



Province of KwaZulu-Natal

**OPERATION SUKUMA SAKHE STRENGTHENING
AND CO-ORDINATION AND INTEGRATION OF
FIELDWORKERS**

21 JUNE 2017

PROVINCIAL COUNCIL ON AIDS MEETING



OUTLINE

- **History of OSS**
- **Background of OSS**
- **Re-configured OSS in order to strengthen the implementation at ward level**
- **Co-ordination and integration of fieldworkers**
- **Next steps**
- **Recommendations**



= BACKGROUND: HISTORY OF OPERATION SUKUMA SAKHE

- **8 February 2008:** The then South African President, in his State of the Nation Address announced the *National War on Poverty Campaign*
- **2008:** KZN launched War on Poverty in uMsinga
- **2009:** KZN launched *KZN Flagship Programme* which was using the War on Poverty approach, focusing on three components:
 - Fighting diseases in particular HIV and AIDS and TB and Poverty
 - Food Security
 - Empowerment of Women and Youth and driving an aggressive behaviour change against social ills: Teenage Pregnancy, Gender-based Violence, HIV and AIDS, Substance Abuse, Crime, Road Accidents. This commenced in uMzinyathi, eThekweni and uThungulu and subsequently to the whole Province
 - PTTs, DTTs and LTTs were established in all districts
 - Households were profiled and immediate services provided; in some instances houses were delivered
- **April 2011:** Re-launched Flagship programme as *Operation Sukuma Sakhe* which was embracing the community partnership



Operation Sukuma Sakhe



Operation Sukuma Sakhe



Operation Sukuma Sakhe Logo



At the centre is the red ribbon signifying the challenge of HIV and AIDS and TB that the Province faces. The open hands means empowerment of the people. The hands are all the citizens that are standing up to build in KwaZulu-Natal

ALIGNMENT OSS TO NATIONAL AND PROVINCIAL STRATEGIC PLANS AND PRIORITIES



FIVE CRITICAL AREAS OF OSS



BENEFICIARIES OF OSS



STRENGTHENING OPERATION SUKUMA SAKHE

- The Premier has articulated through the SOPA and Budget speeches the importance of OSS and the fact that it is not delivering its desired effects especially the role of all stakeholders at war room level has to be clarified. OSS is an approach that is driven by activism. The challenges facing the Province can be addressed if everyone plays their role
- Also the Members of Executive Council in Lekgotla noted that the OSS needed to be strengthened and in particular at a war room level.
- The integration of information system at ward level to allow information to flow, address service delivery challenges of the ward, address behaviour change of communities with core of driving moral regeneration and social cohesion at the centre of fighting social ills.
- Therefore the next slides outlines the war room and its members, clarifies roles and responsibilities.
- The leadership role of all stakeholders is also outlined

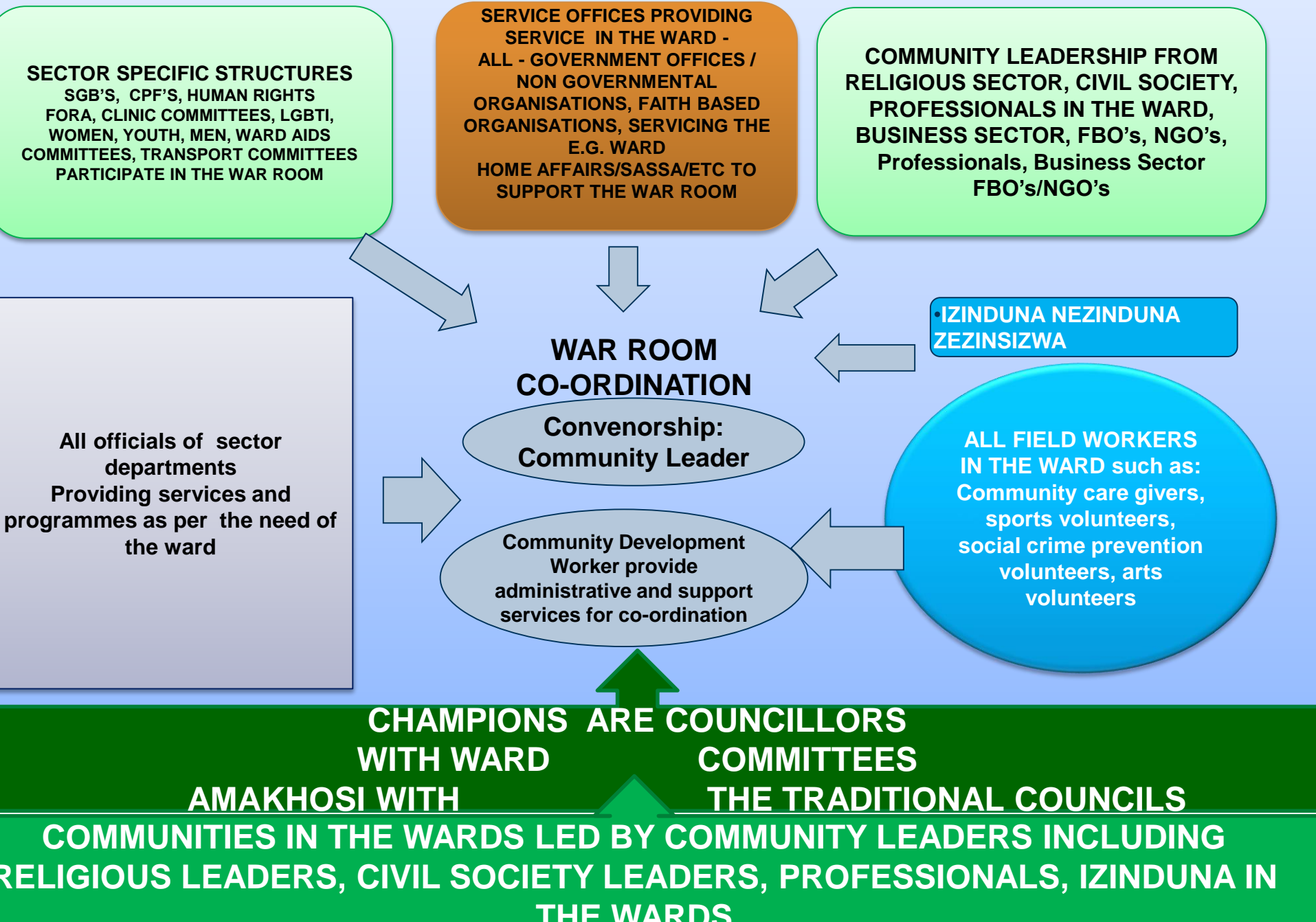


ROLE OF LOCAL GOVERNANCE

- Local governance is one area with the practice of democratic governance.
- It falls within the functional domain of public sector management. Its role is to promote democratic participation and good governance at local level whilst seeking to attain sustainable human development.
- It therefore does not talk of local government rather it includes Community based leaders and organisations and agencies, local and international non-governmental sectors, local, provincial and national government, and the private sector.
- Therefore in tackling poverty and social ills associated with it, inequality, unemployment, good governance at local level is not the solely ambit of government but civil siociety and private sector have a major role to play especially because they are closer to the people at the ground or ward level



THE OSS WAR ROOM : THE APPROACH AT THE WARD LEVEL



LEADERSHIP AT WARD LEVEL

Community Leaders

- These are individuals who play a leading role in community affairs. This group includes Amakhosi, Izinduna, Religious leaders, Professionals residing in that particular ward. They lead in driving the Operation Sukuma Sakhe in the Wards

Religious Leaders

- Religious leaders are trusted and respected in communities throughout the world. People will seek counsel with them in family matters, personal matters, and decisions around their health, education, livelihood and their own roles in communities. They understand local community needs and can communicate citizen interests to development professionals, while also using their weekly sermons and other outreach to provide information on development initiatives and opportunities to community members. They have established networks of volunteers and community groups and have the biggest potential in promoting and sustaining positive values, change in social norms, attitude and behaviour that affects the wellbeing and development of our society.



LEADERSHIP AT WARD LEVEL

Amakhosi

- Increase participation in planning, implementation, decision-making for the development of the community.
- They also advocate, lead in the moral regeneration and social cohesion fighting against social ills and drive moral regeneration in a culturally acceptable way for that community.

Izinduna zamakhosi

- To support programmes geared towards moral regeneration and social cohesion
- To promote and accelerate service delivery to traditional communities
- To participate in all developmental initiatives by government and traditional councils
- To participate in ward committees
- To promote development initiatives for the youth, women and people with disabilities
- To lead in the fight against social ills such as HIV, substance abuse, gender based violence, crime, teenage pregnancy



LEADERSHIP AT WARD LEVEL

- **AMABUTHO, IZINDUNA ZEZINSIZWA**
- **Participation of amabutho and izinduna zezinsizwa in programmes that addressed communities such as moral regeneration and social cohesion, fighting social ills rape, crime, substance abuse, teenage pregnancy, HIV**
- **Promote healthy lifestyle and safe behaviour, male medical circumcision and**
- **Participate in government service delivery programmes**
- **Promote development in communities**
- **Participate in reviving and strengthening culture, tradition, customs and heritage,**
- **Participate kwimikhosi yezizwe zamakhosi, imigubho yasendlunkulu, ukuqiniswa nokwkhwiwa kwamabutho**



LEADERSHIP AT WARD LEVEL

Leaders of Civil Society organisations in the ward and their role in OSS.

- Civil society is a part of society that connect individual citizens with public realm and the state
 - Representation (organizations which aggregate citizen voice)
 - Advocacy and technical inputs (organisations which provide information and advice, and lobby on particular issues).
 - Capacity building(organisations which provide support to other CSOs, including funding).
 - Service delivery(organisations which implement development projects or provide services).
 - Social functions(organisations which foster collective recreational activities).
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LEADERSHIP AT WARD LEVEL

Ward Committees

- The government established Ward Committees to encourage community participation.
- As a legislated body, their overall task is to make the Municipal Council aware of the needs and concerns of residents and to keep residents informed of the activities of the Municipal Council.
- They are therefore important in ensuring information flows from the War Room to the Municipality and need to participate actively in War Room activities



LEADERSHIP AT WARD LEVEL

Sector Specific Community groups (SGB's, CPF's, Clinic Committee's, LGBTI, Women, Men, Youth, Transport Forums)

- These are the people who are community representative for sector specific area; engaging with government and ensuring that communities are involved in service delivery.
- They are an important resource in war rooms, in advocating for services within the particular sector. They also facilitate constant engagement between communities and the sector. In war rooms they provide feedback on services by the sector, challenges faced by the sector, opportunities for integration and further take challenges that community faces on service delivery regarding that sector ensuring that there is continuous, quality service.



LEADERSHIP AT WARD LEVEL

- **Business sector**
- **promotes a vision of business accountability to a wide range of stakeholders, besides shareholders and investors**
- **Business should be more than just profit, but should bring value to local communities within which they operate. These could be through partnering with local NGO's, promoting and advancing local economic development, employment of local people, developing interventions together with communities that advances development.**
- **These roles are to be led at ward level (war rooms) and the results thereof reported at that level.**
- **Corporate Social Responsibility is an important element in the war rooms.**



LEADERSHIP AT WARD LEVEL

- **Councillors and political leadership**

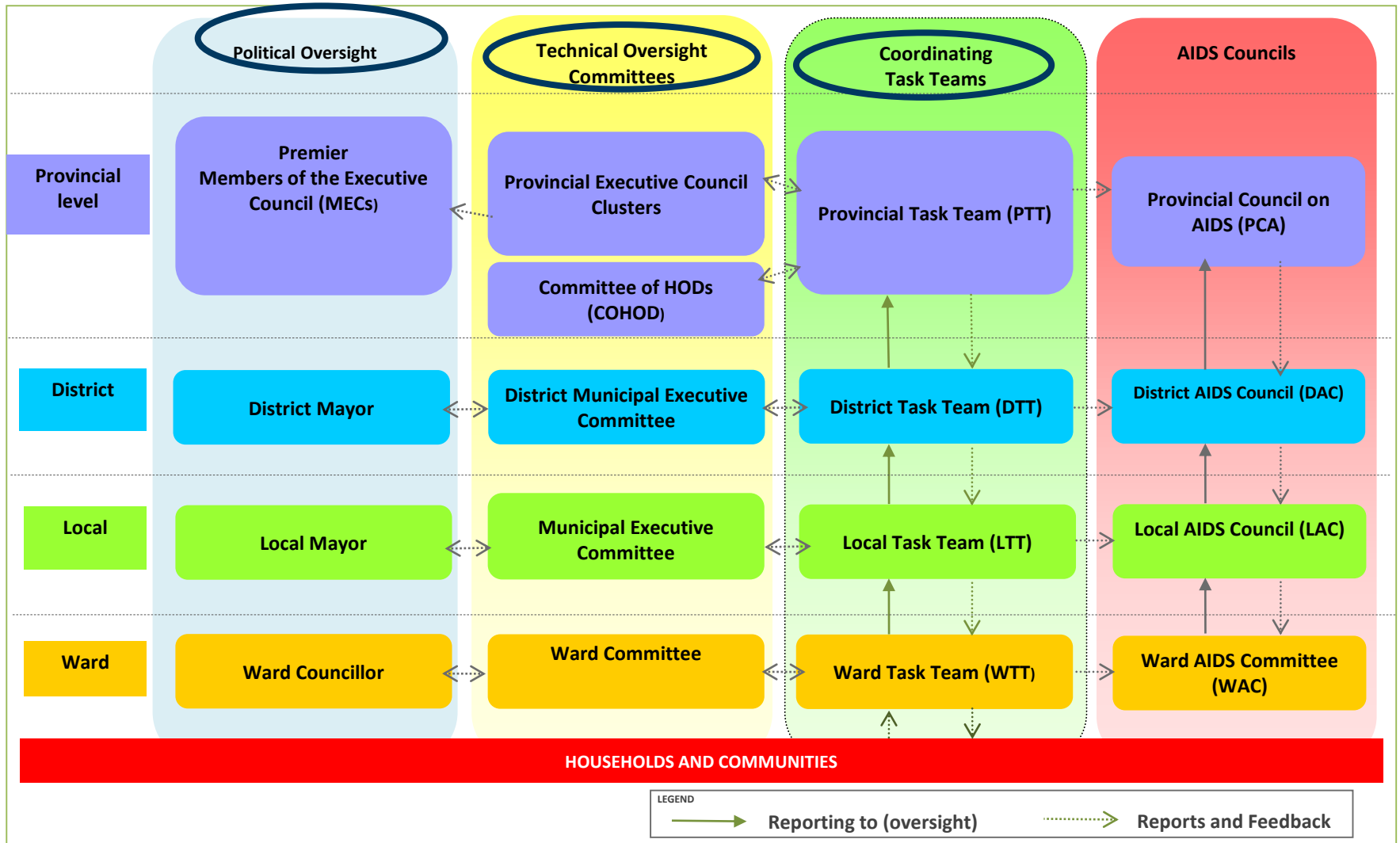
Their role is championing OSS

Support and oversight on OSS in the ward, local and district municipality

Report on OSS at Council Level



OSS INSTITUTIONAL STRUCTURES





Province of KwaZulu-Natal

CO-ORDINATION AND INTEGRATION OF FIELDWORKERS IN THE WAR ROOM



FIELDWORKER CO-ORDINATION AND STREAMLINING IN THE WARD

Purpose:

- To develop guidelines on Fieldworker Co-ordination and Integration in the province

Expected Outcomes:

- Co-ordinated and streamlined fieldworker job descriptions, employment contracts, stipends and benefits
- Co-ordinated and integrated fieldworker reporting lines at all levels including supervisory support provided to Fieldworkers
- Streamlined inter-sectoral governance and coordination of all fieldworkers at War Room level
- Integrated Monitoring, Evaluation and Reporting system (including data collection and reporting tools)



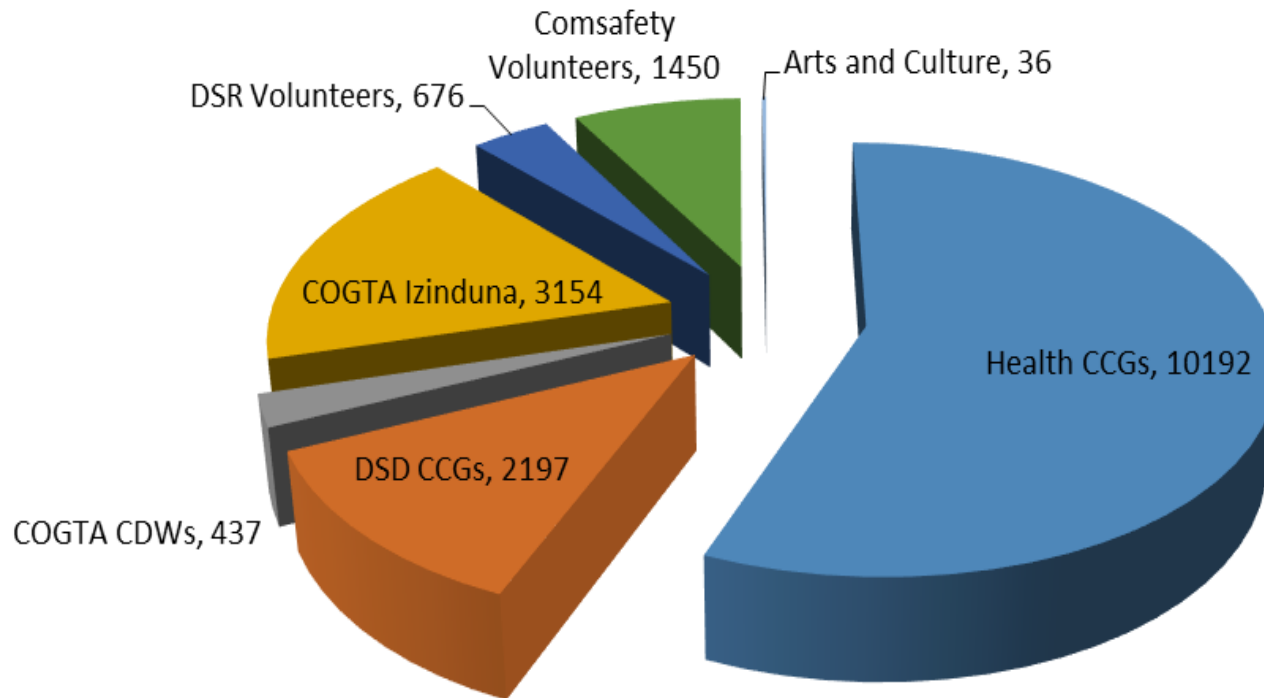
THE VARIED FIELDWORKERS IN THE WARDS

- There are different types of fieldworkers at ward level:
Salaried, with stipended, without stipends, permanent or temporal contracts
- They conduct practical activities at ward level
- They interact directly with beneficiaries (front line interaction for the Departments) some at community level and others at facility level.



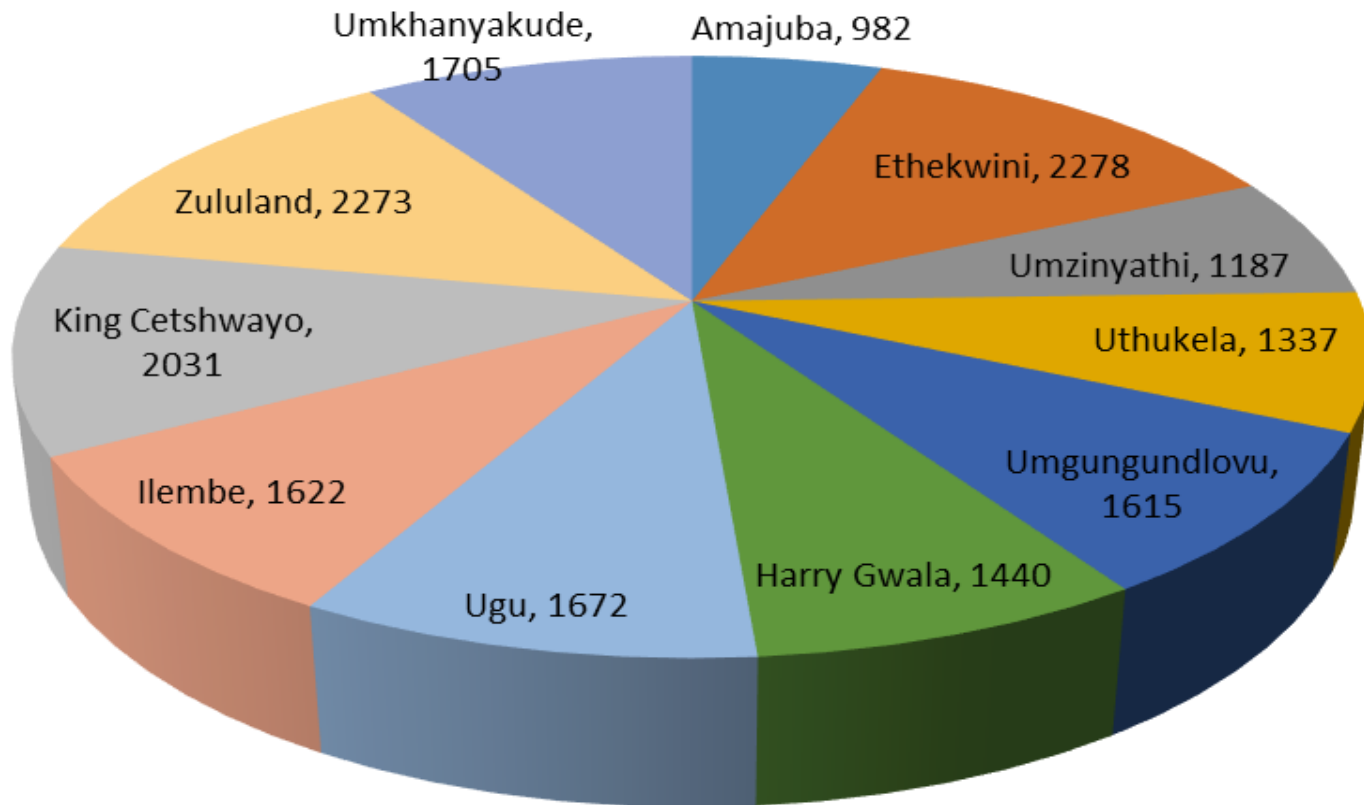
CURRENT SITUATION OF FIELDWORKERS IN KZN

Distribution of Fieldworkers by Department and Cadre

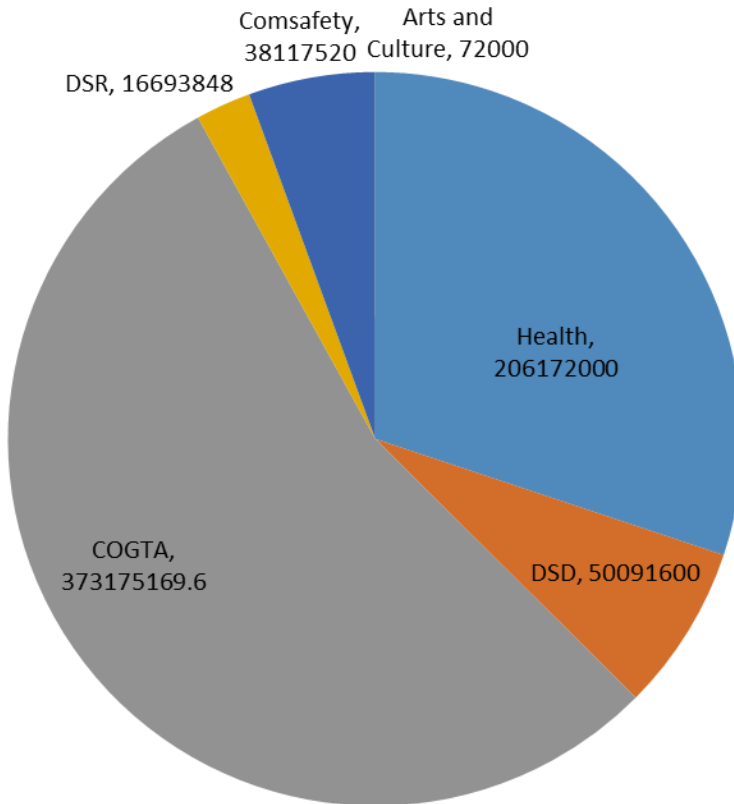


FIELD WORKERS BY DISTRICT

Allocation of Fieldworkers by District



CURRENT COST BY DEPARTMENT



Department	Unit Cost/Volunteer	Total Cost	No of Field Workers
Health	R1800 per CCG R2,400 per CCG supervisor	206,172,000	10,192
DSD	R1,900 per CCG	50,091,600	2,197
COGTA	R13,146.54 per CDW R8,038.33 per Izinduna	373,175,169.60	3,591
DSR	R2,130 per Volunteer R2,430 per Team Leader	16,693,848	676
Comsafety	R1,869 per Volunteer R3,030 per Team Leader	38,117,520	1,450
Arts and Culture	R2,000 per Youth Patriots	72,000	36
Total		701 160 057.60	18,142



DISCREPANCIES IN HRM

	Key Discrepancies
Skills set mismatch	Some field workers are employed on NQF level 3 position but do not possess the minimum requirements for the job.
Contract duration	Range from 1 year to 5 years
Varying Stipend rates	Although all stipended volunteers are employed under the Ministerial determination, stipends range from R1,800 to R2,400 depending on the employing department
Scope of Work	No standardized target reach of communities e.g. CCGs expected to reach 60 households per month and also engage in community outreach/dialogue
Supervisors workload	Supervisors managing an average of between 5 volunteers (eg DSR) and 20 volunteers(CCG supervisors) with different pay structures



RATIONALE FOR INTEGRATION OF FIELDWORKERS

- Cost efficiency for departments and community members
 - Role clarity
 - Reduction in duplication of service delivery
 - Improved inter-departmental coordination
- Technical efficiency through synergy and complementary service delivery
 - Improved referral and closure of cases
- Effective HR management and supervision
 - Standardized recruitment and retention
 - Equitable distribution of fieldworkers
 - Better workload management
- Results oriented
 - Streamlined monitoring and evaluation
- Client satisfaction
 - Client oriented service delivery
 - Community satisfaction



GOVERNANCE STRUCTURES AND INTER-DEPARTMENTAL COORDINATION PROPOSED AT THE STRATEGIC PLANNING SESSION

- All Fieldworkers placed under one Department
 - Health
 - Social Services
 - Cultural Services (sports, arts and culture)
 - Traditional Leadership (Izinduna, Amakhosi)
 - One M&E system for government that feeds to Provincial Nerve Centre
 - All departments to access the information management system to provide interventions, track progress thereof.
 - Co-ordination with all stakeholders at war room as anticipated in the strengthening of OSS
- The hosting department will oversee all aspects of HR and Monitoring and reporting
- There should be equitable distribution of workload and by location based on poverty levels and other social indicators
- Participating departments will provide policy implementation guidelines, training, accept referrals and track implementation progress thereof
- OSS Inter-departmental Coordination structures to monitor and track implementation and address bottlenecks



PROPOSED ROLES AND RESPONSIBILITIES OF KEY PLAYERS

Decisions required

- Office of Premier to provide leadership, strategic direction and functionality of War Rooms
- One co-ordinating department (suggested COGTA) to coordinate and supervise all Fieldworkers at the Ward level
- Participating departments to provide:
 - Norms and policy guidelines
 - Information
 - Training
 - Commodities
 - Support to all fieldworkers
 - Technical oversight and secondary supervision
 - Access to services for referred clients

INTEGRATION OF HUMAN RESOURCES

Decisions

Acknowledge two cadres of fieldworkers

- Salaried and employed under the Public Service Act and the recruitment to follow the Public Service Act and equitable distribution in all wards
- Volunteers:
 - Those providing interventions at household level employed under EPWP model using the Ministerial determination to deliver health and social services
 - Those providing interventions at community level employed under EPWP model using the Ministerial determination
- **Propose a minimum requirements for the stipended posts as Matric/Grade 12 certificate, and age consideration between 18 and 65 years. Provision of further skilling and career advancement through departmental programmes**
- Pilot proposed model in one sub-district to refine it



Decisions

- Design and implement One Integrated ME&R System
 - Design One integrated household profiling tool
 - Integrated cross-referral and reporting tools
 - Integrated electronic monitoring system to be implemented with data quality assurance and data flow from War Rooms to Provincial Nerve Centre for ease of data sharing across departments
 - Link proposed system to current Presidency's Co-ordinating Council work on Integrated Service Delivery model (OSS for KZN)
- Feedback to the community is required from Ward Councillors (legal mandate)
- Pilot proposed model in one sub-district to refine

PROGRESS TO DATE AND FOR IMMEDIATE IMPLEMENTATION

- Ministerial determination for EPWP to be used as a standard for stipends in the meantime (All volunteers are paid at minimum of this level and others are above this level)
- Standardise a contract for minimum of 2 years for stipended field workers (Draft is available)
- The Ministerial determination provides for all benefit except Maternity Leave, this should be included as part of the contract for all volunteers. (Draft includes this benefit)



NEXT STEPS

- **The Policy guideline on Integrated of fieldworkers to be presented at the Clusters in government led by the Governance and Administration Cluster with costings finalised.**
- **Configuration of the war rooms, strategic approach to OSS Cabinet Days and Public Service Week to be presented at clusters led by the Governance and Administration Cluster for approval by 30 June 2017**
- **Governance and Administration Cluster to presented the two proposals to the members of Executive Council for approval by 31 July 2017.**
- **The pilot of reconfigured OSS to be implemented in a defined District, Local Municipalities and wards.**
- **Monitoring of the implementation to be led by the Governance and Administration Cluster.**
- **Then roll out to all Districts.**



RECOMMENDATIONS

- The PCA to note progress on reviving OSS at ward level
- Leadership of all stakeholders at all levels to lead in the reconfiguration of OSS.
- Governance and Administration Cluster to lead in government
- Community leadership as outlined in the document to take their role in leading OSS
- Progress Report on OSS to be part of Reports by Mayors as chairpersons of District AIDS Councils supported by their Deputy Chairperson who are Civil Society members
- MEC Champions and HOD Champions to support the Reconfigured OSS.





Operation Sukuma Sakhe

