is responsible for managing research conducted to assess the communication environment and the impact of government communication efforts, to ascertain communication and information needs and to enhance the capacity of the GCIS as bulk buyer of government communication research.

**N LEGOABE:
MASTERS (LIBRARY AND INFO. SYSTEMS)**

After working for Vista University for eight years as a librarian, Nebo joined the CSIR in 1993 as a project leader for Community-based Information Services and was involved in a number of ICT projects in both urban and rural South Africa. She has been involved in national ICT bodies, participated in major national and international conferences on ICTs, and has written articles on ICT and development. She has extensive experience in community participation and development. Nebo is currently employed at the GCIS as a Director in the Provincial and Local Liaison Chief Directorate.

**JM HAKIZIMANA:
ENGINEER IN STATISTICS AND APPLIED
ECONOMY, PG CERTIFICATION IN GIS**

He started working in 1987 in various sectors related to statistics and project management, especially in the Rwandan national census project. In 1995, he moved into a United Nations attachment with the Botswana Government in the area of data processing for the 1991 Botswana Population Census.

After three years he relocated to South Africa to

join Statistics South Africa for the processing of the 1996 population census. He participated in the building of the census output database, commonly known as the 'South African Community Profile, where population-related information is linked to spatial components. He is currently involved in the preparation of the 2001 Census, where most sub-projects are GIS-driven from the Enumeration Area.

**DR S MNCUBE:
B Sc (NY), MLS (LIB & INFO), MSS
(SOC SCIENCE), PHD (ADULT EDU)**

Dr Mncube's extensive professional experience started in 1973 with Cortland State University, New York where he was an Adjunct Associate Professor. Then, from 1975 to 1976 he joined the Rochester Institute of Technology as a Senior Researcher. From 1976 to 1980 he was the Director of Staff Development and Evaluation in the Office of the International Institute of the Americas in Puerto Rico.

He has worked at the Maxima Corporation in Bethesda, Maryland (US), in the design and development of many projects and served as an international expert for UNICEF's Technical Information Reference and Referral System from 1981 to 1983. He was the Director of the Inter-Library Office of the United States Environmental Protection Agency from 1983 to 1985. From 1985 until his return to South Africa in late 1994, he was the Coordinator of the Language Laboratory at DC Public Schools, Washington DC, USA.

Dr Mncube is presently the Chairman of the Board of Sentech and Manager of the Development Information Business Unit at the Development Bank of Southern Africa.

He is also involved in many initiatives in the field of Information and Communications Technology and has written a large number of publications, documents, books of poetry, dissertations and position papers. He is a member of a number of international and US institutions in the fields of Information Sciences and Education.

In Africa, Stephen Mncube is a board member of the UNDP African Futures National Long Term Perspectives Study (Cote d'Ivoire). In South



Africa, he chairs the National Information Technology Forum (NITF) and the South African Acacia Advisory Committee. Dr Mncube is on the governing council of the University of the North and, *inter alia*, the Boards of the Khululekani Institute for Democracy, READ and ASHA. He was also a member of the successful Task Group on Government Communications (Comtask).

A KOFFEMAN: PR TECH (ENG), NTD

Albert is a registered Professional Technologist in Engineering with the Engineering Council of South Africa (ECSA), and he is a specialist in Broadcasting Network Planning and Spectrum Management. He has been working for the SABC/Sentech since 1967, and was awarded the SABC ARTES AWARD in 1983 for his outstanding achievements in broadcasting radio frequency engineering.

Since 1979, Albert has regularly represented South Africa at world conferences of the International Telecommunication Union (ITU) as part of the South African delegation. The ITU Development Sector (ITU-D) is the world forum on the development of multi-purpose community tele-centres. Sentech is a sector member of the ITU-D and Albert is an active participant in the work of the ITU.

Albert's Sentech responsibilities include multi-tiered technical liaison with the ITU, Government Departments, regulators, standards organisations, etc.

M CURRIN: BA (HONS), MED (RMIT)

In 1991, Michael started his career as a Communication Officer for the then South African Communication Service in Durban, where his duties included grassroots community liaison. During this period, Michael gained experience in community development and facilitation through the establishment of community negotiation forums. His experience in community facilitation extended to a focus on youth development, with specific focus on institutional and policy development. In 1998, he was awarded a 'Young Lions' scholarship as part of an bi-lateral OzAid programme to study for a Masters Degree in Youth

Development at the RMIT University in Melbourne, Australia. Successful completion of this degree earned him a further Young Lions scholarship to study for a Doctoral Degree in Youth Development, with specific focus on youth participation in public life. These studies are continuing. In 1999, while Deputy Head of the GCIS Regional Office in KwaZulu-Natal, he was appointed to his current post as Deputy Director: Liaison at GCIS Head Office. He is currently the Project Leader of Government's MPCC initiative and is responsible for implementing the development communication programme within the GCIS.

APPENDICES

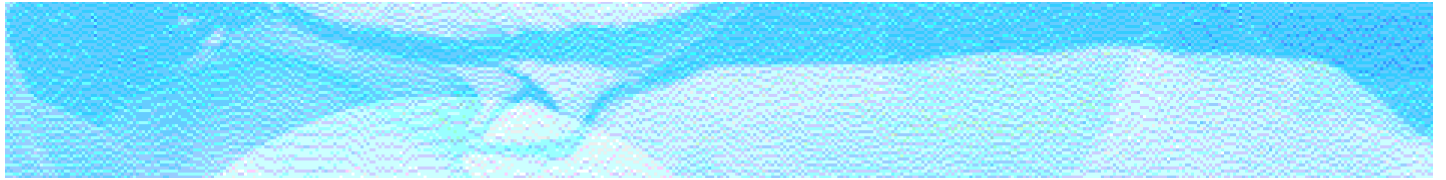
APPENDIX A1 - CONSOLIDATED FUNDING REQUIREMENTS

Structure Components		Responsibility	Capital Cost	Yearly Running	Yearly Income	Yearly Deficit	Source
High Level Planning & Coordination Budgets	NISSC	Communication Task Team		R500,000	R0	-R 500 000	GCIS Budget
		Stakeholder Task Team		R1 500 000	R0	-R1 500 000	GCIS Budget
		Implementation & Tech TT		R750 000	R0	-R750 000	GCIS Budget
		Research Task Team		R8000 000	R0	-R800 000	GCIS Budget or Alternate Funding
		Information Services TT	R5,200,000	R6 500 000	R0	-R6 500 000	Indicate Need for National, integrated GIS data system
		Funding Task Team			R0	R0	
	Foreign Relations TT	Donor Recruiting Relationships Maint.			R0	R0	
	Secretariat	Monitor & Eval.		R200 000	R0	-R200 000	GCIS Budget
	EXCO			R110 000	R0	-R110 000	GCIS Budget
				Total:	-R10 360 000		
	PISSC	Centre of Excellence	R2 000 000	R7000 000	R0	-R700 000	Ordinary Budget from Premier's Office
				Total:	-R700 000		
	LISSC	Refurbishment & Security		R270 000	R0	-R270 000	Ordinary Budgets of Local & Distr Authority (+DPLG?)
				Total:	-R270 000		
Low Level Implement & Operate Budgets	Phase 1 MPCC						
Totals without Gov. Costs:			R2 274 040	R1 097 448	R1 116 179	R18 731	MPCC can build up earning if initial capital is funded
Totals for MPCC with Gov. Cost			R2 274 040	R1 608 448	R1 116 179	-R473 538	Ordinary Departmental & GCIS Budget
	Physical Infrastructure costs for 60 Centres ICT Infrastructure Costs for 60 Centres	R111 611 400	Running Budgets or Gov. Services in 60 Centres				-R 28,412,300.00
	ICT Infrastructure Costs for 60 Centres	R24 831 000					
Total Infrastructure for 60 Centres			R 136 442 400				

APPENDIX A2 – LIST OF CURRENT STAKEHOLDERS AND SIMILAR PROGRAMMES IN THE COUNTRY

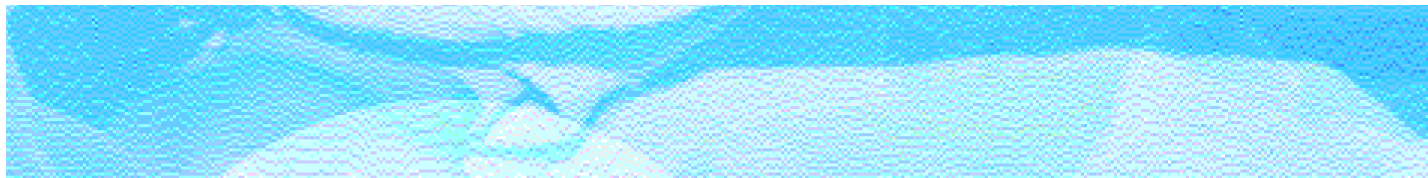
Stakeholder	Remarks
Acacia [IDRC]	<ul style="list-style-type: none"> ▲ Also establishing own brand of community ICT service centres with donor funding. ▲ Very focused on evaluation and monitoring.
CSIR	<ul style="list-style-type: none"> ▲ Establishing multi-purpose and 'Centres of Excellence' to communities and provincial governments (as contracted by clients). ▲ Combining with NISSC MPCCs whenever possible.
DBSA	<ul style="list-style-type: none"> ▲ Sponsored similar multi-purpose centre facilities in communities. ▲ Development information from Dev. Info Business Unit. ▲ Technical advice and support to MPCCs. ▲ Prepared to combine facilities with MPCCs where possible.
Dept. of Agriculture	<ul style="list-style-type: none"> ▲ Providing own agricultural extension service facilities to communities. ▲ Combines facilities with MPCCs where possible.
Dept. of Arts, Culture, Science & Technology	<ul style="list-style-type: none"> ▲ Establishing culture centres in communities. ▲ Combines facilities with MPCCs where possible.
Dept. of Communications	<ul style="list-style-type: none"> ▲ Establishing Citizens Post Offices, postal agencies. ▲ Providing tele-centres (via USA) and PITs. ▲ Support establishment of community radio stations with equipment and infrastructure roll-out, skills development and programme production. ▲ Establishing DocWills (Dept. of Comm. Website Internet Labs), Dot.za's and Java Planets. ▲ Committed to co-locate /link Community Radio Stations /place Tele-centres and PITs in each MPCC established (where possible).
Dept. of Correctional Services	<ul style="list-style-type: none"> ▲ Directorate of Community Corrections has more than a hundred centres nationally, which are situated within communities and render various forms of support to community members and offenders.
Dept. of Education	<ul style="list-style-type: none"> ▲ Involved in providing ABET and distance learning facilities to communities. ▲ Very keen to use MPCCs for providing this service.
Dept. of Environmental Affairs & Tourism	<ul style="list-style-type: none"> ▲ Involved in poverty relief and job creation projects in communities. ▲ Keen to utilise MPCCs as centres for these projects.

Stakeholder	Remarks
Dept. of Labour	<ul style="list-style-type: none"> ▲ Establishing and running labour centres in communities. ▲ Using NPI to establish labour advice centres in specific areas. ▲ NPI trying to combine with MPCCs where possible.
Dept. of Minerals & Energy	<ul style="list-style-type: none"> ▲ Participating stakeholder. Prepared to assist with the provision of power.
Dept. of Provincial & Local Government	<ul style="list-style-type: none"> ▲ Participating Stakeholder, mainly facilitating networking with provincial, district and local government structures, as well as major implementation and management agencies. ▲ Overseeing the establishment of PIMSS centres.
Dept. of Trade & Industry (Dept. & Agencies Ntsika NAMAC, SAITIS, Spes Projects, etc. involved)	<ul style="list-style-type: none"> ▲ Involved with numerous service facilities to communities (eg. SMMEs for business and entrepreneurship development, etc.). ▲ Prepared to combine with MPCCs in service delivery where possible.
Dept. of Water Affairs & Forestry	<ul style="list-style-type: none"> ▲ Keen to utilise MPCCs to educate communities with regard to water conservation. ▲ Resource (water) provider in the establishment of MPCCs.
DPSA	<ul style="list-style-type: none"> ▲ MPCCs fit the DPSA National Policy of Integrated Service Delivery perfectly.
Eskom	<ul style="list-style-type: none"> ▲ Resource (electricity) provider in the establishment of MPCCs. ▲ Providing technical advice and trying to match MPCC and Eskom roll-outs.
Health	<ul style="list-style-type: none"> ▲ Involved in the SAPS' safety centres (which try to overlap with MPCCs where possible).
Dept. of Home Affairs	<ul style="list-style-type: none"> ▲ Major and indispensable service-provider in all MPCCs (due to community needs). ▲ Attempting to combine regional service points with MPCC service venues.
HSRC Mamelodi Centre Nat. MPCC Network	<ul style="list-style-type: none"> ▲ Participating stakeholder, mainly research and provision of information. ▲ Participating stakeholder. ▲ Participating stakeholder. Mainly advice based on experience.



Stakeholder	Remarks
NPI	▲ Participating Stakeholder. Based on the labour connection.
Pricewaterhouse Coopers	▲ Participating Stakeholder. Mainly professional advice and planning assistance.
Depart. of Public Works	▲ Major partner in the establishment and maintenance of MPCCs. ▲ Commitment to providing and maintaining the required physical infrastructure. ▲ Involved in own "Community Based Projects". Prepared to combine these with MPCCs where possible.
Sports Commission	▲ Participating Stakeholder.
Safety & Security	▲ Participating Stakeholder.
SALGA	▲ Participating Stakeholder.
SANGOCO	▲ Participating Stakeholder.
SA Police Service	▲ Involved in Own Programme for establishment of Safety Centres (based on an RDP mandate). ▲ Prepared to combine with MPCCs where venues overlap and circumstances permit.
SA Revenue Service	▲ Involved in establishment of Own Tax Advice Offices in defined areas. ▲ Prepared to combine with MPCCs where possible.
Schoolnet	▲ Participating Stakeholder.
Sentech	▲ Major partner in the establishment and maintenance of MPCCs. ▲ Accepted commitment to participate in the provision and maintenance of required connectivity infrastructure (with SITA).
Shoma Education Fund	▲ Participating Stakeholder involved in providing distance learning content using ICT platforms.
SITA	▲ Participating Stakeholder, providing technical and IT advice and services. ▲ Provider of IT resources to the State and closely involved with the establishment of MPCCs.
Stats SA	▲ Participating Stakeholder. Mainly with regard to provision of information.

Stakeholder	Remarks
Telkom	<ul style="list-style-type: none"> ▲ Major partner in the establishment and maintenance of MPCCs. ▲ Commitment to providing and maintaining required connectivity infrastructure, in conjunction with Sentech and SITA. ▲ Trying to match Telkom and MPCC roll-out of services.
UNISA	<ul style="list-style-type: none"> ▲ University Sponsor Development Unit involved with Community Development. ▲ Involved with other institutions in establishment of community service centres. ▲ Involved in providing advice and research/information inputs.
USA	<ul style="list-style-type: none"> ▲ Involved in establishing own Tele-centres in communities, lately as far as possible, together with establishment of Postal Agencies. ▲ Committed to providing Tele-centres in all MPCCs.
Welfare	<ul style="list-style-type: none"> ▲ Participating Stakeholders.
WITS	<ul style="list-style-type: none"> ▲ University Sponsor Development Unit involved with Computer Literacy training. ▲ Also involved with IDRC in the establishment of community service centres. ▲ Involved in and providing extensive research input.
Womensnet	<ul style="list-style-type: none"> ▲ Participating Stakeholder.
Youth Network	<ul style="list-style-type: none"> ▲ Creating similar multi-purpose-type youth/community centres with donor funds. ▲ Prepared to combine with MPCCs where possible.



APPENDIX A3 – CORRELATION OF MPCC SITES AND ISRDP NODES

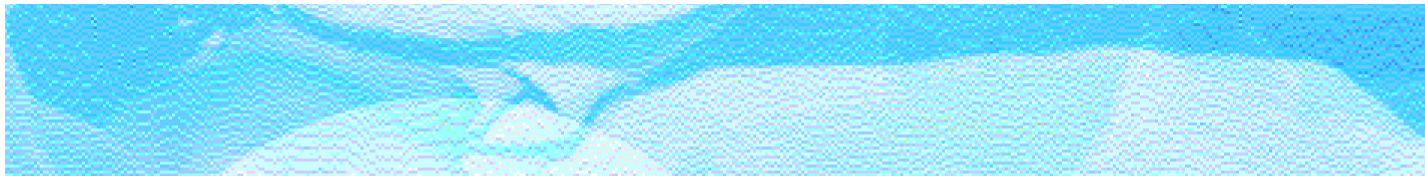
Background

The table below indicates the correlation between the 13 rural development nodes announced by the President in the State of the Nation Address and sites that Provincial Inter-sectoral Steering Committees have identified for MPCCs. The following points of clarification are relevant:

1. MPCCs are planned for each District Municipality nationally. Hence there is an obvious/immediate correlation with the 13 nodes chosen. But, whereas the MPCC roll-out plan is scheduled to run until 2003, the first 13 nodes are to be completed by February 2002. Timing around correlation may be problematic.
2. The ISRDP nodes are not as geographically specific as the MPCC sites. While MPCCs are, in most cases, located centrally in each district, the ISRDP nodes, with the exception of three areas, are spread across respective districts. Hence, in an affected District Municipality, a few local authorities may constitute that particular ISRDP node.
3. In the Central Karoo DC (Western Cape), Thabo Mofutsanyane DC (Free State) and Kalahari-Kgalagadi DC (Northern Cape), specific municipalities are affected, whereas the other 10 nodes are entire Districts.

District Municipality	MPCC sites	ISRDP nodes	Comment
Eastern Cape			
O.R. Tambo (DC15)	<ul style="list-style-type: none"> ▲ Tombo & Tombo extension ▲ Zalu Hill, Lusikisiki 	<ul style="list-style-type: none"> ▲ Bizana ▲ Ntabankulu ▲ Ingquza ▲ Port St Johns ▲ Nyandeni ▲ Mhontlo ▲ King Sabata ▲ Dalindyebo 	<ul style="list-style-type: none"> ▲ Correlation around Lusikisiki and Port St Johns.
Chris Hani (DC13)	<ul style="list-style-type: none"> ▲ Cofimvaba 	<ul style="list-style-type: none"> ▲ Inxuba Yethemba ▲ Tsolwana ▲ Inkwanca ▲ Lukanji ▲ Intsika Yethu (Cofimvaba) ▲ Emalahleni ▲ Lady Frere ▲ Engcobo ▲ Sakhisiwe ▲ Mount Zebra 	<ul style="list-style-type: none"> ▲ Correlation around Cofimvaba (now Intsika Yethu).

District Municipality	MPCC sites	ISRDP nodes	Comment
Ukhahlamba (DC14)	▲ Sterkspruit	▲ Elundini ▲ Senqu ▲ Maletswai ▲ Gariep ▲ Oviston	▲ Correlation at Senqu Municipality, as the MPCC is located there.
Alfred Nzo (DC44)	▲ Site not yet identified	▲ O'Connors Camp	▲ Possibility for co-location exists as PISSC is still to identify site.
KwaZulu-Natal			
Umzinyathi (DC24)	▲ Tugela Ferry	▲ Dundee ▲ Nquthu ▲ Pomeroy ▲ Greytown ▲ Kranskop	▲ No correlation.
Umkhanyakude (DC 27)	▲ Mbazwana	▲ Umhlabuyalingana ▲ Mkhuze ▲ Umzinene ▲ Hlabisa ▲ Inyala/ Mtubatuba	▲ No correlation.
Ugu (DC21)	▲ Dududu	▲ Dududu ▲ Scottburgh ▲ Khiphinkunzi ▲ Umuziwabantu ▲ Izingolweni ▲ Hibiscus Coast	▲ Correlation at Dududu.
Zululand (DC26)	▲ Site not yet identified	▲ Dumbe ▲ Uphongolo ▲ Vryheid ▲ Nongoma ▲ Ulundi	▲ Possibility for co-location exists as PISSC is still to identify site.
Western Cape			
Central Karoo (DC5)	▲ Beaufort West	▲ Beaufort West ▲ Prince Albert	▲ Correlation at Beaufort West.



District Municipality	MPCC sites	ISRDP nodes	Comment
Mpumalanga			
Sekhukhune (CBDC3)	▲ Moutse	▲ Greater Groblersdal ▲ Greater Marble Hall ▲ Schuinsdraai ▲ Greater Tubatse	▲ Kgautswane services parts of the Greater Tubatse Municipality. No other correlation.
Northern Province			
Eastern (CBDC4)	▲ Casteel	▲ Kruger Park ▲ Drakensberg ▲ Bushbuckridge	▲ No correlation.
Free State			
Thabo Mofutsanyane (DC19)	▲ Qwaqwa ▲ Phuthaditjhaba	▲ Qwaqwa	▲ Correlation at Qwaqwa where the Namahadi MPCC is already operational.
Northern Cape			
Kalahari-Kgalagadi (CBDC1)	▲ Kuruman	▲ Kuruman Mothibastad ▲ Segonyana	▲ Correlation at Kuruman.

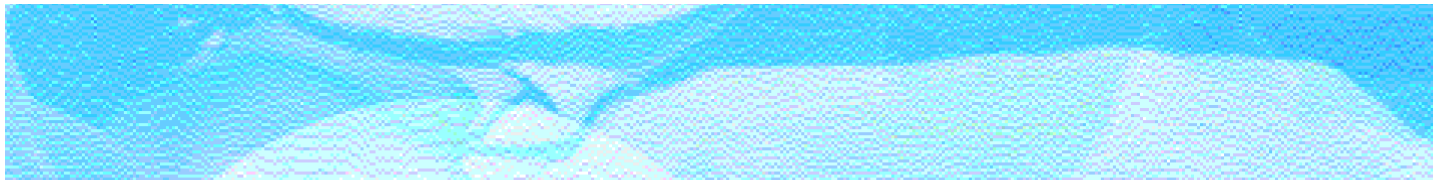
District municipalities, MPCC sites and ISRDP nodes

Recommendations

1. Where correlation has been identified, usually around specific municipalities, the exact physical locations of both initiatives must be identified. It may be that the MPCC location is in one area of a town, while the ISRDP project appears in three different locations in the same community.
2. In some cases, such as where the MPCC site still has to be identified, there is the possibility of promoting correlation. It should be kept in mind, however, that the MPCC site identification process has its own unique criteria, not least of all synchronicity with provincial development plans and other criteria. It may be that the physical sites cannot/should not be co-located.
3. Integration may not always mean physical co-location. It is recommended that PLL, in partnership with the NISSC and respective PISSCs, as well as the GCIS Project Teams on ISRDP and MPCCs, develop strategies for integration between MPCCs and ISRDP nodes, where the MPCC becomes a resource to the ISRDP process.

APPENDIX A4 – PROVISIONAL MPCC LAUNCH DATES AND LOCATIONS

Province	Centre	Timeline	Launch date
Northern Cape	1. Galeshewe (Frances Baard DM 9)	Phase 1	Complete
	2. Calvinia (Namakwa DM 6)	Phase 3	Awaited
	3. Colesberg MPCC (Karoo DM 7)	Phase 4	Awaited
	4. Kuruman MPCC (Kalahari-Kgalagadi CBDM 1)	Phase 3	Awaited
	5. Mier MPCC (Siyanda DM 8)	Phase 3	Awaited
Western Cape	1. Unobuntu MPCC, Worcester (Boland DM 2)	Pilot	Complete
	2. George MPCC (Garden Route/KleinKaroo DM 4) ▲ Satellite at Waboomskraal ▲ Satellite at Riversdale	Phase 3	Awaited
	3. Vredendal (West Coast DM 1) ▲ Satellite at Laingsburg	Phase 4	Awaited
	4. Beaufort West MPCC (Central Karoo DM 5)	Phase 4	Awaited
	5. Hermanus Kleinmond MPCC (Overberg DM 3)	Phase 5	Awaited
	6. Mitchell's Plein MPCC (City of Cape Town Metro)		Cluster MPCC
Free State	1. Namahadi MPCC, Qwaqwa (Thabo Mofutsanyane DM 19)	Phase 1	Complete
	2. Phuthaditjhaba MPCC (Thabo Mofutsanyane DM 19)	Phase 3	Awaited
	3. Botshabelo Multi-functional Centre (Motheo DM 17)	Phase 2	Complete
	4. Thaba Nchu MPCC (Motheo DM 17)	Phase 3	Complete
	5. Trompsburg (Xhariep DM 16)	Phase 4	Awaited
	6. Zastron MPCC (Xhariep DM 16)	Awaited	Awaited
	7. Site not identified (Lejweleputswa DM 18)	Awaited	Awaited
	8. Site not identified (Northern Free State DM 20)	Awaited	Awaited
Eastern Cape	1.a Tombo MPCC (O. R Tambo DM 1)	Pilot	Complete
	1.b Extension of Tombo MPCC (O. R Tambo DM 1)	Phase 3	Awaited
	2. Sanddrift MPCC (Western DM 10)	Phase 3	Awaited
	3. Sterkspruit (Ukhahlamba DM 14)	Phase 3	Complete
	4. Cofimvaba MPCC (Chris Hani DM 13 – formerly North East DM)	Phase 3	Awaited
	5. Centani MPCC (Amatole DM 12)	Phase 3	Awaited
	6. Zalu Hill, Lusikisiki (O.R Tambo DM 15)	Phase 4	Awaited
	7. Site not identified (Alfred Nzo DM 44)	Awaited	Awaited



Province	Centre	Timeline	Launch date
Mpumalanga	1. Matsamo MPCC (Ehlanzeni DM 32)	Phase 1	Complete
	2. Mpuluzi Centre (Albert Luthuli DM 30)	Phase 2	Complete
	3. Ekukhanyeni MPCC, Leandra (Albert Luthuli DM 30)	Awaited	Awaited
	4. Kgolomodumo MPCC, Zamenkomst Village, Moutse (Sekhukhune CBDM 3)	Awaited	Awaited
	5. Site not identified (Nkangala DM 31)	Awaited	Awaited
	6. Site not identified (Eastern CBDM 4)	Awaited	Awaited
	7. Site not identified (CBDM 2)	Awaited	Awaited
KwaZulu-Natal	1. Mtshezi (Ntabamhlophe – Uthukela DM 23)	Phase 3	Awaited
	2. Dukuzu MPCC (Ntabamhlophe – Uthukela DM 23)	Phase 3	Awaited
	3. Bamshela MPCC (King Shaka DM 29, formerly Ilembe DM)	Phase 3	Awaited
	4. Mbazwana (Umkhanyakude DM 27)	Phase 3	Awaited
	5. Tugela Ferry MPCC (Umzinyathi DM 24)	Phase 3	Awaited
	6. Dududu MPCC (Ugu DM 21)	Awaited	Awaited
	7. Site not identified (DM 22)	Awaited	Awaited
	8. Site not identified (DM 25)	Awaited	Awaited
	9. Site not identified (Zululand DM 26)	Awaited	Awaited
	10. Site not identified (Uthungulu DM 28)	Awaited	Awaited
	11. Site not identified (DM 43)	Awaited	Awaited
	12. Durban Metropolitan Unicity		Cluster MPCC
Gauteng	1. Vaal Welfare Centre (Sedibeng DM 42) ▲ Satellite at Lesedi to be established	Phase 1	Complete
	2. Faranani MPCC (Ekuhruleni Metro, Brakpan) ▲ Satellite at Thokoza to be established	Phase 2	Complete
	3. Zithobeni MPCC (Metsweding DM 2)	Phase 2	Completed as a satellite – new facility to be built by Local Authority
	4. Tshwane Metropolitan Council ▲ Satellite at Soshanguve	Phase 3	Awaited
	5. City of Johannesburg Metro ▲ Satellite at Soweto (Ipelegeng) under consideration ▲ Link with 11 Citizens' Offices being established by the Metro	Phase 3	Cluster MPCC
	6. Site not identified (West Rand DM 8)	Phase 4	Awaited

Province	Centre	Timeline	Launch date
Northern Province (this is a tentative report – work in progress)	1.1 Kgautswane MPCC (Sekhukhune CBDM 3)	Pilot	Complete
	1.2. or Leboeng		
	1.3. or Atok	Phase 4	Awaited
	2. Makhuva MPCC (Mopani DM 33)	Phase 3	22 February 2002
	3.1. Casteel MPCC (Eastern DM 4)	Phase 4	Awaited
	3.2. or Hluvukani		3.2. – 3.5. are possible satellite sites
	3.3. or Agincourt		
	3.4. or Kildare		
	3.5. or Turkey		
	4. Mungomani (Vhembe DM 34)	Awaited	Awaited
	5.1. Ga-Molepo/Maja (Capricorn DM 35)	Awaited	Awaited
	5.2. Watchbank	Awaited	Awaited
	5.3. Cornelia	Awaited	Awaited
North West	6.1. Vaalwater MPCC (Waterberg DM 36)	Phase 4	Awaited
	6.2. Mapila	Phase 4	Awaited
	1. Morokweng MPCC, Ganyesa (Bophirima DM 39)	Phase 3	Awaited
	2. Leretlhabetse MPCC, Lebotlwane (Bojanala DM 37)	Phase 3	Complete
	3. No site as yet (Central DM 38)	Awaited	Awaited
	4. No site as yet (Southern DM 40)	Awaited	Awaited

Phase 1 Until October 2000

Phase 2 October 2000 - March 2001

Phase 3 March 2001 - March 2002

Phase 4 April 2002 - September 2002

Phase 5 October 2002 to March 2003

Phase 6 March 2003 onward

There are 53 MPCCs according to Local Authority boundaries. Some areas already have two sites identified or operational and the projected MPCC sites already make up the 60 envisaged in Cabinet Memorandum 15 of November 1999.

Current local authorities with two or more sites identified are as follows:

- ▲ Thabo Mofutsanyane DM 19
- ▲ Motheo DM 17
- ▲ Xhariep DM 16
- ▲ O.R Tambo DM 15
- ▲ Albert Luthuli DM 30
- ▲ Sekhukhune DM three
- ▲ Uthukela-Ntambamhlope DM.

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