The Portfolio Committee on Public Service and Administration as well as Monitoring and Evaluation, having undertaken an oversight visit to the offices of the Thusong Service Centres and National Youth Development Agency Full Service Branch and Local Youth Office in Eastern Cape and KwaZulu-Natal Province, report as follows:

1. Introduction
In terms of the Constitution of the Republic of South Africa, Parliament is constitutionally charged with responsibility to exercise oversight over the Executive Authority. Parliament comprises of number of Committees to fulfil its constitutional mandate. Committees have a role in overseeing strategic plans, Annual Performance Plans and annual reports as way of monitoring performance of departmental activities and budgeting. Therefore the core mandate of committees is to exercise oversight to the departments and its public entities to assess implementation of services as promised in their strategic plans and annual performance plans to Parliament.

In view of the above, the Portfolio Committee conducted oversight visits at the Thusong Service Centres which falls under Vote 12 of Department of Public Service and Administration and National Youth Development Agency (NYDA) under Vote 6 of Department of Planning, Monitoring and Evaluation. The Portfolio Committee have randomly selected Eastern Cape and KwaZulu Natal provinces to conduct oversight visits in the Thusong Service Centres and Agency Provincial offices to assess a range of issues in relation to service delivery to the citizen.

Thusong Service Centres are one-stop, integrated community service points, which are meant to provide information and services closer to communities, especially in rural areas. The centres are established as hubs of development communication based on Batho Pele principles which put people first. Government had taken progressive step to establish this centres in every municipality. Whereas the NYDA youth offices are primarily established to address challenges confronted youth on a daily basis. The Agency had a number of interventions in addressing youth challenges by offering young people among others scholarship opportunities; business/cooperative support and entrepreneurship development programmes.

In carrying out its oversight visits, the Committee convened meetings with management teams in each of the Centres and NYDA offices respectively. Thereafter conducted inspections in loco in the precincts to establish its state and the working conditions.

2. Objectives of the Visit
The Committee had separated objectives of the oversight based on the different mandates which institutions are serving.

The objectives in relations to the Thusong Service Centres were as follows:
• To establish the state of the Thusong Service Centres nationally, particularly those located in rural communities;
• Further assess range of integrated services provided, note key issues, lesson to be learnt and challenges experienced;
• Assess level of compliance of Batho Pele principles as guided by section 195 of the Constitution e.g. name tags;
• Verify whether centres are capable and responsive to the needs of the citizens;
• Evaluate whether services provided are of quality to the citizens;
• Understand key issues hindering governance and institutional arrangements at the centres;
• Monitor compliance of representatives of gender and people with disabilities.

The objectives in relations to the NYDA were as follows:
• Assess the effectiveness and efficiency of the regional offices in mainstreaming and facilitating youth development issues locally;
• Determine accessibility of young people from rural areas receiving NYDA services;
• Monitor provision of the grant funding (financial and non-financial), education and skills development among the youth;
• Conduct inspection in loco to beneficiaries of the NYDA;
• Evaluate impact of the grant funding to assess whether it had created more jobs opportunities for the youth after individuals or community acquired the interventions;
• Determine whether regional offices play pivotal role in enhancing participation of young people in the economy and education.

2.1. Composition of the delegation
The multi-party delegation from the Portfolio Committee on Public Service and Administration as well as Performance Monitoring and Evaluation consisted of the following Honourable Members: from the African National Congress (ANC) represented by Ms BP Mabe (Chairperson), Ms RM Lesoma (Acting Chair and Leader of the Delegation), Mr MA Dirks and Mr ML Ntombela, the Democratic Alliance (DA) represented by Mr SC Motau and Economic Freedom Fighters (EFF) represented by Ms V Mente.

The Committee was accompanied by parliamentary support staff which are as follows: Mr F Bulawa (Committee Assistant); Mr J Ngoepe (Content Adviser); Mr EM Molepo (Communications) and Mr BM Mantyi (Committee Secretary).

The Committee oversight was joined by Honourable Members of the KwaZulu-Natal Provincial Legislature from multi-party delegation and Committee officials: Ms GN Swartbooi-Ntombela (Chair: PC on COGTA); Ms BN Sithole-Moloi (Chair: PC on Premier and Royal Household); Mr N Mlaba; Mr BM Zuma; Ms N Madide (KZN: Committee Coordinator).
The NYDA and DPSA had the following representatives: Mr Y Pillay (Chairperson: NYDA); Mr D Van Vuuren (NYDA Executive Manager: Service Delivery Channels); Mr M Mawela (NYDA PLO); Ms N Nqaba (Presidency: PLO); Ms S Abrahams (DPSA: PLO); Mr M Monareng (DPSA: Director, Public Service ICT Strategy); Mr E Kgomo (Chief Director: Service Delivery); Ms Z Aboobaker (DPSA: Chief Director: ICT); Mr M Seopela (DPSA: Project Manager); Mr D Moloi (DPSA); Ms Z Khumalo (DPSA: SITA); Mr N Ntsimane (DPSA: Integrated Public Serv & Admin);

In attendance were the following Municipal and Departmental officials: Ms K Vimbayo (Mayor: Intsika Yethu Municipality); Mr Z Shasha (Municipal Manager: IYM); Ms K Mdleleni (Head: Human Settlement & Town Planning); Mr K Maceba (Director: Local Economic Development & Planning); Mr A Ntengenyane (Acting Director: Community Services); Mr V Sibene (SCO: Department of Communications); Mr A Kabayi (Communications); Mr Z Tshangana (Communications); Ms N Ndlwana (Communications); Mr N Pinyana (Provincial Director: GCIS); Ms P Tambekile (IYM: Tele-centre Manager); Mr Z Mrashwa (Department of Social Development: Social Work Supervisor); Mr P Batala (Social Development: Service Office Manager); Mr L Novokoza (Home Affairs) Mr M Pangeni (Home Affairs: office manager); KZN – Ms N Magwaza (Ethekwini Municipality: Head Sizakala Customer Service); Mr C Hlatshwayo (Centre Supervisor); Mr T Scott (Senior Manager) and Mr H Williams (SASSA: Supervisor).

3. **Overview and interactions of the oversight visit**

3.1 **Eastern Cape Province**

3.1.1 **Cofimvaba Thusong Service Centre**

(a) **Background**

Cofimvaba is a small town located in the Chris Hani District Municipality under the Intsika Yethu Municipality in the Eastern Cape Province. The municipality have 21 wards and surrounded by municipalities such as Sakhisizwe, Engcobo, Emalahleni, Lukhanji, Amahlati, Mnguma and Mbashe. Cofimvaba and Tsomo are the main town and the rural residential component comprises of villages scattered throughout the municipal area. Intsika Yethu Municipality is among 10 municipalities that was declared poor. Cofimvaba Thusong Service Centre is one of the first generation build centres in the country. The Centre was built in 1997 as a first phase. The Department of Public Works had previously consulted members of the public about the design of the second phase of the centre. The Department of Public Works had not yet built second phase of the centre as they are responsible for government infrastructure.

The Centre is situated at the back opposite of the Cofimvaba Local Municipality. Yard are demarcated and separated from one another. The Committee was welcomed by the Members of the Municipal Executive Committee, which included the Mayor and the Municipal Manager. The Committee held an orientation meeting with Municipal leadership, as well as the management of the Thusong Service Centre which included managers of the various Departments.

(b) **Integrated services**

The following departments are rendering integrated services in the Centre: Department of Social Development, Department of Home Affairs, South African Social Security Agency, Tele-centre and Government Communication Systems.
(c) Observations and Findings

Primarily, the Thusong Service Centres were established with ultimate aim of improving access to service delivery to the citizen particularly rural and underserviced communities. A number of issues were identified during the interactions with Mayor of the Municipality and its committee. The following matters below emerged during the interactions and site visit:

(i) The Thusong Service Centre is well branded, market locally and displays the kind of services offered. Information banners and leaflets are distributed during the community and taxi gathering to market the services the Centre is providing. Local radio is often used to market the Centre.

(ii) There are few departments providing different services at Cofimvaba Thusong Service Centre. Unavailability of office space might be the factor which discouraged other government departments providing services in the Centre. Communities travel approximately 65-70 kilometres for acquiring services at the Centre. It was observed that there is high demand of integrated services in the Centre. There were people on queue to acquire a range of services throughout the day.

(iii) The Department of Home Affairs is not fully functional due to a number of its services unavailable at the Centre, i.e. smart card facilities are not available; and does not have its own mobile truck to undertake outreach activities.

(iv) The ownership of the property seems to be problematic. The Committee noted that the buildings were under Government Communication Information Systems in terms of the ownership of the property. In terms of governance in the Eastern Cape Province, the Thusong Service Centres reside in the Office of the Premier under Communication Section. The ownership of the property affects the good governance and institutional arrangements. It was evident during the visit that none of the departments including the Municipality provides cleaning and maintenance services in the building.

(v) During the management-orientation briefing, the Municipality indicated that the land where Centre is located was donated to the Municipality by the Department of Public Works; but efforts to secure paperwork for the transfer have been unsuccessful. The municipality has pledged its willingness to take over the running of the Centre. However there was fragmentation with unresolved issue of ownership of the property. Municipality is funding maintenance office cleaning. In addition the Municipality indicated funds for keeping the centre clean are not sufficient due to non-payment rents.

(vi) The Committee was advised that intergovernmental relations between the Municipality and the Departments occupying the Centre are ineffective. Some of the factors which render the Centre ineffective is lack of proper coordination of activities. Secondly there is lack of appointed Centre Manager to focus on operation of the Centre. Tele-centre official was used as interim Centre Manager for coordination and planning purpose.

(vii) As indicated above, the Department of Public Works planned upgrading building of the Centre to second phase which has not yet been completed yet. During the time of the visit, the Departments did not have sufficient space to render its services efficiently and effectively. Officials are forced to share a single small office which is meant to be occupied by one official. The Departments are forced to accommodate four officials; use corridors to place filing cabinets; and male toilet for archiving files.
(viii) Office space compromised the confidentiality of the social workers with the clients when executing their duties. Their clients are not free to share problems on an open space.

(ix) In addition to the infrastructural maintenance challenges, buildings are not properly maintained as results of issues relating to ownership. Moreover, the Municipality raised a concern, with the exception of GCIS, the Departments that are occupying the Centre are not paying property rates and rental. GCIS is only department consistent with the payment of the rent of R2000 which enable municipality to do maintenance on the building.

(x) The Centre does not have good infrastructure to provide its service efficiently. There is not even single boardrooms to hold meeting as inter-sectoral departments. Clients are queuing outside the offices without proper shade especially when it’s rainy or hot. Offices are not conducive for people with disabilities.

(xi) Tele Centre was a product of the USSASA. Municipality took over the Tele-Centre in 2010 as it was used to be utilised by the youth. Two officials were absorbed in the Municipality from the USSASA when donating the tele-centre. The Municipality had entered into MOU with UNISA to allow students to register and have access to study materials and submits assignments.

(xii) Both the Municipality and Thusong Service Centre do not have mobile truck as part of taking services to the communities through community outreach programme. Mobile truck used is stationed in Queenstown which is under another Municipality.

3.1.2 East London National Youth Development Agency Full Service Branch
(a) Background
The East London full service branch is located in the city centre of East London (Southernwood), within the Buffalo City Municipality. The office is one of 14 full service branches of the NYDA in the country. The Committee held an orientation meeting with the management of the office. The Chairperson of the NYDA and senior officials were part of the oversight visit. Mr Duma Maqubela briefed the Committee on the agency services in particular governance and mainstreaming of youth issues in Eastern Cape. Operating hours for the office is 08H00 to 17H00 Monday to Friday, however the officials sometimes participate in the community outreach programmes organised with other government departments over the weekends without no cost of claiming overtimes.

The office has staff complement of 16 permanent officials to assist youth population in East London and the surrounding regions of the province. It was reported that human resource capacity is a challenge in the full service branch if the Agency is committed in reaching many young people. It should be taken into cognisance that all full service branches were inherited from Umsobomvu Youth Fund and the National Youth Commission. The location of the office is not suitably placed and visible to allow any young person coming to town to access Agency services. Marketing of the location of the office is critically important to attract the young people to come in large numbers to have access to services. It was discovered that the main road to town does not have any signs which direct young people to the NYDA full service branch. The Agency should prioritise marketing its offices and services on the bill boards around town. The Agency had entered into the Memorandum of Understanding with the local municipalities to open local youth offices as part of making the Agency visible and accessible to the rural youth. Quite a number of these satellite offices
were opened with local municipalities. Participation of the full service branch in the annual tourism expo assist in marketing and reaching many young people.

(b) Services
The NYDA full service branch provides all services like other full service branches are offering. All NYDA programmes are offered in the full service branch. The NYDA is committed in ensuring its visibility and accessibility of the agency full service branch. Young people are exposed to the social media such as facebook and twitter. NYDA nationally is using social media to market its product and services to the youth as part of their marketing strategy.

The full service branch had established Information Day as part of information sharing of services of Agency in the following municipalities: Ingquza Hill and Port ST Johns. The full service branch have entered into a partnership with the local FET colleges in conducting regular job preparedness training session. The full service branch made efforts to engage companies to utilise its database to place young people for employment opportunities and in-service training. 540 young people were placed in the Department of Health which were drawn from NYDA database.

Since the inception of the grant programme, 54 grant funding were allocated to the youth in the full service branch. The grant funding is attracting more youth to open more business opportunities which results into creation of job opportunities. The grant funding is allocated equitably among the youth from all local municipalities. The expenditure of the grant funding in full service branch so far for 2013/14 financial year is R1 468m. Financial constraints as mentioned remains a critical challenge on the ground and unable the agency ability to do more in reaching youth who are in need of services. Grant funding comes in different ways not only monetary, e.g. materials are purchased on behalf of the beneficiaries. Number of young are undergoing through a mentorship programme if they are aspiring to become entrepreneurs. All young people undergoing these process are aspiring to open their new businesses when completing two year mentorship programme. Mentorship programme needed to be enhanced to cater for the youth demands.

Career guidance is been offered to youth in their jurisdictions. Full Service branch have devised some means to reach as many youth in the rural areas who seek career guidance. Satellite, local youth offices organise with the full service branch about the demand on the ground. Group career guidance is delivered at the school and individual career is based on one to one basis. In terms of the Matric Re-write programme, the office targets municipalities which were not targeted in the previous financial years.

(c) Site Visit
(i) Site 1 – Ozzy Eco Décor
Ozzy Eco Decor is a recycling company which gives a new life to waste products (i.e. tyres) by turning them into usable furniture items. The company was founded and led by two creative individuals, Ms Yolanda Msutwana and Mr Sazi Mkunqwana who are young determined entrepreneurs who received funding from the NYDA to start their business. The company at the moment is operating from home of one of the two Directors (located in East London, Southernwood), with a staff compliment of six persons, the two Directors
and four staff members who work on a part-time basis due to financial constraints. It clear that the grant funding is making huge impact in growing the business and creation of job opportunities.

See pictures below: designed using recycling tyres.

Committee Observations

- The site is well managed and run by a motivated and eloquent young entrepreneur, who has received mentoring facilitated through the NYDA.
- In addition to the business skills mentoring, the NYDA funded the enterprise with R50 000.00 worth of manufacturing equipment, i.e. compressor; spray equipment and sewing machines.
- The business was assisted with the branding and marketing of its products and services, i.e. set up a website and produce distribution materials.

(ii) Site 2 – Isolomzi Kitchens and Furniture Designs

Isolomzi is a kitchen and furniture designs company which manufactures and fits built-in kitchens; office and home furniture; partitioning; built-in wardrobes; laminated flooring and roofing. It is directed and run by a young vibrant entrepreneur from East London, Mr Solomzi Thompson. This business is run from a church premises in the city centre of East London.

Committee Observations

- The business is led by a young focused youth who received business skills mentoring from the NYDA.
- The owner also mentors other youth as part of the NYDA's skills sharing program
- The business received funding of R50 000.00 from the NYDA for the purchase of manufacturing equipment.
- The sole proprietor is receiving ongoing mentoring in business and financial management to assist him to further develop his business.

(iii) Site 3 – Nomfuneko Clothing Design
Nomfuneko Clothing Design is a garment, clothing, bags design and sewing business. The company has cooperative with a leather manufacturer for the supply of leather. It is managed and directed by a young female entrepreneur who was assisted by the NYDA to enter a “business plan” competition where she won R25 000.00 to start her business when it was still Umsobomvu Youth Fund. In addition hereto she was assisted through the NYDA grant funding scheme to purchase sewing equipment's. She runs the business within the township of Mdantsane, in a Municipal office. She employed two women to assist in her business. Her business is growing which train young people interested on sewing skills.

Committee Observations

- The Committee commends the NYDA for reaching youth within the township and mentoring them to start up the business.
- The NYDA to should organise exhibitions to market young people product to the international and local market.

3.2 Kwazulu-Natal Province

3.2.1 Archie Gumede Thusong Service Centre

(a) Background
Archie Gumede Thusong Service Centre is located in Clermont under the Ethekwini Metropolitan Municipality. Clermont is one of the township in the Ethekwini Municipality. The township became destination area of people who are migrating to stay next to Durban from rural areas. Clermont has been sprawling with shacks as people migrating rural areas to seek work opportunities in the nearby suburbs of Westville and New Germany, Pinetown and Durban. The area is dominated by African black speaking Zulu language. Archie Gumede Thusong Service Centre was the first one to be established in the municipality to provide community with information and access to services. Service standards are displayed on the board outside the centre. The building is accessible for able and disable people.

The Portfolio Committee was joined by Members of Parliament from the KwaZulu-Natal Provincial Legislature (Parliament), representing the Portfolio Committee on Cooperative Governance and Traditional Affairs, as well as the Premier and Royal Household Committee. The Portfolio Committee held an orientation briefing by Centre Management as well as managers of various Departments providing services in the Centre.

(b) Integrated services
Archie Gumede Thusong Service Centre render the following integrated services which are Department of Home Affairs, Government Communications and Information Systems, Department of Social Development, South African Security Social Agency, Clinic, Department of Justice and Development and municipal services such as Metro Police, Ambulance, Sizakala Customer Centre and office representing people with disabilities.

(c) Observations and Findings
The Committee had observed and discovered the following issues:
Office space is a challenge hindering effective operational services in the Thusong Service Centres. Office space have an impact on the provision of services at the Centre which causes long queues. The Centre uses two boardrooms and floors corridors as a waiting area for the receipt of services. Centre function without capital budget. The Centre is funded by Ethekwini Metropolitan Municipality. It was reported that the Centre cater more than 40 thousands clients to receive its services. Internet connectivity in all the Thusong Service Centres runs smoothly. Members of the public are effectively participating in setting service standards of the Thusong Service Centre through providing feedback utilising customer satisfaction survey. The centre management inclusive of all managers analyse customer satisfaction information and draft report on annual basis to assess level of satisfaction of the services. The Centre had customer service charter which informs the clients about its services. Quarterly meetings are held to coordinate and align plans amongst government departments who render services under the roof of Thusong Service Centre. Lease agreements became common problem in most of the Centres. Government departments rendering services are not paying rent to the Centre. Collection of rent assist with cleaning and maintenance of the building. Shortage of staff from government departments hampers efficiency and effectiveness of the services. Anchor service departments such as Department of Home Affairs have only one official to assist with its services at the Thousong Service Centre. This had negative impact as people opt to travel to town to receive same service offered in the Thousong Service Centre. The office does not have equipment’s for the issuing of smart ID cards, which forces citizens who require that service to travel to town. There is a high demand of SASSA services in the Centre. SASSA service comes ones in a week in the Centre due to office space. SASSA office receive 20 applications of different grants on a daily basis if they are at the Centre. Unavailability of SASSA does not serve the intended objectives of the Thusong Service Centres of bringing anchor departments to provide services under one roof.

3.3 KwaDukuza National Youth Development Agency Local Youth Office

(a) Background
The KwaDukuza Local Youth Office is located in Stanger, in KwaDukuza Local Municipality. The Municipality borders four municipalities which is eThikwini, Ndwedwe, Maphumulo and Mandeni. KwaDukuza Municipality is one of the four municipalities that make up the iLembe District Municipality. Youth dominate the population in the municipality with the total population of 68.4% comprises of younger people who are still under the age of 34 years. The Municipality is working in collaboration with the National Youth Development Agency in mainstreaming youth development. The Deputy Mayor of the KwaDukuza Municipality was part of the team conducting oversight visit for NYDA beneficiaries. The NYDA full service branch in Durban has 17 permanent staff complement. The local youth is well located and branded on the main street of Stanger town.

(b) Services
KwaDukuza NYDA local youth office provides a number of services. All NYDA programmes are offered in the local youth office. It was evident during the visit that grant funding as designed to stimulate entrepreneurship.
among the youth attracts more young people. Approximately 52 applications of grant funding were approved with an expenditure of R1 793m. Beneficiaries had expressed satisfaction for turnaround time of processing of application within 21 days. Grant funding enhances youth participation in the economy. Provision of the grant funding to the youth translate into creation of employment opportunities for young people. KwaDukuza local office is playing pivotal role in providing non-financial and financial support to the youth. The office issued 153 different vouchers to the young people across KwaDukuza Municipality.

As part of promoting health and wellbeing among the local youth, the local youth office in collaboration with the municipality are embarking on continuous basis in substance and drug abuse awareness campaign. There are number of seminars which are been held to promote active youth participation in setting their agenda. Moreover the local youth office offers job preparedness workshops to the youth from various areas. Career guidance is provided as part of assisting and exposing the youth in different academic fields. A total of 42 732 youth had benefited in career guidance programme.

The Committee commended NYDA for putting a stringent measures when allocating grant funding. In most cases grant funding beneficiaries are not receiving cash but the Agency buy equipment’s on their behalf to enable their companies to function well. The Committee is of the view that further assistance needs to be provided to assist beneficiaries in identifying their target market and finding strategies to reach such objectives. However funding constraints remains a challenge in reaching out as many youth. Marketing of small business is too costly to compete with well established businesses.

3.3.1 SITE VISITS

(i) site 1 – Compuzone Training Academy

Compuzone Training Academy is an IT training Centre, located in Stanger town. It is managed by a young female NYDA beneficiary, Ms Buselaphi Precious Mngadi. She received funding through the Business Consultancy Services Voucher Programme in order to establish her own training centre. The agency further mentored her on financial accounting in order to ensure she runs the centre successfully. The beneficiary expressed her appreciation and further justify the existing of the agency in mainstreaming youth developments. The owner indicated that three contract position have been established as way of contributing to job creation among the youth. Training offered in the centre have assisted more youth in getting employment.

Committee Observations

- The Committee commends the services offered to the beneficiary, as the business is functioning profitably. The beneficiary indicated that the business and financial management skills that she has been equipped with have assisted her immensely in the running of the centre.
- The academy capacitates youth with skills which render them employable.

(ii) Site 2 – Best of the Best Dec. Photo and Filming

Best of the Best Dec. Photo and Filming is a photo and filming enterprise located in a township in KwaDukuza. This venture is run by Mr Makhosonke Mahanuga. He was assisted by the NYDA to register the
company; funded to purchase photographic equipment; and thereafter received a voucher for the branding and design of his premises. Mr Mahanuga is making living out of his newly established business. His business is growing and is attracting schools by taking students pictures for developing calendars. Marketing is common challenge facing the small business to print out more materials to market his company. The NYDA had informed the beneficiary about the marketing voucher which can be applied to assist him with marketing his services. Beneficiary expressed a need to have NYDA to exist because most of the youth are unemployed and have good business ideas. The Committee encouraged the owner to attend training on photo shouting and filming to acquire professional skills and certificate if he want his company to thrive.

Committee Observations

- The Committee was informed that the beneficiary had moved from the rented studio due to unaffordability of the rent. He is currently working from home.
- There was a challenge of branding his company where he operates. The NYDA offered to assist him with the voucher on marketing which would cost him R200 for receiving full package.

(iii) Site 3 - Ekamu Clothing

Nkanyiso Mngoma was met by the Committee at the Municipal offices. Nkanyiso originates from the rural Kwadukuza did not let his background and surroundings determine his future to own a clothing label “Ekamu” which is popular amongst the youth that are in tertiary education and the community at large. He approached the NYDA office in 2012 for a loan application of R9 750.00 to purchase stock and for printing of his clothing line. He has since paid up the loan and he is in the process of applying for a grant in order to expand his business. His business is mobile, he literally visits clients and does door-to-door selling. NYDA also assisted Nkanyiso with website development and he takes pride in this assistance since it has improved the business image when it uses its domain rather than a generic web-based account. He further stressed the relevance of NYDA for young people like himself who are “hustlers” since without the agency’s help, he would not have realised his dream.

Committee Observations

- Members of Parliament were impressed with this young entrepreneur and encouraged the provincial government to assist Nkanyiso with government printing work.

3.4 Recommendations

3.4.1 Having interacted with officials in the Thusong Service Centres in both Eastern Cape and Kwazulu Natal provinces, the Committee made the following recommendations that:

3.4.1.1 Government Communication Information Systems should speed up transition of the Thusong Service Centres to Department of the Public Service and Administration. Finalisation of the transition would assist in improving governance matters in the Thusong Service Centres.

3.4.1.2 The DPSA should develop clear funding model of the urban and rural Thusong Service Centres. The model should be presented to the Committee before October 2015.

3.4.1.3 The DPSA should conduct an infrastructure audit of all Thusong Service Centres in the next financial year to ensure compliance with minimum standards as prescribed in the business plan.
3.4.1.4 The DPSA should commence monitoring the Thusong Service Centres on a quarterly basis throughout the country. Monitoring of the Service Centres will provide government with regular feedback on the status quo of service delivery and the Centres.

3.4.1.5 The DPSA should develop a policy guideline on the Thusong Service Centres which explicitly clarifies the roles and responsibilities of various departments.

3.4.1.6 The DPSA should standardise and ensure provision of integrated services particularly anchor departments in all Thusong Service Centres.

3.4.1.7 The DPSA should in consultation with Offices of the Premier and Department of Co-operative Governance and Traditional Affairs forge partnership with municipalities in making the Thusong Service Centres function effectively in delivering integrated services.

3.4.1.8 The DPSA should strengthen institutional arrangements to promote payment of rentals and agreement on service provider commitments to Thusong Service Centres. Furthermore resolve lease agreements with the National Department of Public Works.

3.4.1.9 The DPSA should enter into MOU with anchor departments who provide services at the Centres to encourage them to pay rents. Departments occupying the Cofimvaba Centre should commence paying rentals to the municipality, so that the Intsika Yethu Municipality should continue in maintaining the property and implement any interim measures to allow for improved functioning of the Centre, including erecting temporary office structures.

3.4.1.10 Institutional arrangements are impacting negatively on the Thusong Service Centres. Intergovernmental relations should be enforced at the Thusong Service Centres to promote integrated planning and provision of quality services as envisaged in the NDP and outcome 12 delivery agreement.

3.4.1.11 The Departments occupying the Cofimvaba Thusong Centre as well as the Municipality should establish a Centre Management structure to manage and coordinate activities of the Centre.

3.4.1.12 The DPSA should intervene on shortage of staff at the Archie Gumede Thusong Service Centre. Other Departments at the Centres needs human resource capacity in order to provide efficient and effective services, especially in the rural municipalities. The Department of Home Affairs should increase its staff in the Archie Gumede Thusong Service Centre.

3.4.1.13 The DPSA should ensure that all Thusong Service Centres have Centre Managers to facilitate and to drive provision of service delivery.

3.2.1 Having interacted with officials in the National Youth Development Agency Full Service Branch Offices in the Eastern Cape and Local Youth Office in Kwazulu Natal provinces, the Committee made the following recommendations that:

3.2.1.1 The NYDA should ensure that full service branches are well capacitated with human resource and financial support with aim of reaching as many young people.

3.2.1.2 The NYDA full service branches must be well branded and marketed to attract youth to visit their offices more often. The NYDA should market its offices on the bill boards in towns if their offices are not well located.

3.2.1.3 The NYDA should engage and agree on MOU with the Department of Public Service and Administration to establish NYDA local youth offices as satellites in every Thusong Service Centres as a strategy to address its inaccessibility and invisibility in rural areas.
3.2.1.4 The NYDA should ensure grant funding programme is distributed equitably in full service branches to reach all youth in different categories including rural youth, young women and youth with disabilities.

3.2.1.5 The NYDA should develop exit strategy of youth who continuously benefits on programme such as grant funding to give space to other new upcoming entrepreneurs. Strategy should assist the NYDA to encourage youth benefited to be self-sustainable and request funding in other institutions.

3.2.1.6 The NYDA should intensify its mentoring of young entrepreneurs to ensure that such initiative do not fail.

Report to be considered.