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- 03– MODES OF COMMUNICATION
- 04– COMPARATIVE ANALYSIS OF A SERVICE PROVIDER IN THE PRIVATE SECTOR
(BANKS)
- 05– TYPOLOGY PRECEDENT

DEFINING THE TYPOLOGY



OR

1- ADMINISTRATIVE SYSTEM OF GOVERNMENT



NATIONAL
GOVERNMENT



South Africa was transformed from an authoritarian minority political order to a multi-racial democratic government in 1994 when the first true democratic elections were held. The cabinet of South Africa presides over an annual budget in excess of R674.2 billion and manages the macro-economics of an economy with a gross domestic product of around \$354 billion per year. This means that South Africa has the 26th largest economy in the world by purchasing power parity (CIA, 2011). The cabinet is responsible for deciding how to allocate money between various government departments (Venter & Landsberg, 2006:81).

PROVINCIAL
GOVERNMENT



The roles and responsibilities of government are the welfare of the people as well as maintaining and improving the quality of life of the population. Section 40 of the Constitution of the Republic of South Africa (Government Gazette, 1996:21) distinguishes between three spheres of administrative government; national, provincial and local, which are distinctive, interdependent and interrelated. These spheres of government must observe and adhere to the principles of cooperative government, ensure the wellbeing of the Republic, provide effective, transparent, accountable and coherent government, and not assume any power or function except that conferred on them in terms of the Constitution.

LOCAL
GOVERNMENT



On national level, there is the cabinet which consists of the president, deputy president and ministers. The ministers are the political heads of 28 state departments. The departments function is to serve the county and its citizens (Venter & Mtimkulu, 2006:40).

Unfortunately the lack of service delivery has destructive consequences on citizens' lives and the importance of the administrative systems of government effect the country on many levels. In particular the news articles in illustration 3.4. and 3.5. represents people who commit suicide as a result of not obtaining an identity document.

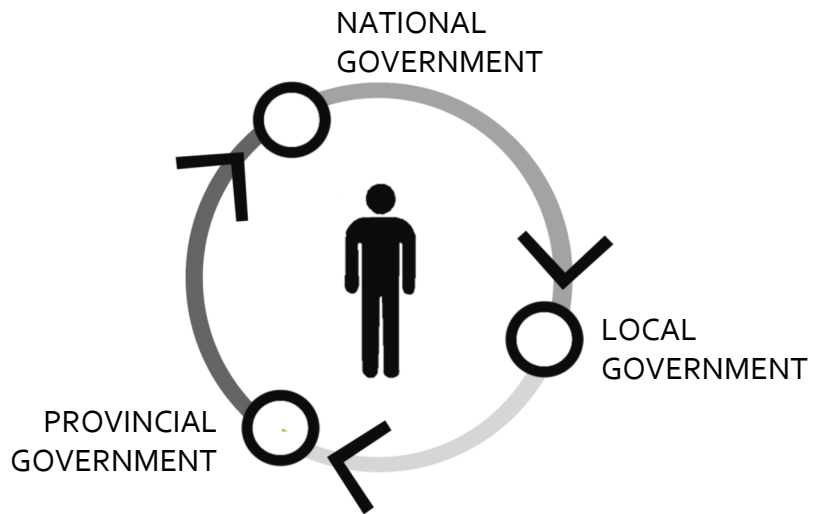
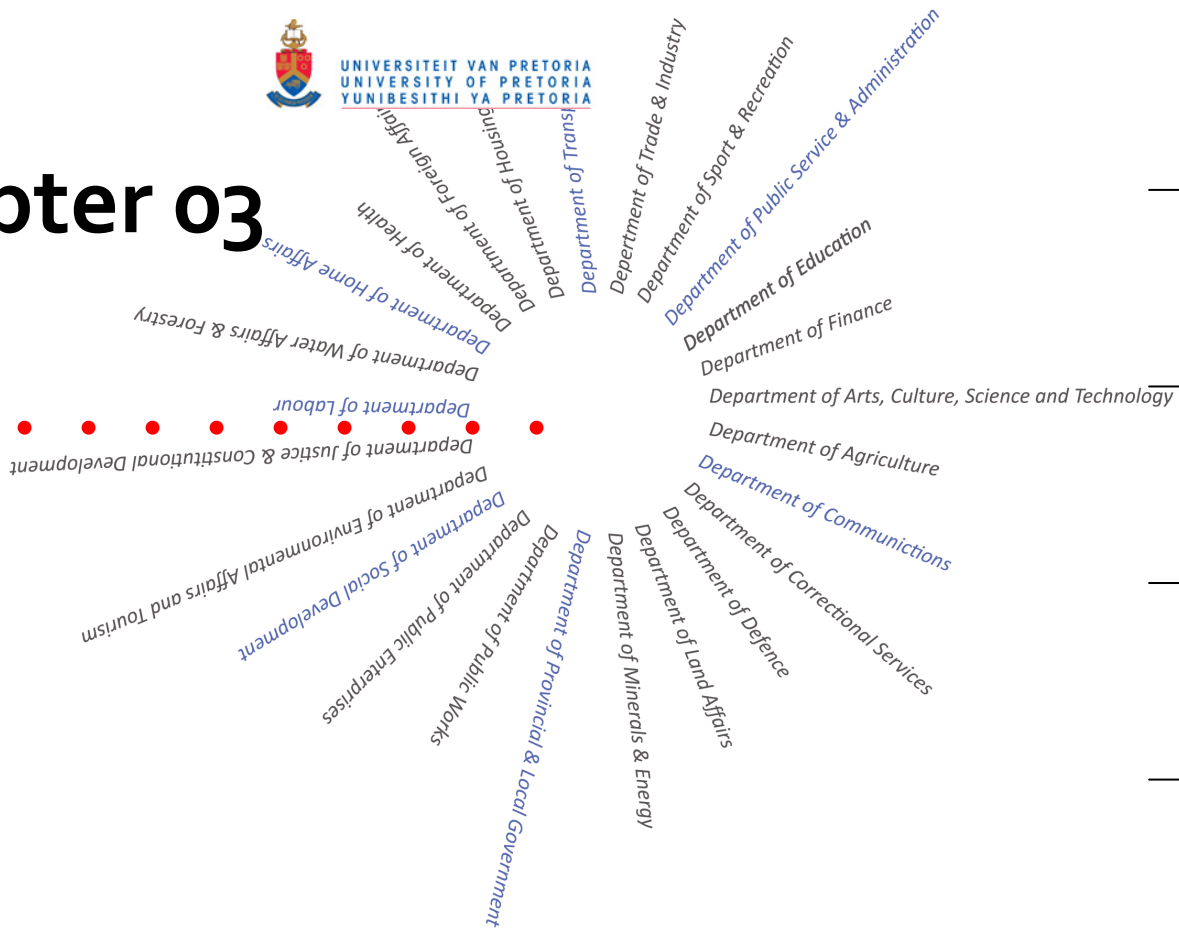


Illus. 3.1. The current administrative system has not evolved from its top-down approach



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chapter 03



Illus. 3.2. Citizen Connect is based on a system where serving the citizen is the central theme

Illus. 3.3. Top. Departments in South Africa

ID book delay drives woman to suicide

BRONWYN GERRETSEN

Goodbye Thando, your mom loves you so much. I am going to rest with my father, where I will not be asked for my ID."

This is an excerpt from the suicide note of a young woman whose desperation to acquire an identity document drove her to hang herself, after three applications to the department of home affairs in more than two years had failed to yield the document.

She had needed it to get a job and fulfil a promise she had made to her mother to take care of her financially once she had matriculated.

The 24-year-old took her life on May 26.

Ironically, four days after her death, Bongekile Lucia Mkhize's identity document was traced to the home affairs office in Umzumbhe, south of Durban. It had been issued on January 23 2006.

However, home affairs officials had been unable to tell Mkhize where it had been posted to.

Mkhize had made the promise to her mother, Bacashile, to repay her for the financial struggle she had endured to put her nine children through school.

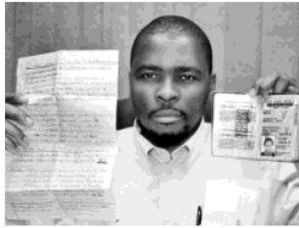
However, when, despite three applications, her identity document still couldn't be traced, the aspiring nurse took her life, leaving behind a suicide note in which she stated that she could no longer live without an ID book.

"What I'm doing mom is because I love you. I couldn't afford to give you as much love as you expected because wherever I went, I was asked for my ID," Mkhize wrote in the note.

Mkhize's brother, Shongani, a paralegal, said his sister had been living with her other brothers at Siyanda, near KwaMashu,

while trying to find work. Her baby daughter was living with her grandmother in the family home at Mgai, Umzintso.

"She finished school in 2004 and needed the ID book so that she could apply for a job. She also needed it so that she could register to study to become a nurse.



Sad: Shongani Mkhize holds his sister's suicide note and identity document that she had applied for three times without success. Photo: Terry Haywood, The Star

"While she was looking for work, she was staying with her brothers near KwaMashu. They helped to support her, but she went home to Umzintso often to see her mother and her baby," he said

"Goodbye Thando, your mom loves you so much. i am going to rest with my father, where i will not be asked for my ID

In 2005 Mkhize went to the home affairs department to follow up on her first application, but was told to reapply as the book could not be found. She did.

When she had still not received it, she returned in 2006, only to be told that it had been posted, but no one could tell her where to.

Mkhize applied for her ID book for the third time at the beginning of this year. However, after almost three years of having to work occasionally as a domestic worker, the frustration pushed the young woman to hang herself.

Her body was found by Bacashile at the Mgai home. Shongani said his sister had not expressed suicidal thoughts in the days leading up to her suicide. Apart from expressing her desperation to get her ID book so that she could "love her mother properly", her behaviour was described by her family as "fine".

Emotions high during ID-suicide funeral

SAPA

Home Affairs Minister Nkosazana Dlamini-Zuma burst into tears when she heard the contents of a suicide note left by a KwaZulu-Natal man who hanged himself after failing to get an identity document (ID).

"What makes me unhappy about this is that my department is supposed to make lives easier for people," said Dlamini-Zuma during Sikhumbuzo Mhlongo's funeral in Nqetho, outside Hillcrest, on Thursday.

Mhlongo hanged himself last week.

In the letter he explained that a Pinetown home affairs official tore up his application for an identity document, effectively preventing him from getting a job.

According to the suicide note read during the funeral service, Mhlongo was informed by home affairs officials in Pinetown that he could not get an ID because he was not accompanied by his parents when he made the application.

His parents died when he was still young.

"I have persevered too long. I have lost my job because my ID application was turned down. It hurts to see my friends going to work," Mhlongo wrote in the suicide note.

The note also stated that Mhlongo had decided to hang himself because he did not want to become a criminal as he could not get a job without an ID.

"I don't want to steal. I prefer to die than to go to jail."

Dlamini-Zuma said Mhlongo's death was to be a turning point for her department, which she said needed a clean up.

"There are so many young people who steal and kill, but Mhlongo decided not to do it. This shows that we still have good young people out there who do not steal even if they struggle in life," she said.

Dlamini-Zuma vowed to make sure that no one else would commit suicide because of the problems they encountered when applying for IDs.

"We want to assure the people of South Africa that things will be sorted out in our department and we will start at the Pinetown office."

"What makes me unhappy about this is that my department is supposed to make lives easier for people,"

She said two people suspected of having ill-treated Mhlongo had been suspended at the Pinetown home affairs office.

Former home affairs minister and Inkatha Freedom Party leader Dr Mangosuthu Buthelezi and KwaZulu-Natal minister for social development Meshack Hadebe were among those who attended the funeral service, held in a small sports ground.

Buthelezi did not speak during the event.



(SAPA, 2009)

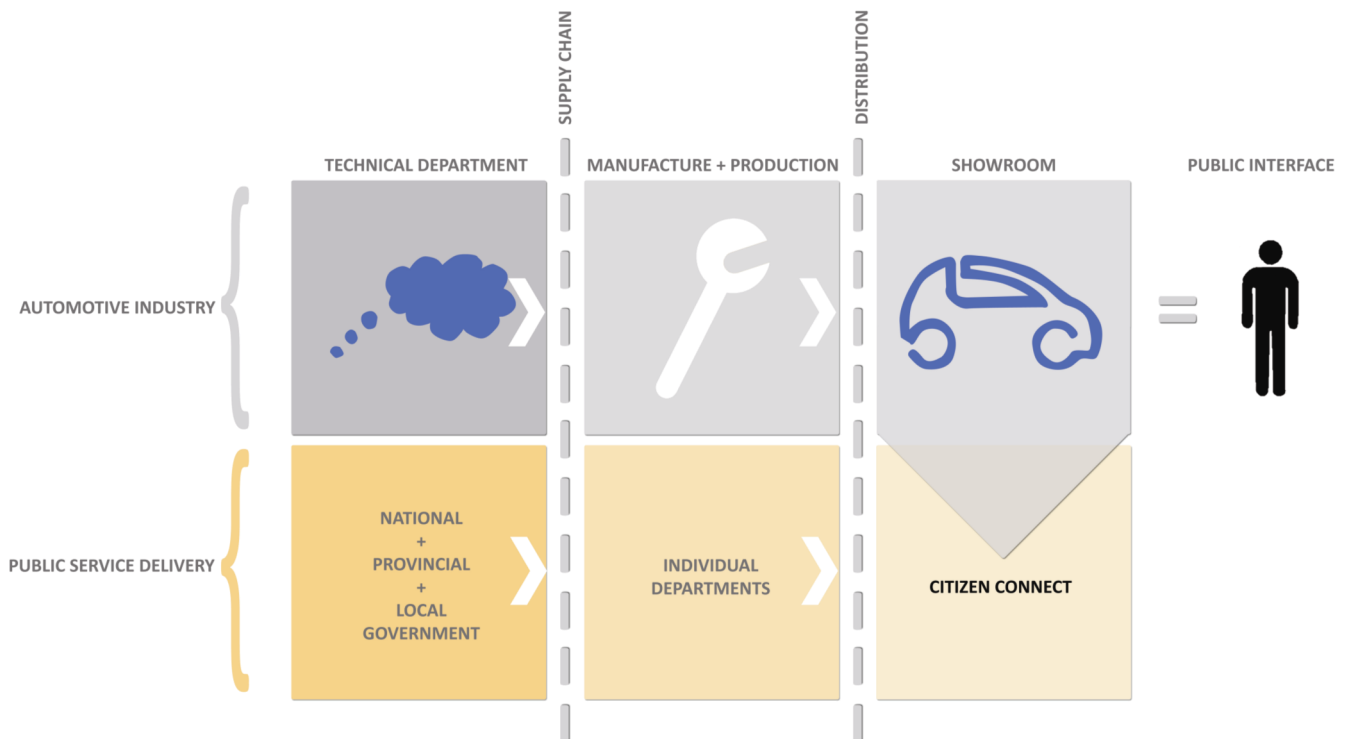
Hadebe said he was saddened that Mhlongo's relatives had allegedly received threats from home affairs officials from the Pinetown office who demanded to know who had accompanied the deceased when he made an ID application.

He said a case of intimidation had been opened.

It was announced during the funeral that Mhlongo's sisters would get a house from government. The orphans had been renting a house in Nqetho.

2 COMPARITIVE ANALYSIS OF PRIVATE SECTOR + *CITIZEN CONNECT*

In order to define the typology of Citizen Connect a comparative analysis is conducted with the automotive industry, as it is an industry that is constantly striving for superior customer service (Hodgkinson, 2000:5). The automotive industry was selected as a private sector service provider, as the public sector is known to lag behind in service delivery when compared to the private sector. The automotive industry can be divided into three simplistic spheres; the technical department, manufacture and production department, and the showroom. The showroom is the sphere where the public interface occurs. The typology for Citizen Connect is the showroom for public services with a public interface.



Illus. 3.6. Comparative analysis of automotive industry and Citizen Connect.

3- MODES OF COMMUNICATION

3.1 BRANDING

A brand is commonly associated with the logo or slogan of a specific product but a brand also surpasses all of that. A brand may be many things; it can be an emotional experience or even how people perceive the product or a service delivered within an environment. Establishing a strong brand happens as a result of consistently delivering on the customer's expectations and beyond. The importance of branding has reached the architectural world by branding spaces and experiences. Knowledge of human behaviours within the built environment acts as an informing agent within branding and architecture.

3.2 BRANDING SOUTH AFRICA

In 1999 the South African Government was in the pursuit of a new coat of arms to visually symbolise the Rainbow Nation, which was to reflect the democracy of the new South Africa embodied in the Sotho phrase *Batho Pele*. The winning design chosen was by Bekker of the FCB Group. It was launched by President Thabo Mbeki at Bloemfontein on Freedom Day, 27th April, 2000. (Shales, 2000) (Illus. 3. 7.)

South African space can be branded through uBuntu African value principles, which forms part of the *Batho Pele* vision. uBuntu is a Zulu word meaning humanness (Broodryk, 2006: 02).

uBfacilitating togetherness – improve teamwork, family atmosphere, moral support
implementing brotherhood – experiencing unity, *simunye*, solidarity, commitment
support equality – practicing non-discrimination, acceptance by all
endorsing sharing – create different responsibilities, happiness and sorrow-participation
showing sympathy – applied listening, problem analysis, consolation
practising empathy – establishing open-mindedness, understanding
honouring compassion - value peace, cohesion, warmth
showing respect - structured order, discipline, dignity
allowing tolerance – self-controlled calmness, coolness, forgiveness
saluting humanness – liven softness, bliss-ness, helpfulness
propagating harmony – resulted steadiness, non-chaos, clarity of vision
redistributing wealth (and knowledge) – obtaining sustainability, cooperation, capacity
applying obedience – justified relationship, convention, custom, value, norms
living happiness – enjoying spontaneity, long life, friendliness
loving wisdom – executed resolution, decision, evaluation, happiness
 (Broodryk, 2006:02).

The virtues listed above are not only principles that are shown to other people but also to animals, nature, the spiritual world and the communal environment. These principles can also infer the built environment and therefore Citizen Connect.

Illus. 3.7. The coat of arms of South Africa.

Rising sun: symbol of brightness and splendour, source of life and light. Symbol of rebirth and oneness of humanity

The great powers of the world have done wonders in giving the world an industrial and military look, but the great still has to come from Africa – giving the world a more human face.

Steve Biko
(Brodryk, 2006:02)

Secretary bird: messenger of the heavens and protects the nation from its enemies

King protea: South Africa's national flower

Spear and Zulu fighting stick: symbols of defence and authority, arranged lying down in peace

Golden shield: symbol of spiritual defence

Elephant tusks: symbolise wisdom, strength, moderation and eternity

Khoisan figures: oldest inhabitants of South Africa and some of the oldest on the planet which represent the whole of humanity and facing each other in greeting unity

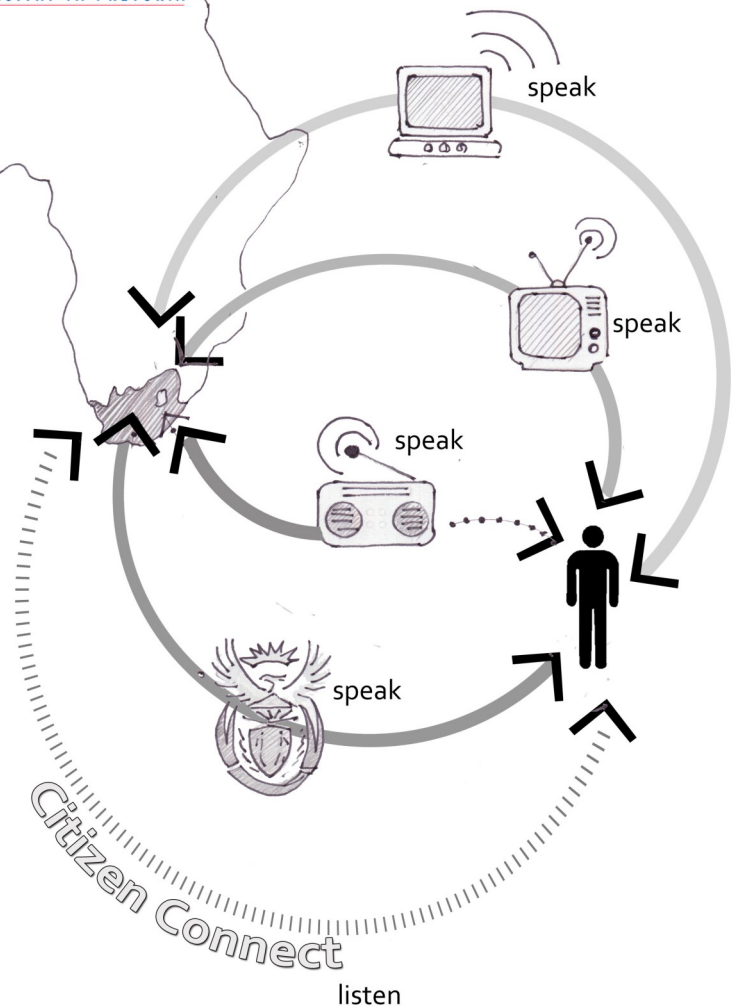
Ears of wheat: traditional emblem of fertility; representing the idea of growth, germination, the development of potential, as well as agriculture and nourishment of people

Two ovals: symbol of infinity

Hatching bird from egg: symbol of rebirth of the nation

Khoisan language: translated diverse people unity





Illus. 3.8. Modes of communication between the government and the citizen

3.3 CONCLUSION

*** GOVERNMENT SPEAKING TO THE CITIZEN:**

South African government is also reaching the people through technology such as television, radio and the internet. E-government has been put in place to facilitate service delivery. Television and radio is reaching a large spectrum of people, one example being a health broadcast channel as a means of distributing information about HIV/AIDS (International AIDS conference, 2004), and another being through a social medium game, government is hoping to influence the youth in using electricity wisely (National Energy Efficiency Campaign, 2011) (see *illus. 3.8.*)

*** GOVERNMENT LISTENING TO THE CITIZEN:**

Citizen Connect will serve the people by taking service delivery and access to the next level, where a building will serve as the interface between government and people. (see *illus. 3.8.*)

4 COMPARATIVE ANALYSIS OF A SERVICE PROVIDER IN THE PRIVATE SECTOR

4.1 CURRENT INTERNATIONAL TREND IN BANKING

An analysis is conducted between banking as a service provider in the private sector. Historically, one of the intentions of the design of a bank was to convey security to its customers. This was done by using elements such as brick and columns. These elements were used to communicate strength and to assure you that your money was kept safe. Tellers were caged behind bars to further reinforce the concept that possible thieves were kept away from the client's money (Williams, 2006).

Today, with advanced technology and security, such as cash dispense systems, banks maintain the required security and are able to focus on creating open environments where it becomes possible to build relationships with customer to better sell their products.

The driving force behind this shift in identity is increasing competition in the sector. Statistics show that over 80% of all sales are made within the branch (Banking Journal, 2006). As a result executives have begun to capitalise on the brand, as the branches are the banks most valuable assets. Branches, as service providers, further reinforce the concept of service delivery by installing internet stations, plasma TV's, libraries, kids corners and coffee bars within the design of the branch. Value-added service experience creates a sense of ease; the user feels free to interact with the environment and explore product offerings (Williams, 2006).

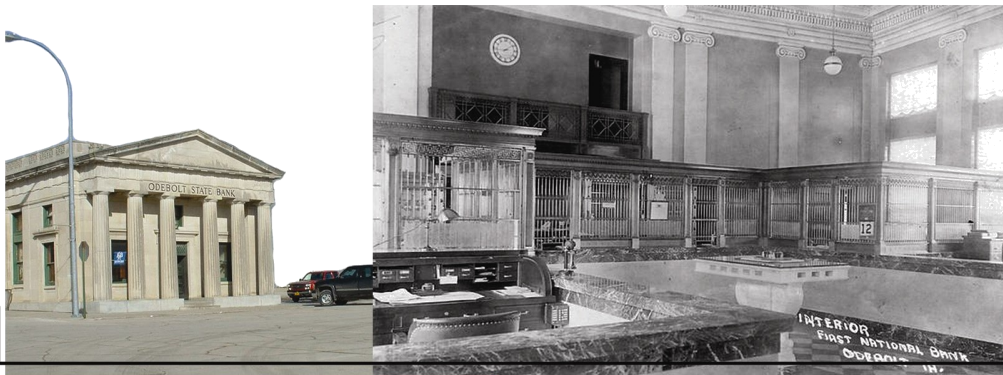
4.2 CASE STUDY OF SOUTH AFRICAN BANK: ABSA

Absa's slogan *Today, Tomorrow Together* is a pay-off line, which reflects the characteristics of approachable, professional, friendly and an accessible financial services institution (Swart, 2009). Absa had to establish a new brand when it became the amalgamation of four other banks in 1991; Volkskas, Allied, United Bank and Trust Bank, and thus became Amalgamated Banks of South Africa. The goal was to change the current perception and brand of the bank from one that was a conservative group into one that would appeal to all South Africans (Swart, 2009).

Research was conducted in which the consumer had to choose a bank based on friendliness, sound financial security, good image and the ability to identify with the customer. According to statistics, Absa is rated as one of the 10 top brands in South Africa (Brands & Branding, 2009: 03).

Once the characteristics of the new brand were defined, Brand Union was appointed to establish a new logo and a brand for the Absa group, with the characteristic elements being used in the branch interiors. In the design of the branches, Absa is revolutionary when compared to other banks in South Africa, by creating an open, inviting and friendly environment, without compromising on security by implementing appropriate technology. The branch architecture reflects the core values of Absa:

Value our people and treat them with fairness
Demonstrate integrity in all our actions
Strive to exceed the needs of our customers
Take responsibility for the quality of our work
Display leadership in all we do
(deJager, 2011).



Illus. 3.9. Exterior of Odebolt's Historic Bank, Iowa

Illus. 3.10. Postcard of Odebolt's Historic Bank, Iowa



Illus. 3.11. Old Nederlandsche Bank, Church Square, Pretoria

In the design of the branches, Absa is revolutionary when compared to other banks in South Africa, by creating an open, inviting and friendly environment, without compromising on security by implementing appropriate technology.



Illus. 3.12. The design process of the Absa logo



Illus. 3.13. The open and accessible Absa brand

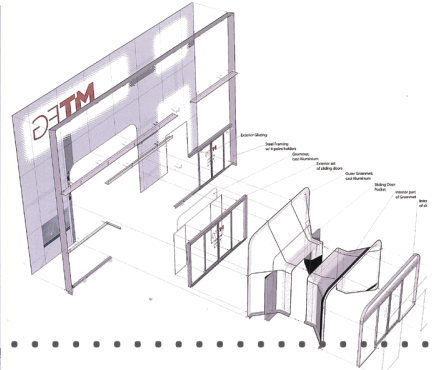


Illus. 3.14. Postcard of Odebolt's Historic Bank, Iowa

Historically one of the intentions of the design of a bank was to convey security to its customers. Security was conveyed by using bricks and columns. These elements communicated strength and the idea that your money was safe. Tellers were caged behind bars to further reinforce the concept that possible thieves were kept away from the client's money (Williams, 2006).

Illus. 3.15. MTFG bank

Even with the innovation of e-banking, there is still a need for access to cash points. The bank does not call itself a branch but a store with products for sale. Since the revamp of the new brand, there has been an increase in customers (Vaudrey, 2005: 44)



Illus.3.16. Westpac Bank Branch, LWA Design, 2003. Exploring a range of customer experiences in the 21st century. (Frank, 2003)



Illus. 3.17. Sugamo Shika Bank, Tokyo

café



Illus. 3.18. ING Bank, New York

In New York, ING Bank introduced a hybrid concept of a bank branch, coffee shop and a meeting place. There is an element of pride and fun instilled in the staff from this work environment, where they call themselves bankaristas; you can order a latte whilst opening a savings account. Similar concepts have been implemented in these banks in which there is a full drinks menu, sandwiches, juices, free wireless, flat screen TV's, branded merchandise and even financial tools on sale for clients of all ages. The branches have reportedly attracted new deposits because of this inviting atmosphere, which gives the customer a sense of value for money. (Elson, 2007)

5—TYPOLOGY PRECEDENT

City Hall: Kortrijk



Location: Kortrijk, Belgium

Client: City of Kortrijk

Architect: NoA. Architects

Date: 2001—2003

Floor area: 2870m²

Link: administrative activities + ceremonial activities + shops

Illus. 3.19. Belgium

The City of Kortrijk grouped its administrative departments into one building, forming part of the historic City Hall resulting in a link being established between administrative facilities of the centre and ceremonial activities of the Town Hall within this common location.

The design meant stripping the existing bank building to its concrete shell, which opened the walls and roof, filling the space with natural light and inviting views in (and out) of the building. Viron, from noA said the concept concerned was; *transparency, a customer-friendly atmosphere and efficiency* (Frame39, 2004: 136). The centre is located on a major shopping street, which influenced the designers in formulating a concept based on the social service marketplace.

The internal layout of the departments are represented by six different colours, reminiscent of a shopping centre with shops within a shop. The user navigates through the space step-by-step using the different colours. (Frame39, 2004: 136)

Illus. 3.20. Roofscape: skylights bring daylight deep into the building with greenery visible to and enjoyed by civil servants.

Illus. 3.21. Curtains create a visual and acoustic buffer

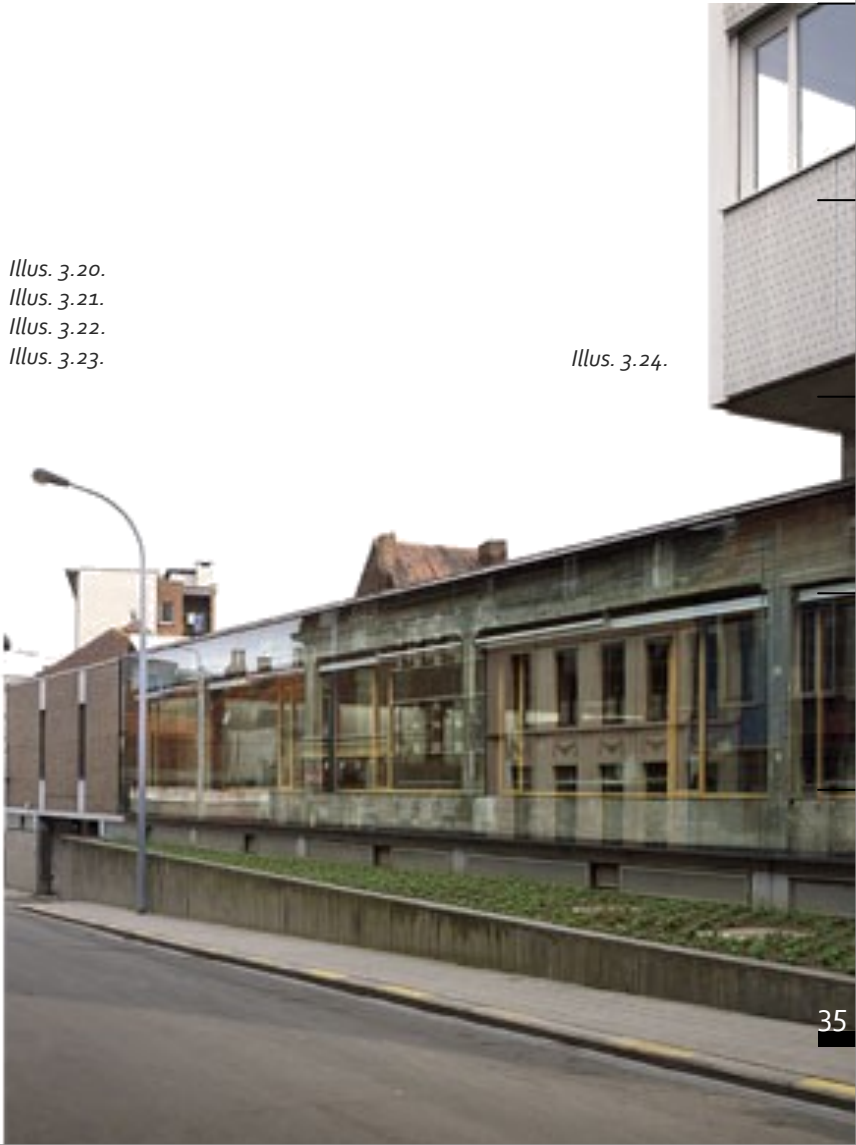
Illus. 3.22. Consulting areas with polycarbonate partitions create discrete consulting rooms

Illus. 3.23. Exterior photograph showing the exposed concrete shell and the windows allowing light into the building and views both in and out



Illus. 3.20.
Illus. 3.21.
Illus. 3.22.
Illus. 3.23.

Illus. 3.24.





Poupa Tempo

Location: Brazil
Client: State government of Brazil
Date: 2000 - present
Link: shopping centre + transport node + public open space

Illus. 3.25. Brazil

Poupa Tempo, Portuguese for *little time* is a centre established by the government of Brazil. The centre brings administrative services, state, municipal and federal, to a single location, offering the citizens time-saving opportunities. Time-saving is not the only objective (the ticketing system put in place indicates awaiting time); the change in the standards of service, result in the citizens' gaining respect for the government and its employees.

The locations of these centres were strategically placed in already convenient sites such as busy transport nodes or shopping centres. The success of the centres is demonstrated by growth in numbers being built (TimeSaver, 2011).

The common services that are housed include: vehicle registrations, driver's licenses, national identification cards, labour cards and unemployment insurance (TimeSaver, 2011). A survey conducted in 2009 yielded the following results with regards to customer service satisfaction (Poupatempo, 2011) :

Excellent	36%
Good	49%
Acceptable	12%
Bad	03%
Extremely poor	00%

Illus. 3.26. Map indicating the position of Poupa Tempo and the square

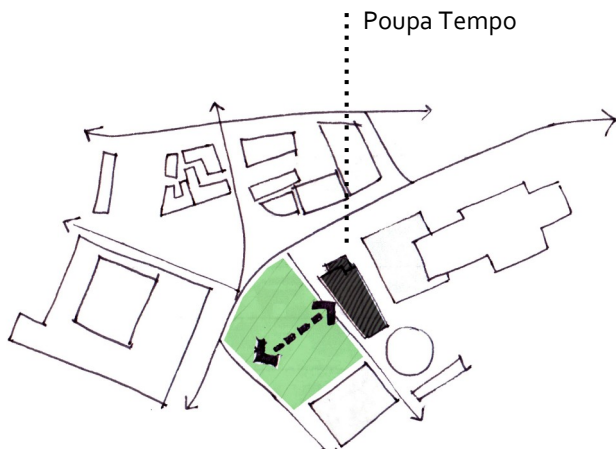
Illus. 3.27. Citizens gathering in the square

Illus. 3.28. Employees of Poupa Tempo celebrating the inauguration of one of the new centres

Illus. 3.29. Poupa Tempo, Sao Paulo

Illus. 3.30. Poupa Tempo, Se

Illus. 3.31. Mobile Poupa Tempo



Illus. 3.26.



Illus. 3.27.

Illus. 3.28.



Illus. 3.29.



Illus. 3.30.



Illus. 3.31.



Metro Link

Location: Braamfontein, South Africa

Client: City of Johannesburg

Architect: Albonico Sack Mzumara Architects and Urban Designers

Date: 2006 — 2007

Illus. 3.32. South Africa

The Metro Link Reception Centre formed part of the Braamfontein regeneration project. The function of the project was to provide a legible front door and public interface for the multi-story Jo'burg Metro Centre. The link provides service delivery to the public by concentrating all access to information in a single user-friendly facility and thus reduces the need for members of the public to access the existing building. Existing infrastructure will be optimised and the connection between the centre and surrounding facilities of Braamfontein will be improved.

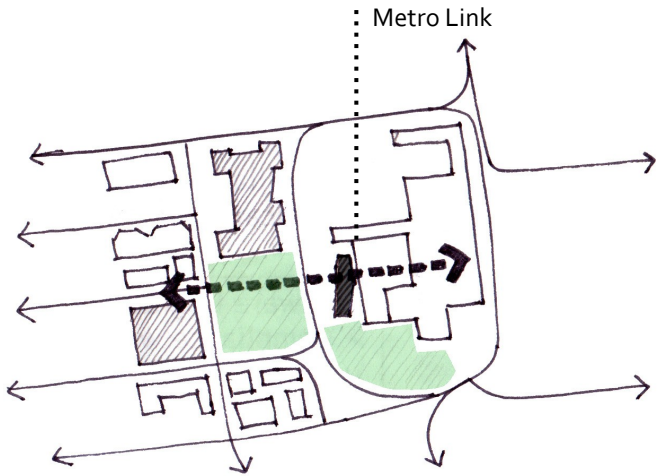
The building has a strong identity, although small in scale when compared to the large scale of the existing Metro Centre. It has the characteristics of a customer relations centre, with its elements of transparency and welcoming; internal activities and external urban activities can be viewed. Robust materials were chosen and double-glazing to ensure sustainability and comfort.

Virgil, spokesperson of the city, said that the citizens using the facility are impressed with the good service they are receiving and they find the processes accessible, easier and quicker than before, such as with the implementation of ATM machines, which are not traditionally used in this design (Kogowedi, 2007).

Illus. 3.33. Map indicating the connection of the Metro Link to the surrounding urban fabric

Illus. 3.34. Interior

Illus. 3.35. Exterior



Illus. 3-33.



Illus. 3-34.

Illus. 3-35.



comparative scale study

A scale comparison study was done from buildings with a similar typology to determine if the selected site is appropriate in terms of available area and, further, to understand the extent of the programme.

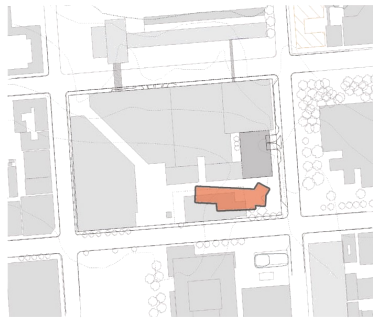
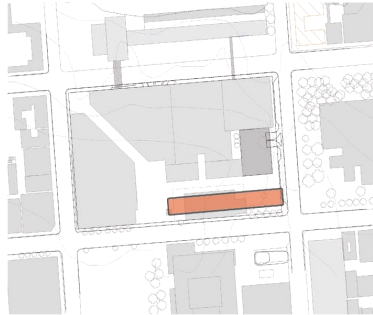
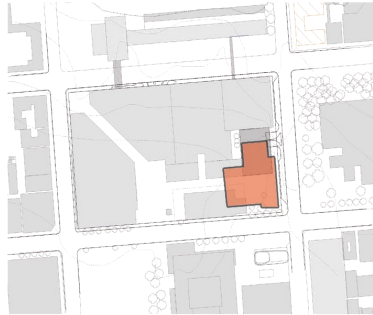
CITY HALL, Kortrijk: Belgium
One floor

POUPA TEMPO, Se: Brazil
Two floors

METRO LINK, Johannesburg: South Africa
One floor + mezzanine level

CITIZEN CONNECT, Pretoria: South Africa
Two floors

Illus. 3.36. City Hall scale comparison study on site aerial photo
Illus 3.37. City Hall scale comparison study on figure ground plan
Illus 3.38. Poupa Tempo scale comparison study on site aerial photo
Illus 3.39. Poupa Tempo scale comparison study on figure ground plan
Illus 3.40. Metro Link scale comparison study on site aerial photo
Illus 3.41. Metro Link scale comparison study on figure ground plan
Illus 3.42. Citizen Connect scale comparison study on site aerial photo
Illus 3.43. Citizen Connect scale comparison study on figure ground plan



Illus. 3.36.
Illus. 3.38.
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Illus. 3.37.
Illus. 3.39.
Illus. 3.41.
Illus. 3.43.